



Quarterly Performance Report

2021–2025

Council Plan Year 4 Initiatives

2024–2028

Budget

Quarter Two—October–December 2024





Acknowledgement

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

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

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

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

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



Message from the Chief Executive Officer



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

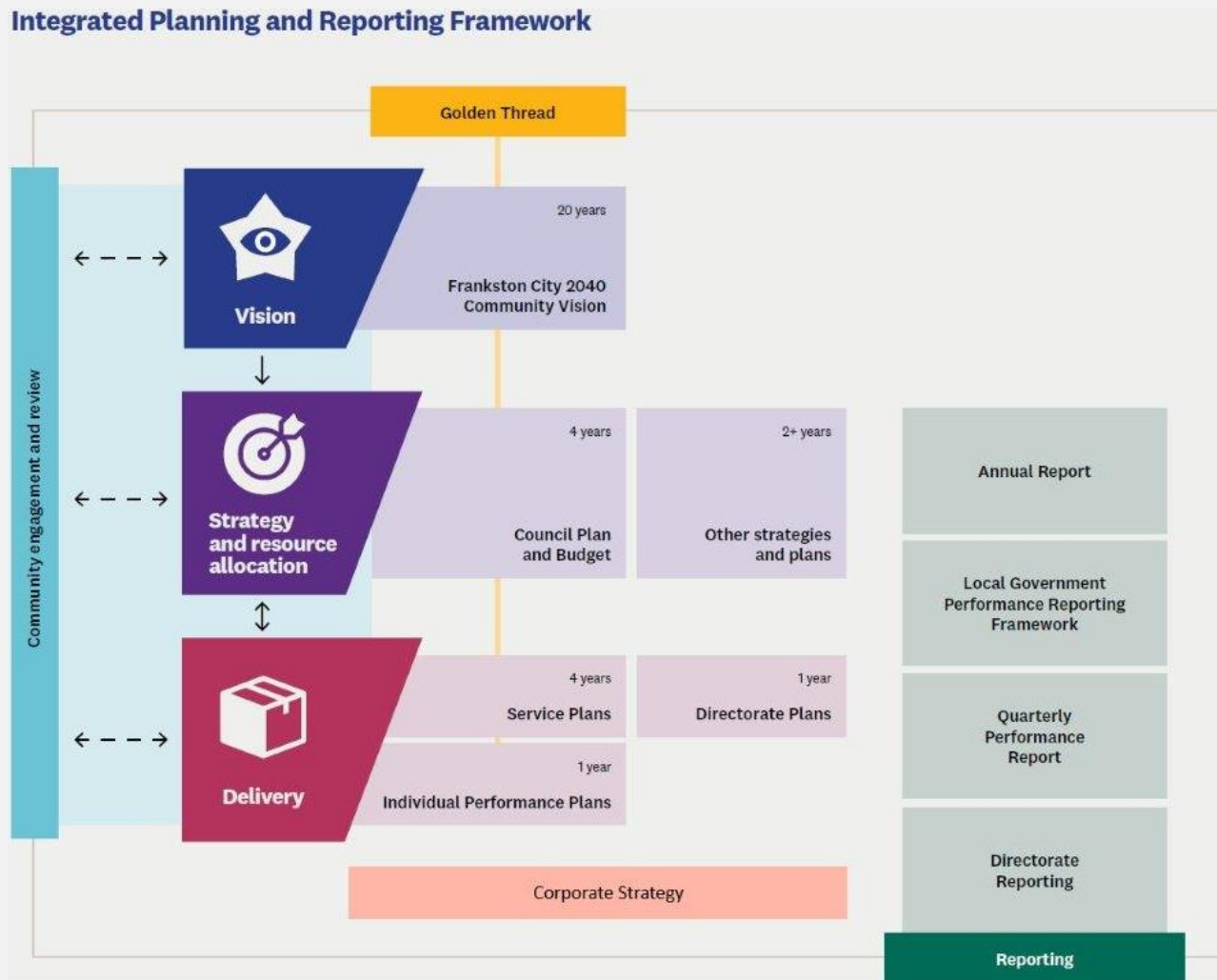
Frankston City is required under the *Local Government (Planning and Reporting) Regulations 2020* to review the performance of the Council against the Council Plan, at least every six months. Our quarterly performance report details Frankston City's progress on initiatives for 2024-2025 identified to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

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

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

Integrated Planning and Reporting

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



Council Plan Outcomes

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



**Healthy
and safe
communities**

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



**Community
strength**

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



**Sustainable
environment**

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



**Well
planned and
liveable city**

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



**Thriving
economy**

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



**Progressive
and engaged
city**

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

Our performance

Directorate highlights for Quarter Two 2024-2025

Communities

The Directorate is on-track to achieve its Council Plan actions, as demonstrated by these Quarter Two results. The team continues to make good progress in the early childhood years and youth services portfolios.

The Annual Community Grants program, the Invest Frankston Grants program and Environmental Sustainability Grants were awarded in quarter two. The Community Partnership Grants were deferred from the 2 December 2024 Council Meeting and will be decided in January 2025.

Council continues to await Ministerial approval of the FMAC Structure Plan via Planning Scheme Amendment. This was expected at the end of December 2024 but did not occur and is expected to occur by the end of Quarter Three. At this stage, it is possible that officers will not be able to deliver a finalised, updated Housing Strategy by the end of Quarter Four, due to pending State Government planning reforms which have not yet been announced or delivered. Decisions were expected to be made on these by the end of Quarter Two but the State Government has not met these timeframes. To avoid duplication and inefficiency, Council must wait until the State government announces their planning reforms before progressing the Housing Strategy further.

Infrastructure and Operations

The Infrastructure & Operations Directorate continues to drive critical projects and strategic initiatives that enhance community outcomes and deliver sustainable infrastructure. Significant progress has been made on major capital works, including the completion of the Ballam Park Stormwater Treatment and Park Improvements and the on-track delivery of the Kananook Commuter Car Park by January 2025. Key initiatives, such as the Monterey

Recycled Water Scheme and the Frankston City Bike Riding Strategy, are advancing, with foundational works and design phases underway to support long-term environmental and mobility objectives. The Directorate is also actively reviewing the Long Term Infrastructure Plan (LTIP) to align asset renewal priorities with evolving service delivery needs, ensuring the 2025/26 Capital Works Program reflects community expectations and strategic goals. Environmental sustainability and climate resilience remain central to the Directorate's efforts, with year-two actions of the Climate Change Strategy 2023–2030 progressing, including LED streetlight upgrades and planning for electric vehicle infrastructure. Tree planting and conservation programs are being maintained to enhance urban greening, while proactive maintenance in drainage, roads, and coastal areas continues to improve service outcomes and reduce reactive work. These efforts are underpinned by strong cross-organisational collaboration and effective resource management, ensuring the Directorate remains focused on delivering high-quality outcomes for the Frankston community.

Customer, Innovation and Arts

Quarter two marked continuing successful delivery of the "Fit for Future Strategy" strengthening Council's foundations by prioritising long-term financial sustainability and enhancing service delivery with a customer-centric focus. This strategy aims to ensure that Council remains efficient while meeting the evolving needs of the community.

A Special Council Meeting was scheduled 20 January to endorse the advocacy priorities prior to the Federal Election 2025. In the current economic environment importance was placed on practical and achievable priorities. The four core priorities are the Nepean Boulevard Precinct Revitalisation, Bruce Park Pavilion Redevelopment, Enhancing Connected Neighbourhoods and Support for Vulnerable Community Members. A comprehensive campaign plan in progress and ongoing conversations with local MPs and Ministers are progressing well.

Significant progress was also made in developing the Council Plan and reviewing the Community Vision, Asset Plan, and Financial Plan, with a draft vision set to be shared in the first quarter of 2025. Key deliverables for the

Council Plan have been refined, and deliberative engagement with the community panel has been highly successful.

The highly popular Frankston Christmas Festival was elevated to a new level with new creative/artwork, new activations, including a music stage and relocation of rides to better activate Young St and the CBD. The Christmas festival ran alongside the 'Always Live' event which was the first to be delivered as part of our Destination Events Attraction Program.

Rosie Batty spoke to 100 attendees at Frankston City Libraries as part of the 16 Days of Activism in December and the Giving Tree was accepting donations from the community throughout December. The libraries student social worker students continue to help connect patrons with community resources, such as housing services, mental health counselling, and facilitated access to essential services, including government services. The annual Statewide Autistic Services exhibition launched with 150 people in attendance.

The Frankston Suburban Revitalisation Board has now been formed and is progressing with key stakeholders establishing regular meetings. An action plan to enhance the Frankston CBD is now well under way and scheduled to be launched in the first quarter of 2025-26.

Corporate and Commercial Services

The Directorate has continued in quarter two to focus on Council Plan initiatives and business as usual deliverables. The 2025-2026 planning cycle was launched and management continues to enhance the integrated planning and reporting framework with the automation of Service Planning for effective organisational strategic planning and the development of a new Council and Wellbeing Plan. The rate cap of 3.00% announced in December will be reflected in the financial assumptions.

The digitisation of grave site information at Frankston Memorial Park was finalised and delivered in August 2024, which enables management of grave site data through Council's Geographical Information System. Preparation for Council's election period is complete. Two candidate information sessions were

held, with the Municipal Association of Victoria and Frankston City Council. An Election Period guide was provided to Councillors and staff to educate them on their obligations and the restrictions in place. Internal requests for publications and/or events were certified in accordance with the Election Period Policy.

Peninsula Leisure Pty Ltd has provided Council with the relevant reporting expected for quarter two. 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 2024 with excellent attendance numbers to the facility. A Customer Satisfaction Survey was conducted in October 2024 resulting in a result of 80.4 per cent satisfaction, an increase from the previous year. Implementation of the Peninsula Leisure Strategy is on track.

The implementation of the 'Can Swim' program of initiatives for the children of Frankston City is progressing well. The Summer program planning has been completed and website updated. The marketing campaigns and participant expression of interest launched for summer holiday programs: Beach program, Family water safety sessions at PINES and Teen swim program. School water safety incursions delivered with great success and positive feedback to: Frankston East Primary School, Kananook Primary School, Mahogany Rise Primary School and Belvedere Park Primary School. Provided Can Swim program awareness at Children's week and Seaford Fun Run. Currently achieved 33% of delivering 3000 participant touchpoints each year for two years.

Households that have requested Food Organics Garden Organics (FOGO) starter kits has increased to 34 per cent of the community due to municipal wide education and events held throughout the year. The Glass Collection Service is currently averaging at 33% presentation and appears to be seasonal with higher levels of presentation around the peak periods, including Christmas. The community is now aware of the new Container Deposit Scheme (CDS) and seem to be utilising this service in conjunction with the separate glass service.

Council Plan summary

In 2024-2025 there are 125 actions listed in the Council Plan. As at the end of December 2024, 100% per cent were considered on track or completed.

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

	Completed ✓	On track ●	At risk ●	Critical ●	Deferred ■	Not proceeding ■
Healthy and safe communities	-	19	-	-	-	-
Community strength	1	28	-	-	-	-
Sustainable environment	-	22	-	-	-	-
Well planned and liveable city	1	12	-	-	-	-
Thriving economy	-	15	-	-	-	-
Progressive and engaged city	2	25	-	-	-	-
TOTAL %	3%	97%	0%	0%	0%	0%

Refer to Appendix A for progress updates on each action.

Financial summary










The December consolidated surplus of \$76.921 million for the underlying operating result reflects an unfavourable variance of \$1.677 million compared to the year to date 2024-2025 budget surplus position of \$78.598 million.

Consolidated Income Statement for December 2024




Description	Year to Date		(Fav)/Unfav Variance \$'000
	December-24 Actual \$'000	December-24 Budget \$'000	
<i>Operating</i>			
Revenue	189,961	186,492	(3,469)
Expenditure	113,273	108,169	5,104
Gain/(Loss) on disposal of assets	233	275	42
Underlying operational result	76,921	78,598	1,677
<i>Capital</i>			
Revenue	8,381	8,794	413
Operational surplus/(deficit)	85,302	87,392	2,090

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

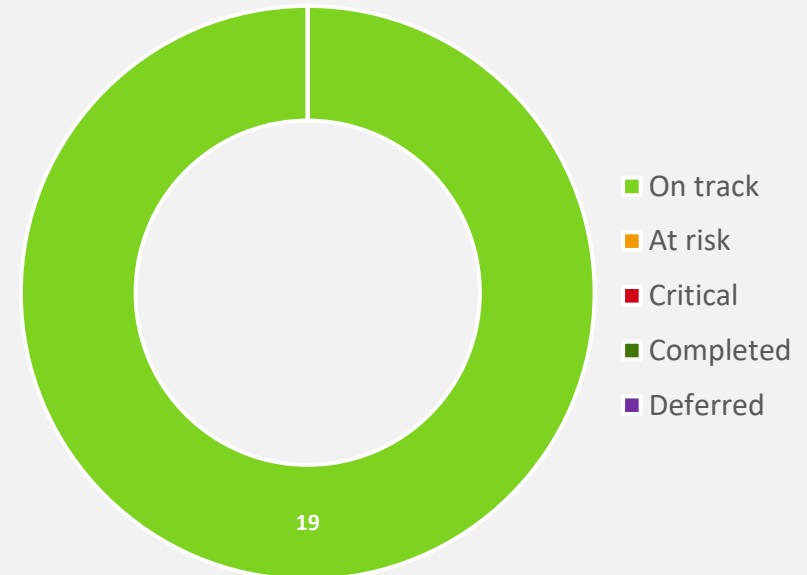
- ✓ Active and healthy lifestyles that support residents living independently longer
- ✓ Long-term health and learning outcomes established in early childhood
- ✓ Reduction of harms from family violence, gambling, alcohol and other drugs
- ✓ Value and support young people

Community Vision 2040 Theme 1
Healthy families and communities

Quarter Two Overview

How we performed

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



Highlights

- The Secondary School Immunisation Program was completed, almost 4,000 vaccines were administered to 2,643 students for their scheduled vaccinations against preventable diseases
- Local sporting clubs supported the 16 Days of Activism by hosting 'Respect Round' events, raising awareness about respect on and off the court
- The 2024 Frankston Seniors Festival featured over 100 events, promoting physical and mental well-being, while raising awareness and accessibility of local services and community groups
- The Children's week event was held in October at McClelland Sculpture Park & Gallery with over 650 attendees enjoying the free event



Community strength

Priorities

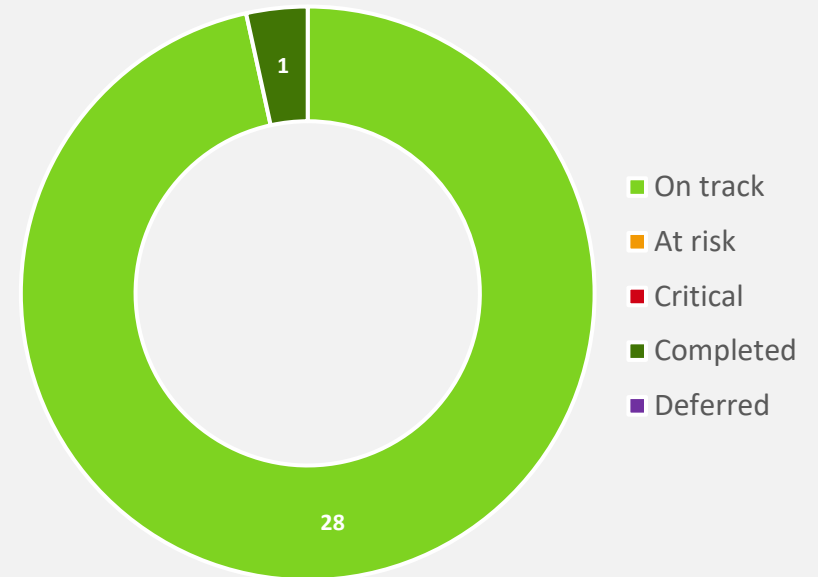
- ✓ Accessibility of services to enhance social inclusion and mental wellbeing
- ✓ Volunteering to build connections and resilience within the community
- ✓ Frankston City's arts and cultural identity

Community Vision 2040 Theme 2
Vibrant and inclusive communities

Quarter Two Overview

How we performed

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



Highlights

- Frankston Peninsula Rotary 2.0 and Frankston Yacht Club launched accessible beach matting at Frankston Beach
- Council hosted events for International Day of People with Disability and promoted men's health through family violence prevention initiatives
- Positive Ageing and Community Grants supported seniors' clubs, with over 100 events during the Frankston Seniors Festival
- The Frankston Regional Arts Trail project released its first expression of interest for the replacement artwork for the pier



Sustainable environment

Priorities

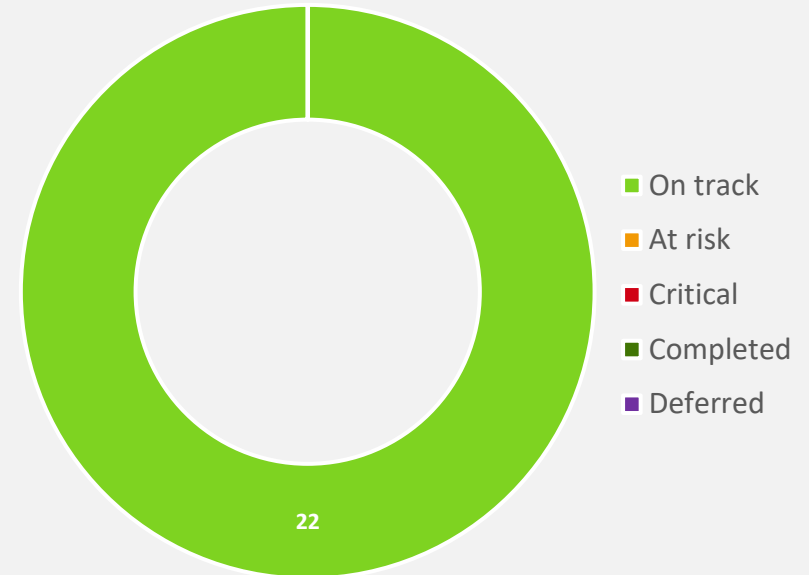
- ✓ Climate emergency response and leadership
- ✓ Green canopy cover to reduce urban heat
- ✓ Diversion of waste from landfill
- ✓ Protection, access and connection to the natural environment

Community Vision 2040 Theme 3
Natural environment and climate action

Quarter Two Overview


How we performed

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



Highlights

- Bin trim program and Aspire resource exchange platform implemented to support waste minimisation practices in local business
- The Coastal Marine and Management Plan awaits ministerial approval, with Year 1 actions underway
- Construction works for the Monterey Recycled Water Scheme has commenced
- Community and stakeholder consultation on the Fauna Connectivity Report is complete, and the Environmental Significance Overlay mapping report has been finalised
- Stormwater Management Framework under review with expected adoption June 2025



Well planned and liveable city

Priorities

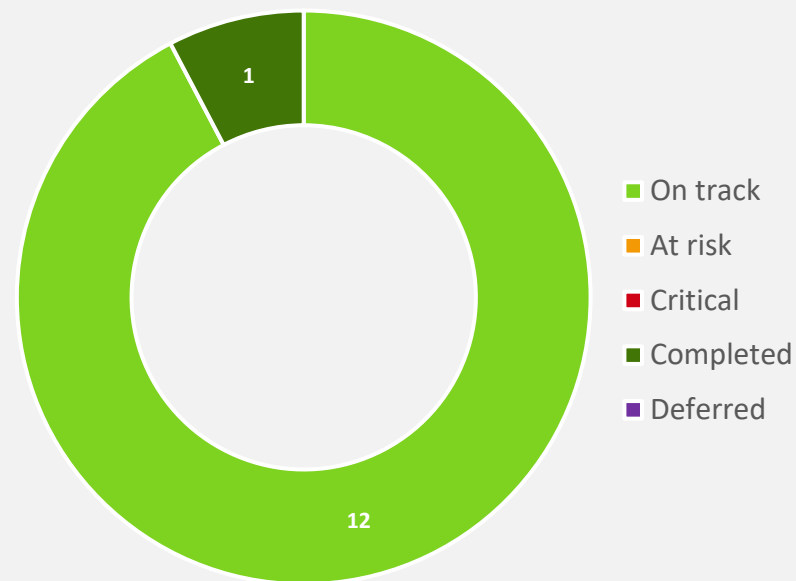
- ✓ Urban design renewal of public places and spaces
- ✓ Connected, accessible, smart and safe travel options
- ✓ Frankston City's identity as a liveable city

Community Vision 2040 Theme 4
Connected places and spaces

Quarter Two Overview

How we performed

100% per cent of actions completed or on track (13/13)



Highlights

- Implementation of the Frankston City Bike Riding Strategy 2024-2039 action plan has commenced
- The Council's Public Toilet Action Plan was recognised with the Award of Excellence in the Community Wellbeing and Diversity Category at the 2024 PIA Victorian State Awards
- Construction of the Multi-level carpark at Frankston train station and Kananook train station is complete



Thriving economy

Priorities

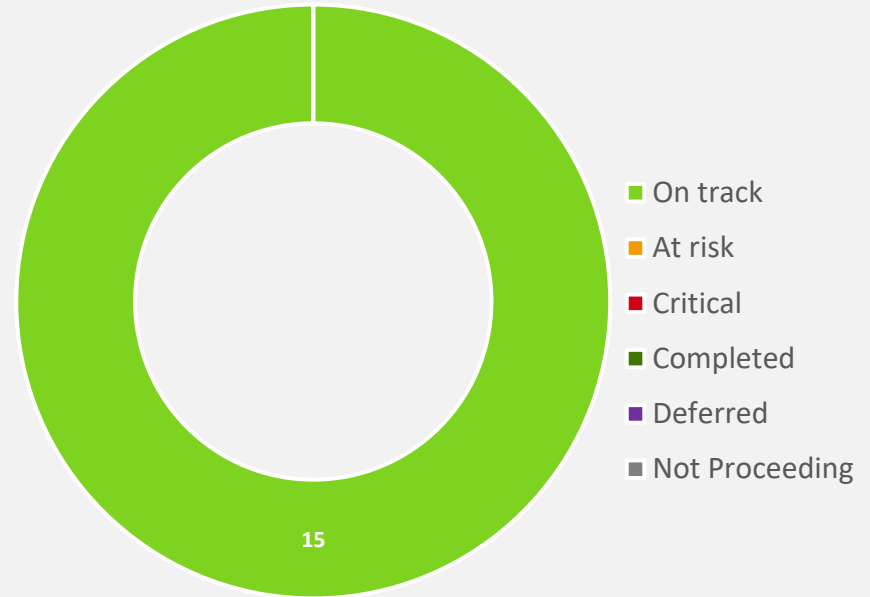
- ✓ Business and industry investment attraction
- ✓ Activity centre precincts
- ✓ Local employment, education and training opportunities for all people

Community Vision 2040 Theme 5
Industry, employment and education

Quarter Two Overview

How we performed

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



Highlights

- Delivered End of the Line Frankston in partnership with Always Live, a state government music and destination initiative
- Frankston Arts Centre FAC Theatre 2025 Season launched, marking the beginning of the FAC's 30-year celebration
- Four partnerships secured with local businesses: The Dancing Year, Frankston Brewhouse, Banks Brewing, and ETCH Sparkling
- The Christmas Festival launched the city's 2024-2025 event season



Progressive and engaged city

Priorities

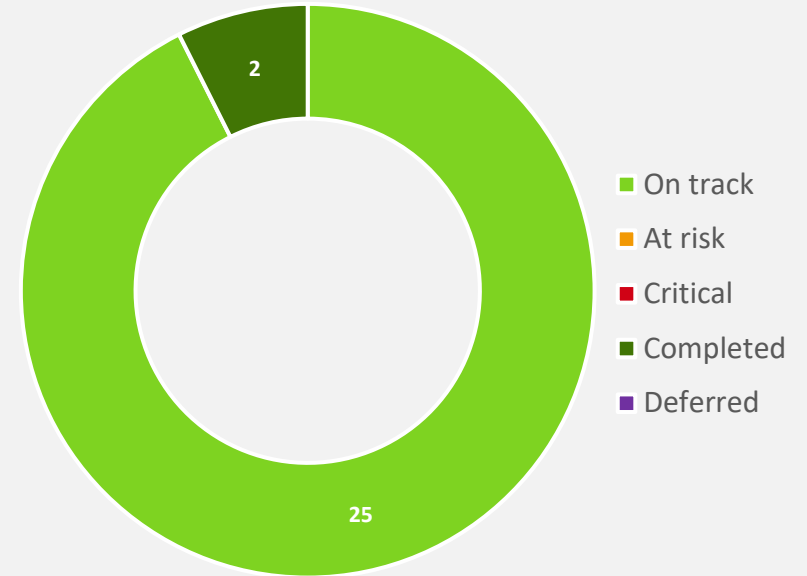
- ✓ Engagement with our community in communication and decision making
- ✓ Future ready service delivery through changes to culture, capability, connectivity and customer experience
- ✓ Sound governance to build trust in the integrity and transparency of Council

Community Vision 2040 Theme 6
Advocacy, governance and innovation

Quarter Two Overview

How we performed

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



Highlights

- The Councillor Induction Program commenced successfully with all Councillors taking the oath and a Mayor and Deputy Mayor being appointed
- Internal stakeholder consultation has commenced for the review of the Road Management Plan
- The tender for the replacement of the Asset Management System has been advertised, closing 5th February



Financial performance

Financial Performance

(Frankston City Council excluding Peninsula Leisure Pty Ltd)

The following quarterly financial report provides a summary and analysis of Council's financial performance for the nine months to December 2024. The report is designed to ensure consistency with the 2024-2025 adopted budget, compliance with statutory requirements and to measure Council's overall financial performance.

Financial results for Frankston City Council excluding Peninsula Leisure Pty Ltd

Summary - Income Statement

Description	Year to Date		(Fav)/Unfav Variance \$'000
	December-24 Actual \$'000	December-24 Budget \$'000	
<i>Operating</i>			
Revenue	181,934	178,886	(3,048)
Expenditure	106,311	101,118	5,193
Gain/(Loss) on disposal of assets	233	275	42
Underlying operational result	75,856	78,043	2,187
<i>Capital</i>			
Revenue	8,381	8,794	413
Operational surplus/(deficit)	84,237	86,837	2,600

The underlying operating result for December 2024 reflects a negative variance of \$2.187 million. Council's second quarter underlying operating position is indicating a surplus of \$75.586 million, this is a \$2.187 million unfavourable variance compared to the second quarter 2024-2025 budget position of \$78.043 million surplus.

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

The consolidated result including Peninsula Leisure is a surplus \$85.302 million which is \$2.090 million unfavourable compared to budget.

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

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

	Dec-24 YTD Actual \$'000s	Dec-24 YTD Budget \$'000s	Variance \$'000s	Variance %
Underlying operating result (1)	75,856	78,043	(2,187)	(2.80)%
Cash and investments	70,174	50,352	19,642	39.00%
Capital works expenditure	23,353	23,558	(205)	(0.01)%

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

Description	Year to Date			Full Year		
	December-24	December-24	(Fav)/Unfav	2024-2025	2024-2025	(Fav)/Unfav
	Actual \$'000	Budget \$'000	Variance \$'000	Forecast \$'000	Budget \$'000	Variance \$'000
<i>Operating</i>						
Revenue	181,934	178,886	(3,048)	201,719	200,056	(1,663)
Expenditure	106,311	101,118	5,193	218,428	208,379	10,049
Gain/(Loss) on disposal of assets	233	275	42	585	549	(36)
Underlying operational result	75,856	78,043	2,187	(16,124)	(7,774)	8,350
<i>Capital</i>						
Revenue	8,381	8,794	413	24,985	22,008	(2,977)
Operational surplus/(deficit)	84,237	86,837	2,600	8,861	14,234	5,373

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 second quarter underlying operating position is indicating a surplus of \$75.856 million, this is a \$2.187 million unfavourable variance compared to the expected second quarter 2024-25 budget position of a surplus of \$78.043 million.

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

Grants – operating – \$1.3 million favourable variance. The increase in government funding relates to the following areas:

- \$0.8 million in Financial Assistance Grants received earlier than budgeted.
- \$0.2 million in Economic Development following the acquittal of the Jobs Advocacy Program.
- \$0.1 million in Waste Circularity due to unexpected grants received.
- \$0.1 million for Kananook Creek dredging.

User fees and charges – \$1.3 million favourable variance. The increase in user fees and charges relates to the following areas:

- \$0.4 million increase in income received for Frankston Regional Recycling and Recovery Centre due to increased demand for services.
- \$0.5 million increase in the Arts Centre due to higher than anticipated year to date activity.
- \$0.2 million increase in Aged Community Care, mainly due to increased Meals on Wheels and Home Maintenance services.

d. \$0.1 million increase in income for Engineering Services, mainly due to continued occupation of land relating to Frankston Hospital.

Other income - \$0.4 million favourable variance. The favourable position in other income is mainly due to:

- a. \$0.2 million increase in Lease income received, mainly due to new annual lease agreement for temporary car park.
- b. \$0.1 million increase in Waste Circularity due to higher than anticipated income for the Container Deposit Scheme.

Employee Costs - \$1.3 million favourable variance. The favourable position in Employee costs is mainly due to:

- a. \$0.6 million saving in the WorkCover Premium payment following a lower than industry average performance rating.
- b. \$0.7 million reduction where staff vacancies have existed and have been forecast to potentially continue. Areas most affected by staff vacancies are Operations, Safer Communities, Family Health Support Services and Customer Experience.

Materials and services - \$2.0 million favourable variance. The variance in materials and services is mainly due to:

- a. \$0.6 million lower consultant (\$0.5 million) and Legal (\$0.1 million) costs across the Directorates.
- b. \$0.6 million lower than anticipated write-offs for operational works in capital projects from prior years.
- c. \$0.2 million lower than budgeted expenditure for contracts and materials in Operations, Building Infrastructure and Arts and Culture.
- d. \$0.2 million lower than anticipated expenditure for Utilities. These are expected to be fully spent by the end of the financial year.
- e. \$0.2 million lower than anticipated expenditure for IT software and communications.
- f. \$0.1 million lower in stationery, postage and printing costs across the Directorates.

Other Expenses - \$8.5 million unfavourable variance. The unfavourable variance in other expenses is mainly due to:

- a. \$8.9 million higher asset write off expenses following the declaration of Hall Road as an Arterial Road (now controlled by the Department of Transport and Planning).
- b. Offset by \$0.3 million lower than budgeted expenditure due to delays in business and community grants.

Operating Result: The operating result for the first six months to December 2024 indicates a surplus of \$84.234 million, this is a \$2.6 million unfavourable variance compared to the adopted third quarter budget position of \$84.237 million surplus. This variance is due to the reasons as described above plus an extra \$0.1 million higher than expected monetary contributions offset by \$0.5 million in lower 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	4,715	5,573	(858)	14,394	13,611	(783)
Plant and equipment						
Total plant and equipment	2,466	2,527	(61)	7,698	7,353	(345)
Infrastructure						
Total infrastructure	16,172	15,458	714	44,347	37,196	(7,151)
Total capital works expenditure	23,353	23,558	(205)	66,439	58,160	(8,279)
Funding:						
External						
Government grants	7,226	2,065	5,161	21,542	18,693	(2,849)
Contributions	27	-	27	545	515	(30)
Proceeds from sale of assets	403	411	(8)	999	999	-
Other income	-	-	-	-	-	-
Total external funding	7,656	2,476	5,180	23,086	20,207	(2,879)
Internal						
Reserve funds	2,514	2,631	(117)	7,961	7,380	(581)
Loan borrowings	-	-	-	3,826	3,750	(76)
Rates funding	13,183	18,451	(5,268)	31,566	26,823	(4,743)
Total internal funding	15,697	21,082	(5,385)	43,353	37,953	(5,400)
Total funding	23,353	23,558	(205)	66,439	58,160	(8,279)

After six months of the year, expenditure is \$23.353 million against a year to date adopted budget of \$23.558 million. The Capital Works Program is tracking well with 29 of the 264 active projects completed.

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

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

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

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

Schedule of reserves as at 31 December 2024

	Opening Balance 01/07/2024 \$'000	Transfer to reserve \$'000	Transfer from reserve \$'000	Closing balance 31/12/2024 \$'000
Statutory reserves				
Public resort and recreation	2,451	1,041	(718)	2,774
Subdivision roadworks	133	-	-	133
Infrastructure assets	74	-	-	74
Car parking	10	-	-	10
Total statutory reserves	2,668	1,041	(718)	2,991
Discretionary reserves				
Strategic asset reserve	725	-	(56)	669
MAV LGFV fund	13,916	412	-	14,328
Unexpended grant reserve	727	-	(265)	462
PARC asset management sinking fund	9,792	750	(1,180)	9,362
Capital projects reserve	4,654	-	(560)	4,094
Resource efficiency reserve	84	2	-	86
Waste recycling and resource recovery reserve	2,239	-	-	2,239
Economic Development grants reserve	95	-	(45)	50
Total other reserves	32,232	1,164	(2,106)	31,290
Total reserves	34,900	2,205	(2,824)	34,281

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

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

Trade and other receivables	2023-24	2024-25
	\$'000	\$'000
Current receivables		
Ratepayer receivables	92,941	102,720
Special rates & charges	215	209
Infringements	6,899	7,633
Provision for doubtful debts - infringements	(3,261)	(2,910)
Other receivables	7,746	6,452
Provision for doubtful debts - other debtors	(75)	(67)
	104,465	114,037
Non-current receivables		
Special rates & charges	446	391
Total receivables	104,911	114,428

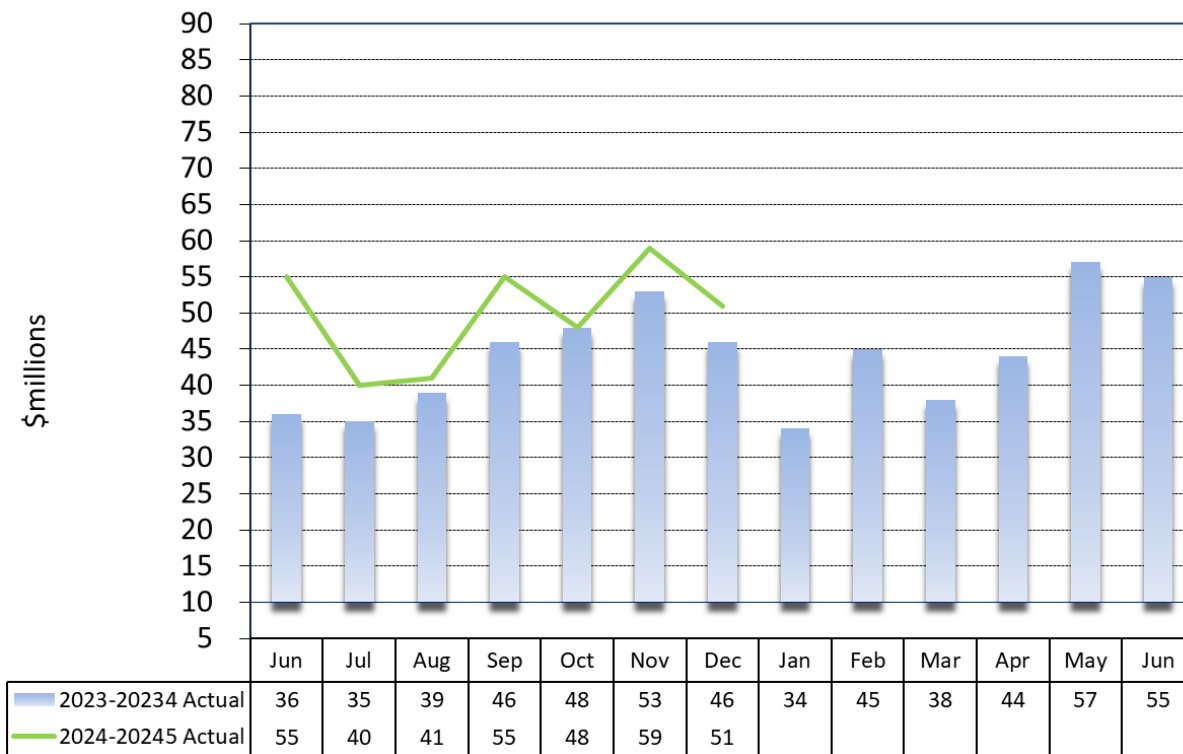
Accounts receivable balances were \$114.428 million as at 31 December 2024, up from \$104.991 million as at 31 December 2024.

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%
2023-24	16,577	758	1,617	42,903	1.86	30.50%	1.5%
2024-25	3,750	1,893	2,008	44,760	1.35	30.99%	2.6%
2025-26	15,365	18,024	2,214	42,101	1.44	28.34%	13.1%
2026-27	22,490	4,334	2,450	60,257	1.40	38.96%	4.3%
2027-28	2,000	5,643	2,775	56,614	1.40	35.60%	5.1%
Victorian State Government Prudential Ratio Limits - Risk Assessment				High	Below 1.10	Above 80%	Above 10%
				Medium	1.10 - 1.20	60%-80%	5% -10%
				Low	Above 1.20	Below 60%	Below 5%

Note: The repayment of the NAB interest only loan (\$15.542 mil) in 2025-26 has resulted in Council's Debt Servicing ratio to increase to 13.1%.

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

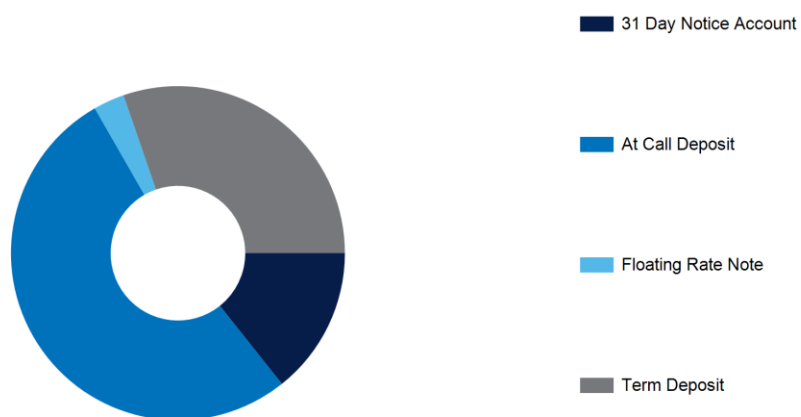
Financial institution	Debt principal @ 30-06-2024 \$'000's	Principal repaid \$'000's	New borrowings \$'000's	Debt principal @ 31-12-2024 \$'000's	Interest \$'000's	Loan repayments due over next 12 months \$'000's
National Australia Bank	10,673	223	-	10,450	370	1,183
National Australia Bank - MAV	15,542	-	-	15,542	310	-
Treasury Corporation Victoria	11,600	331	-	11,269	148	1,149
Total	37,815	554	-	37,261	828	2,332

Investments (Frankston City Council excluding Peninsula Leisure Pty Ltd)

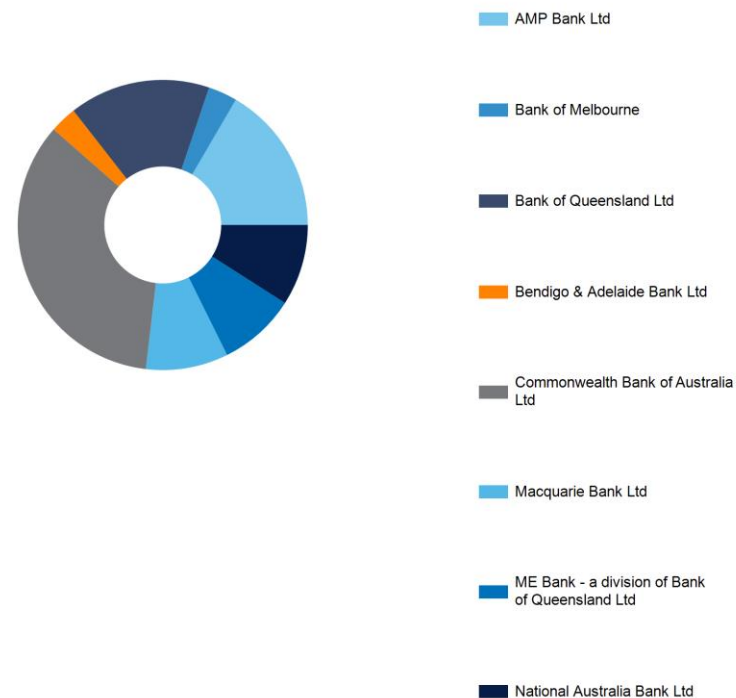
Council is complying with its Investment Policy (adopted by Council on 16 December 2019) that ensures effective and responsible utilisation of Council’s surplus cash funds within the government legislative framework and applicable Federal and State regulations. Council’s investment holdings as at 31 December 2024 were \$70.174 million.

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

Market Value by Security Type



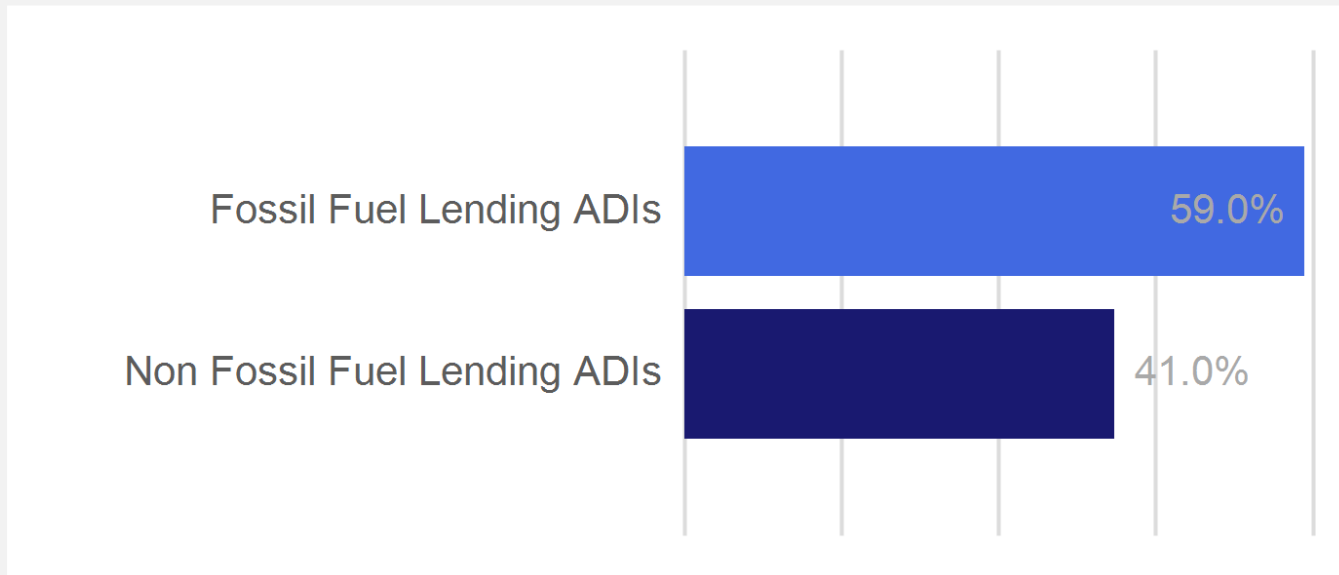
Market Value by Issuer



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

Portfolio Fossil Fuel Summary

Council's portfolio comprises 41.00% of investments with non-fossil fuel lenders with the remainder still funding fossil fuel related organisations or programs.



ADIs (Authorised deposit-taking institutions)







Appendix A – 2024-2025 Council Plan Performance: Quarter 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 2025-2026
-  Not Proceeding Action will not be completed

2021-2025 Council Plan and Budget







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

	2021-2022	2022-2023	2023-2024	2024-2025
 Action completed or on track	123	115	120	125
 Completion deferred to following year	11	6	4	-

October-December 2024 Council Plan Actions



In 2024-2025 there are 125 actions listed in the Council Plan. As at the end of December 2024, 100% per cent were considered on track or completed.

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


	Completed 	On track 	At risk 	Critical 	Deferred 	Not Proceeding 
Healthy and safe communities	-	19	-	-	-	-
Community strength	1	28	-	-	-	-
Sustainable environment	-	22	-	-	-	-
Well planned and liveable city	1	12	-	-	-	-
Thriving economy	-	15	-	-	-	-
Progressive and engaged city	2	25	-	-	-	-
TOTAL %	3%	97%	%	%	%	%




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	Maternal and Child Health & Immunisation services continue to deliver a high-quality service to children and families. The Secondary School Immunisation Program was completed, just under 4,000 vaccines were administered to 2,643 students for their scheduled vaccinations against preventable diseases. The Children's week event was held in October at McClelland Sculpture Park & Gallery with over 650 attendees enjoying the free event. A range of local services were present to create a network of support for families, showcasing the resources available in the area. The collaborative event was informative and fun and strengthened connections between service providers and the families they serve.	Communities	
Maintain systems and capacity to manage and respond to emergency events	CP-1.1.2	Coordinate central registration of enrolments for community kindergartens	Kindergarten Registration for 2025 was completed. The summary for 2025: Three-Year-Old Places <ul style="list-style-type: none"> Capacity: 745 places Registrations: 909 preferences submitted Acceptances: 652 places accepted Vacancies: 93 places available across the municipality Waitlist: 43 children, primarily in Seaford, Langwarrin, and Frankston South Many families whose children missed out on their first preference have opted to enrol in alternative kindergartens or privately operated services. Four-Year-Old Places	Communities	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			<ul style="list-style-type: none"> Capacity: 895 places Registrations: 1,019 preferences submitted Acceptances: 815 places accepted Vacancies: 80 places available Waitlist: 24 children - most of which are in Frankston South <p>Similar to three-year-old enrolments, families unable to secure their first preference have often chosen alternative options.</p> <p>The addition of two new groups at Baden Powell Kindergarten has significantly eased pressure in the Frankston South area, enabling more families to secure places locally.</p>		
	CP-1.1.3	Implement year four actions for Council’s Early Years Plan	Council has continued to progress the final four actions in the plan. The first action to explore an interactive shop front in Frankston Central has been completed. For this initiative to progress, adequate resources for staff and associated program costs are required and this may be proposed in the future. The remaining three actions are in progress.	Communities	
	CP-1.2.1	Monitor and mitigate key emergency risks to the community	The fire hazard inspection program commenced in November 2024, identifying and inspecting private properties presenting the highest fire risk to the municipality. Enforcement action and compulsory clearances will be required for those still non-compliant from the 51 fire prevention notices issued when reinspected in the New Year.	Communities	
	CP-1.2.2	Maintain up-to-date emergency management plans and test them to identify and mitigate capability and capacity gaps through training and awareness	The Municipal Emergency Management Planning Committee came together to review the roles and responsibilities section of the Municipal Emergency Management Plan. Fire Rescue Victoria and other agencies in attendance unanimously identified that their role and responsibilities in Frankston City do not differ from those covered off and linked within	Communities	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			the State Emergency Management Plan and therefore no changes were required.		
	CP-1.2.3	Leverage partnerships with key agencies and community groups to improve planning for response to and recovery from emergency events. This will include the development and implementation of an annual training program	<p>The Municipal Relief and Recovery Subcommittee agreed to Council's submission of expanding the committee to include a wide network of those who have an interest in or willingness to assist in emergencies. Planning has commenced for reach into the community utilising existing networks and the development of others which could be used organisation wide to 'engage people where and how they wish to be engaged'.</p> <p>An approach to Radio Port Phillip FM (RPPFM) has resulted in Frankston City inviting Mornington Peninsula Shire to collaborate in providing emergency preparedness information to the community. The station has multicultural hosts that broadcast in language which will provide an important communications channel should it be required during emergency events. Coordinator Emergency Management had a guest session on breakfast radio to highlight the importance of summer and fire preparedness and was invited to return to share other emergency preparedness messaging on a regular basis.</p>	Communities	
	CP-1.2.4	Deliver Emergency Management training and exercise	Planning has commenced to test and identify gaps in knowledge and resourcing between Council's Business Continuity and Emergency Management interdependencies in response. The development of a supporting document/plan will lead into a round table desktop exercise to be held in 2025.	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 is dedicated to enforcing relevant legislation aimed at addressing amenity and safety concerns within the community. Council is currently conducting a thorough review of our processes and service standards to improve our	Communities	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			effectiveness and establish clear expectations moving forward. In December 2023, the Draft Safer Communities Policy and Strategy was adopted, and efforts are now underway to implement the actions outlined in this strategy.		
	CP-1.3.2	Promote and deliver more diverse play and leisure opportunities for residents of all ages to encourage active lifestyles	Council has been supporting other sporting opportunities that foster social inclusion and participation in a non-organised sporting environment. Peninsula Leisure have undertaken learn to skate programs through the Frankston Skate Park and is underpinned by Council's draft Skate and BMX strategy that is currently under development.	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	Ongoing participation in 'The Community Plate,' a project with Peninsula Health, to strengthen local food systems and build connections with the Community Garden Network. This includes bi-monthly meetings, free mulch and compost provision, and connecting gardens with food relief groups. A tour of the Community Garden was facilitated for Council staff to enhance understanding of gardens' role in health, sustainability, and community well-being.	Communities	
	CP-1.3.4	Implement year four actions for Council's Health and Wellbeing Plan	The implementation of the Year Four Action Plan for Council's Health & Wellbeing Plan is progressing well. Highlights include: the 16 Days of Activism campaign ran with Council partnering with local services to host a range of free community activities; the launch of accessible beach matting at Frankston Foreshore on the International Day of People with Disability; a staff event during Gambling Harm Awareness Week with a local lived experience advocate to raise awareness of gambling harm; and the delivery of the second ID and Victorian Housing Register Connect Clinic at Community Support Frankston hosted by	Communities	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Frankston Zero for people experiencing homelessness.		
	CP-1.3.5	Continue the 'Can Swim' program of initiatives the Peninsula Leisure operators of PARC	Summer program planning has been completed and website updated. The marketing campaigns and participant expression of interest launched for summer holiday programs: Beach program, Family water safety sessions at PINES and Teen swim program. School water safety incursions delivered with great success and positive feedback to: Frankston East Primary School, Kananook Primary School, Mahogany Rise Primary School and Belvedere Park Primary School. Provided Can Swim program awareness at Children's week and Seaford Fun Run. Currently achieved 33% of delivering 3000 participant touchpoints each year for two years.	Corporate and Commercial Services	
Advocate for programs and support to reduce harms from family violence, gambling, alcohol and other drugs	CP-1.4.1	Implement Year one Actions of the Family Violence Prevention Action Plan (2024-2028)	Year one actions in Family Violence Prevention saw progress in men's health and the 16 Days of Activism. Highlights include "Dad Time!" with over 40 attendees, the "Manhood, Mates & Me" workshop on healthy masculinity, Rosie Batty's talk on family violence, and local sports clubs promoting respect and inclusivity. Community Departments are also leading implementation of their respective actions.	Communities	
Engage young people to support their educational outcomes	CP-1.5.1	Partner with the Department of Education and Training on Frankston North Strategic Education Plan	Council has collaborated with all Frankston North Education Plan site partners to establish the new structure for the Site Partnership Group. The new structure aligns partners with their relevant responsibilities, decision making authority and areas of expertise for relevant actions. Four working groups have been established under the new structure, each with a key focus area. Frankston City Council is represented in each of these working groups.	Communities	

Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-1.5.2	Deliver Youth Services outreach, in-reach and engagement programs	Frankston Youth Services deliver a broad range of youth programs to support the needs of local young people. 229 programs were delivered across a broad range of topics in Quarter two, including basketball programs at a local secondary school, visits from local schools into Youth Central, and street art workshops with local secondary school students.	Communities	
	CP-1.5.3	Enable young people to have a voice through Youth Council and youth events	Frankston Youth Services regularly delivers programs which enable young people to have their voices heard and acknowledged. Frankston Youth Services request feedback from participants after each program and event, and this feedback contributes to program planning. 221 young people provided feedback and input have been received throughout Quarter Two.	Communities	
	CP-1.5.4	Deliver the Work Ready Program providing work experience, traineeships and student placement opportunities	Council continues to offer the Work Ready Program across the municipality. We continue to see success with the work ready work experience program with nine students undertaking work experience programs in quarter two in Meals on Wheels, Library Services, Environmental Policy and Planning, Arts, & People and Culture. We are seeking a change to the funding line in 2025 to better support our traineeship program, This will provide efficiencies and cost savings.	Customer Innovation and Arts	
	CP-1.5.5	Provide grants to support students in participating in formal education and recreational programs	Council continues to deliver its Child and Youth Inclusion Grants, providing vital support to low-income applicants to help them access education and recreational opportunities. Quarter two has seen continued rise in applications, driven by targeted engagement efforts in low socio-economic areas across Frankston City. As a result, the funding pool is nearing exhaustion.	Communities	



Four-year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-1.5.6	Implement year three actions for Council's Youth Action Plan	Frankston Youth Services work closely with local employment service providers to ensure young people are supported to achieve their education or employment goals. Youth Services continues to support the delivery of the Child and Youth Inclusion Grant for young people and their families.	Communities	



Strategic indicators





If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased active and healthy lifestyles that support residents living independently for longer	SI-1.1.1	Proportion of residents reporting long-term health conditions (ABS Census)	Indicator reported annually	Communities	-
Increased active and healthy lifestyles that support residents living independently for longer	SI-1.1.2	Proportion of residents satisfied with sport and recreation facilities (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Improved long-term health and learning outcomes established in early childhood	SI-1.2.1	Proportion of children fully immunised by school age compared to the Victorian state benchmark (LGPRF) (Local Government Performance Reporting Framework)	Indicator reported annually	Communities	-
Reduction of harms from family violence, gambling, alcohol and other drugs	SI-1.3.1	Proportion of residents who feel a safe in public areas in Frankston City (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Reduction of harms from family violence, gambling, alcohol and other drugs	SI-1.3.2	Rate of hospital admissions due to alcohol and other drugs (Turning Point)	Indicator reported annually	Communities	-
Reduction of harms from family violence, gambling, alcohol and other drugs	SI-1.3.3	Rate of reported family violence incidents (Crimes Statistics Agency)	Indicator reported annually	Communities	-
Improved education outcomes through better engagement of young people	SI-1.4.1	Proportion of people attending Tafe or University (Australian Bureau Statistics)	Indicator reported annually	Communities	-






2 Community strength






Initiative progress comments





Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Build Frankston City's reputation as an arts, culture and tourism destination	CP-2.1.4	Develop sculpture and eclectic street art culture	Two First Nations sculptures have been installed along Sweetwater Creek depicting Bait Banger and Eliza, two Indigenous individuals who used to forge and spear fish in the area. The Mile Bridge Gateway sculpture is at the stage of prototyping, with officers working on gaining land and stakeholder approvals. Fabrication will commence once satisfaction has been achieved through prototyping. Quotes have been received to coat the sculpture 'Sentinel' in fibreglass to start the restoration process. Selection of the expression of interest for the Frankston Street Art Festival line-up is now complete and concepts are being approved by building owners. Promotional material and marketing has commenced. 10 artists have been selected for the People's Choice Award where the public will decide on the chosen artist for 2026. Programming is progressing for the Block Party.	Customer Innovation and Arts	
	CP-2.1.5	Implement year two actions of Council's Public Art Strategy	During quarter two nine artists have been secured for Frankston's Street Art Festival who will contribute to Frankston's growing body of public art, with a site specific mural work being created for Frankston Special Development School. Installation has taken place of 'Meander' a sculpture at Kananook Commuter Car Park ensuring public art is being integrated into Council's Capital Works program.	Customer Innovation and Arts	



Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			25 applicants submitted proposals for the replacement artwork for Frankston Pier for the Frankston Regional Arts Trail, with the selection process underway. A site specific mural work is in its initial stage at the Mitre 10 site in Karingal also as part of the Frankston Regional Arts Trail.		
	CP-2.1.6	Implement year two actions of Council's Destination Events Strategy	Delivered the first event in the 2024/25 Destination Events Attraction Program (DEAP) season, in partnership with Always Live, a State Gov music and destination program. Prepared for launch of 2025/26 DEAP season. Oversaw changes and elevation elements of Frankston Christmas Festival, including new creative/artwork, new activations, including a music stage and relocation of rides to better activate Young St and the CBD. New partnership discussions with brands for the festival season. Rolled out initial stages of the Summer events season PR campaign with metro-based Publicity company. Gathered quotes from new photography and videography providers, to further explore the elevation of our content library for events.	Customer Innovation and Arts	
Enrich the lives of older residents and people with disabilities with opportunities to enable participation and independent living	CP-2.2.1	Deliver Council's annual Seniors Festival, programs and activities to enhance participation and social inclusion	Positive Ageing delivered Seniors Festival 2024 offering 101 events, with 89 events offered free of charge. A total of 2777 people attended, and a diverse program was delivered including live music, dancing, art exhibitions, walking basketball, information sessions, multicultural events and interactive workshops. The Seniors Festival fostered community connections, encouraged new experiences, promoted local seniors clubs, community centres and various community services.	Communities	





Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-2.2.2	Support organisations that are providing valued services to older residents	Positive Ageing continued to support senior clubs and groups and partnering with relevant networks and organisations to increase awareness and access of services. This includes the Respecting Seniors Network, which partners with local organisations and Council's to combat ageism and promote services throughout the community.	Communities	
	CP-2.2.3	Implement year four actions for Council's Disability Action Plan	Partnered with Frankston Peninsula Rotary 2.0 and Frankston Yacht Club to launch new Accessible Beach Matting at Frankston Beach on 30 November 2024. The matting is rolled out on Saturdays during the summer season or by request. Frankston City Council hosted three successful community events for International Day of People with Disability: A Dance Party with BAM Arts at Cube 37, Storytime with Julie and Darcy at Frankston Library and finally the "Shine like a Community Leader" celebration in partnership with a volunteer disability working group, Brotherhood of St Lawrence NDIS and Orwil Street Community Centre.	Communities	
	CP-2.2.4	Facilitate improved access for people with disabilities to services and transport options	Council has partnered with Monash University Occupational Therapy students to develop a staff guide to organising accessible events in 2025 and beyond.	Communities	
	CP-2.2.5	Support and promote Culturally and Linguistically Diverse (CALD) and seniors' groups	Planning is underway to celebrate significant cultural events in 2025. Positive Ageing continues to support over 30 local seniors clubs and groups, including 10 CALD senior groups, providing operational, governance and grant assistance to ensure groups are able to continue operating efficiently.	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-2.2.6	Volunteer Week - Combined Council - Volunteer celebration event	Planning for delivery of a Volunteer Thank-you event is underway for expected delivery in May 2025.	Communities	
Targeting community needs through development programs and grants	CP-2.3.1	Design Community Development programs to meet resident needs	In October and November, two 'Mental Health and Wellbeing' workshops were delivered for volunteers from community groups supporting homeless people, including Frankston Winter Shelter, Project Fresh Start, and others. Also led a 'Community Food Forum' with The Community Plate to celebrate urban agriculture initiatives, fostering relationships, new ideas, and local connections.	Communities	
	CP-2.3.2	Deliver Council's grants program	Council awarded the 2024/25 Annual Community Grants to several organisations and individuals in quarter two. In addition, Round 1 of the 2024/25 Environmental Sustainability Grant was assessed and awarded to local community groups and landowners.	Communities	
	CP-2.3.3	Build connections between volunteers and volunteer organisations through Impact Volunteering	To increase awareness and access to Volunteering Frankston, a designated area has been assigned in Frankston Library to promote and display volunteer position descriptions from organisations registered with Volunteering Frankston.	Communities	
	CP-2.3.4	Implement year four actions from Council's Library Action Plan	Frankston City Libraries participated in 16 Days of Activism in December, with Rosie Batty speaking to 100 attendees at Frankston library, and the Giving Tree was located at Frankston library through December to accept donations from the community. The student social worker initiative continued to develop, with students helping connect patrons with community resources, such as housing services, mental health counselling, and facilitated access to essential services, including government services.	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-2.3.6	LGBTQI Alliance Facilitation	Council co-facilitates the Frankston-Mornington LGBTQIA+ Alliance, uniting stakeholders, community members, and allies to improve health and wellbeing outcomes for LGBTQIA+ communities. The group also coordinates the Mid-Summer Event and plays a key role in supporting Council's engagement on diversity and inclusion issues in the local community.	Communities	
	CP-2.3.7	Social inclusion action group delivery	The Social Inclusion Action Group (SIAG) continues to actively engage stakeholders in key areas, using information to inform prioritisation for action. The SIAG continues to support initiatives and local organisations that bring people together and address local challenges, including Orwil Street Community House.	Communities	
	CP-2.3.8	Continue to support the work of Community Support Frankston	Council support of Community Support Frankston remains ongoing via the provision of two permanent full time Council employees, Council building, printing and telephone services and other in-kind support.	Communities	
	CP-2.3.9	Support of the Langwarrin Community Centre	Council staff continue to support and work closely with Langwarrin Community Centre as new kindergarten buildings works are now underway on site. This includes facilitating liaisons between the centre, project manager and builder as appropriate and as part of the project working group.	Communities	
Work with community organisations and groups to develop our future leaders and evolve a diverse culture and gender equality	CP-2.4.1	Continue to build volunteering diversity in community organisations	Volunteer screening deconstructed information session was held in October for community organisations registered with Volunteering Frankston. This session was targeted at Human Resources and volunteer managers to understand the National Standards of Volunteer Involvement and identify relevant risk assessment processes, creating more inclusive	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			volunteer environments which are more responsive to diverse needs.		
	CP-2.4.2	Expand participation in the culture change program for sporting clubs to achieve greater gender equity in participation and board membership	Following the successful adoption of Council's Fair Access to Sport Policy, officers have continued to promote inclusion of diverse groups and prominent local role models and future sports leaders amongst community sporting groups.	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 through the Department of Education. The Grade Six Transition Program was delivered to 731 students in 24 local primary schools, and incorporates 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' two main leadership groups are Youth Council and the Fresh Committee. Quarter two saw a total of four Youth Council meetings and four Fresh Committee meetings. In December, these two committees worked with the Youth Advisory Group "NexGen" and the Salvation Army's Youth Advisory Group to deliver a youth celebration evening, in which Youth Services were able to acknowledge and thank these young people for their work throughout the calendar year.	Customer Innovation and Arts	
Deliver essential advocacy, support and referral services for residents in need	CP-2.5.1	Monitor demographic data trends to inform service plans that meet the future needs of the local community	Council's annual subscription to .id online demographic resources was managed, with demographic data used to inform the development of the Health and Wellbeing Community Profile to assist with the development of the new Council & Wellbeing Plan, along with a range of other council programs and services.	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	Financial assistance, including material aid, is being provided to Frankston City residents facing housing challenges and cost-of-living pressures. Current data indicates that the number of residents supported by Community Support Frankston (CSF) is surpassing the service plan's key performance indicators (KPIs). CSF continues to serve as Frankston City's sole specialist Emergency Relief provider, also extending support to local Emergency Food providers. Noteworthy requests include housing-related support (such as removal and storage costs), essential travel needs (including car registrations and fuel), and critical medical expenses.	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	Council's client base and community care workforce remains stable across all services. Recruitment continues for volunteers to support Meals on Wheels. Meals on Wheels and Domestic Assistance were placed on hold in My Aged Care for new services to allow staff to process the high volume of existing referrals. A letter to all clients was distributed to provide information on the Aged Care Reform and advice on health and wellbeing with the upcoming summer months, including a resource booklet that covers a range of topics to support emergency planning. To celebrate our volunteer workforce and recognise the valuable work they do for community, a lunch was held with representatives from Council. Additionally, a number of Years of Services awards were presented to volunteers, with one person volunteering for 20 years and ongoing.	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-2.5.4	Partner with the housing and homelessness sector to support the Frankston City Strategic Housing and Homelessness Alliance Five-Year Strategic Plan	The Strategic Housing & Homelessness Alliance met on 29 October 2024 to discuss important matters relating to homelessness and access to safe and affordable housing in Frankston City. The Strategic Alliance heard a presentation from the South East Community Links new Community Connectors initiative to be delivered from Frankston Train Station. New connections were formed between the initiative and Strategic Alliance members as a result. The Strategic Alliance acknowledged that 2024 has seen the end of its 5-Year Strategic Plan, and that the majority of the actions in the plan were achieved.	Communities	
	CP-2.5.5	Provide referral services through our Neighbourhood House programs and youth services	Youth Services made a total of 138 formal referrals during quarter two. These included referrals to mental health services, homelessness assistance services, educational services, and programs being delivered through Community Centres.	Communities	
	CP-2.5.6	Winter Shelter Project Concierge	Two mental health workshops were held for volunteers in November, benefiting Winter Shelter participants. Positive feedback highlighted improved readiness for 2025. Communication with host churches included phone check-ins and post-summer meetings planned. Grant updates revealed kitchen upgrades completed at St Annes Church, Frankston North, and ongoing accessible bathroom installation at Peninsula City Church for Winter Shelter 2025.	Communities	
Build acknowledgement and respect for Aboriginal and Torres Strait Islander cultural heritage and history	CP-2.6.1	Implement year three initiatives for Council's Reconciliation Action Plan (RAP)	Ongoing completion of Council's Reconciliation Action Plan with cultural training courses for staff being conducted and 2nd stage courses being developed for the 2025 year. Council's recent elections has resulted in a new Councillor	Communities	




Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			joining the Reconciliation Action Plan Advisory Committee together with new committee members from South East Water and 1st Peoples Health and Wellbeing Centre.		
	CP-2.6.2	Contribute to the advocacy and planning for the redevelopment of the Nairm Marr Djambana gathering place	Stage one of construction is underway and funding for Stage two was sought through the Thriving Suburbs grants. Unfortunately, this was unsuccessful, but the information gathered for this application will be used for future advocacy.	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	SI-2.1.1	Percentage of participation rates of gender diversity, disability and Aboriginal and Torres Strait Islander communities in structured sport (sporting clubs)	Indicator reported annually	Communities	-
Improve accessibility of services to enhance social inclusion and mental wellbeing	SI-2.1.2	Proportion of residents reporting a mental health long-term health condition (ABS Census)	Indicator reported annually	Communities	-
Improve accessibility of services to enhance social inclusion and mental wellbeing	SI-2.1.3	Proportion of residents who agree Frankston City is responsive to local community needs (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased volunteering to build connections and resilience within the community	SI-2.2.1	Percentage of residents who volunteer 'sometimes' or 'regularly' (Victorian Population Health Survey)	Indicator reported annually	Communities	-
Increased enjoyment of Frankston City's arts and cultural experiences	SI-2.3.1	Proportion of residents who are satisfied with Arts and cultural events, programs and activities (Community Satisfaction Survey)	Indicator reported annually	Customer Innovation and Arts	-






3 Sustainable environment





Initiative progress comments




Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Increase urban forest and canopy coverage to create a greener and cooler city	CP-3.1.1	Implement year five actions for Council's Urban Forest Action Plan	The Environmental Sustainability community grant applications were reviewed with four private landowners and one school being awarded \$1000 each to undertake revegetation works to enhance the biodiversity/tree canopy on their property. Round two will be offered in February. This program and other initiatives are being provided to focus on encouraging residents to contribute to the city's canopy cover and promote the environmental and health benefits of trees on private land. The Urban Forest Policy is under review.	Communities	
	CP-3.1.2	Planting 20,000 additional trees as part of the annual municipal wide planning program	20,000 Trees planted as part of 2024 planting program are being watered and maintained on cycle. Ongoing Watering cycle will continue through summer months. Tree planting lists for 2025 have been finalised and ordered through Frankston City Council (FCC) nursery and/or local suppliers. Resident street tree planting request list for 2025 sits at 110 individual requests.	Infrastructure and Operations	
Protect and enhance the natural and coastal environments	CP-3.2.1	Implement year one actions of the Coastal and Marine Management Plan	The Coastal Marine and Management Plan is awaiting ministerial approval. Work has commenced on the Year one actions which focus on growing our understanding of Aboriginal cultural values through engagement with the Bunurong Land Council; continuing work on the management and monitoring of the ecological function of our coastal reserves; water quality improvements; as well as understanding the extent and impact of current and future coastal hazards.	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-3.2.2	Implement year four actions for Council's Biodiversity Action Plan	Consultants have undertaken community, internal and external consultation on the review of the Fauna Connectivity Report. The Biodiversity Policy is currently under review. The Environmental Significance Overlay mapping and strategic justification report is complete.	Communities	
	CP-3.2.4	Maintain natural and coastal reserves	2025/26 Annual conservation maintenance programs have been developed and works programs commenced. Asset Protection Zones have met specification and are now under maintenance to continue meeting specs until Fire Danger Period (FDP) concludes. Coastal activities remain centred around presentation and safety to ensure our Coastal areas are safe and accessible during peak visitation season.	Infrastructure and Operations	
	CP-3.2.5	Review and update priority master plans for Open Space	Council was notified that the grant funding application, submitted in quarter one to the Victorian Government through the 'Growing Healthy Communities' program to assist with a review of the Frankston Open Space Strategy 2016, was unsuccessful. Officers continued due diligence activities to assist with the open space planning of a new district level open space for Skye. A cultural heritage standard assessment was progressed with fieldwork to assist with future open space planning activities for the site. Options for a new Langwarrin district level playspace were also scoped and developed for consideration.	Communities	
	CP-3.2.6	Develop and implement formalised monitoring process for park tree maintenance	Parks tree inspection program runs on schedule with all referral recommendations assessed by Frankston City Council (FCC) arborists to approve or find an alternate recommendation. Much of recommended works is then undertaken by FCC tree officers with higher risk or difficult assess tree works allocated to tree contractors.	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Lessen the severity of climate change through action that enable Council and the community to reduce greenhouse gas emissions	CP-3.3.1	Implement year two actions for Council's Climate Change Strategy and Action Plan including the delivery of the Regional Electric Vehicle (EV) Charging Roadmap	Year two actions for Council's Climate Change Strategy 2023-2030 are underway, including continued progress with the conversion of street lights to LED technology, working with Greater South East Melbourne group to develop a region wide implementation plan for the Roadmap to Net Zero Emissions which includes a focus on transport emissions and electric vehicle infrastructure.	Infrastructure and Operations	
	CP-3.3.2	Ensure Environmentally Sustainable Design (ESD) principles are achieved for new developments, buildings, public realm and places	All new developments requiring a planning permit are assessed to ensure Environmentally Sustainable Design (ESD) requirements are considered including energy, water, stormwater, indoor environmental quality, waste, transport, urban ecology, management and innovation. In quarter two, Council received and assessed 70 ESD development applications with an increase of 15% compared to 2023. Council is a member of the Council Alliance for a Sustainable Built Environment (CASBE) committed to positive change to Victoria's built environment through collaborative, local government led action. CASBE is working towards Elevating ESD Targets Project Stage 2 in the pursuit of zero-carbon buildings and urban places. Officers attended seven CASBE network meetings to ensure Council is up to date with the most current ESD knowledge and aligned with other Victorian Councils.	Communities	
	CP-3.3.3	Implement energy efficient upgrades to Council assets	Energy efficiency upgrades to Council assets for 2024/25 have not yet commenced. Development of a works program for the electrification of Council facilities such as a rooftop solar system for the Healthy Futures Hub and detailed designs for the electrification of the Frankston Arts Centre are underway. Officers will be preparing a	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			grant application to support the works planned for the Frankston Arts Centre later this financial year.		
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	Waste Supply agreement finalised.	Corporate and Commercial Services	
	CP-3.4.2	Deliver a standardised four-bin kerbside collection service to all households with a consistent understanding of acceptable materials for each stream	A full four bin system has been delivered to all residential properties as at the end of March 2024. Service Standards clarifying material content and delivery dates for all Council's to deliver a new four bin system to their communities is yet to be released by Recycling Victoria.	Corporate and Commercial Services	
	CP-3.4.3	Implement year two actions for Council's Waste Circularity Plan	Year two actions are progressing in line with expected timelines. A number of year one actions are ongoing and continue to be delivered.	Corporate and Commercial Services	
	CP-3.4.4	Increase uptake of the kerbside food waste collection service in single-unit developments and implement the plan to extend this service to multi-unit developments	Households that have requested Food Organics Garden Organics (FOGO) starter kits has increased to 34% of the community due to municipal wide education and events held throughout the year. With the onboarding of our new Community Education Officer - Kerbside Reform Council have been able to reach out to the community direct and provide one on one education on the new four bin system and increase the awareness and uptake of the FOGO service in this area.	Corporate and Commercial Services	
	CP-3.4.5	Continually monitor the presentation levels of the kerbside separate glass collection service	The Glass Collection Service is currently averaging at 33% presentation. The Glass service presentation seems to be seasonal with higher levels of presentation around the peak periods, including Christmas. The community is now aware of the new Container Deposit Scheme	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			(CDS) and seem to be utilising this service in conjunction with the separate glass service.		
	CP-3.4.6	Progress the implementation of food waste minimisation initiatives	A range of community education workshops, pop ups and educational communications have been delivered and will continue to be expanded throughout the year.	Corporate and Commercial Services	
Increase opportunities to experience native flora and fauna	CP-3.5.1	Support Frankston Environmental Friends Network	Council continues to support the Environmental Friends Groups in the organising of their monthly meetings. The stakeholder group continues to collaborate in the development of the Environmental and Friends Volunteer Manual. An end of year celebration was held to recognise the hard work and dedication of each of the volunteer groups throughout the 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	Gardens for Wildlife program visited 11 residents. Seventeen Habitat Boxes were professionally installed in private residents (five brushtail possums, six medium parrots, two small parrots, one kookaburra and three microbats boxes) with the remaining seven boxes installed at Overport park upon the completion of a habitat box program funded by the State Government. Residents will continue to monitor boxes for local wildlife activity.	Communities	
	CP-3.5.3	Ensure reserves are accessible while still protected	Annual Asset Protection Zone (APZ) works included track clearance to ensure all standards and specifications are met. Gulls Way access beach remains closed until aerial surveys can determine if the site has stabilised after which all fencing will be removed. Track 22 Seaford Foreshore remains closed, nearby tracks remain open. Awaiting consultation with Coastal Planner regarding the viability of this track and potential permanent closure.	Infrastructure and Operations	



Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Improve the management of water including flooding risk, water quality of creeks and waterways and the efficient use of water	CP-3.6.1	Progress Monterey Recycled Water project through design, and commence construction in partnership with key stakeholders	<p>South East Water's delivery and construction phase of the project has commenced with award of project and early works underway. Substantial works is proposed to commence in May 2025 with completion by December 2025.</p> <p>Council's Project Management Office has allocated \$500,000 to 2025/26 LTIP for Council's component of the Monterey Recycled Water Scheme. This will be for the implementation of Council's infrastructure to connect to the Scheme at Pat Rollo Reserve, Monterey Reserve and Eric Bell Reserves.</p>	Infrastructure and Operations	
	CP-3.6.2	Develop a Frankston Flood and Stormwater Management Framework, and commence implementation of key actions	<p>Engineering Strategy have developed a draft Frankston City Flood and Stormwater Management Framework document. A specialist consultant has been engaged and works have commenced to review and finalise the framework. The expected completion timelines for Council adoption is June 2025.</p>	Infrastructure and Operations	
	CP-3.6.3	Revitalisation and improving connection to Kananook Creek by supporting Dandenong Catchment	Council's Engineering Services officers continue to attend and support the Dandenong Catchment's Catchment Scale Integrated Water Management Forum that is organised and managed by Department of Energy, Environment and Climate Action (DEECA).	Infrastructure and Operations	


Strategic indicators


If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased climate emergency response and leadership	SI-3.1.1	Council greenhouse gas emissions (Emissions register)	Indicator reported annually	Infrastructure and Operations	-
Increased climate emergency response and leadership	SI-3.1.2	Community greenhouse gas emissions per capita (Emissions register)	Indicator reported annually	Infrastructure and Operations	-
Increased climate emergency response and leadership	SI-3.1.3	Community satisfaction with Council meeting its responsibilities towards the environment (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased protection, access and connection to the natural environment	SI-3.2.1	Proportion of beach water quality samples at acceptable Environmental Protection Authority levels (EPA)	Indicator reported annually	Communities	-
Increased protection, access and connection to the natural environment	SI-3.2.2	Proportion of community satisfied with Open space, natural reserves and foreshore (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased diversion of waste from landfill	SI-3.3.1	Proportion of collection waste diverted from landfill (LGPRF)	Indicator reported annually	Corporate and Commercial Services	-
Increased tree canopy over reduced urban heat	SI-3.4.1	Percentage of tree canopy cover (DELWP)	Indicator reported annually	Communities	-




4 Well planned and liveable city



Initiative progress comments

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Integrate land use planning and revitalise and protect the identity and character of the City	CP-4.1.1	Deliver revitalisation activities in the Frankston City Centre	A major revitalisation project for this year is the Nepean Boulevard, which will commence with early works (planting) along the central median strip of Nepean Highway. Works were completed for shared path improvements to the Monash Greenlink that better connects the Health and Education Precinct to the Frankston City Centre. Approvals are being sought to complete path lighting upgrades.	Communities	
	CP-4.1.2	Deliver year one actions of the Frankston Housing Strategy	A preliminary draft has been prepared but is on hold due to extensive policy changes that the State Government is undertaking which will have a significant impact on how housing is planned across the municipality (Flood mapping is being undertaken by Melbourne Water, confirmation of the proposed Health and Education Precinct and the release of an additional 25 Activity Centres). Two (2) written submissions have been made by Council to the proposed future Plan for Victoria and to the Draft Frankston Activity Centre Plan and its associated catchment area. Once State Government Policy has been finalised and implemented, the parameters of the project will be known, and Council will be able to recommence (including re-doing background work). It is anticipated that the State Government will release more information about their work at the end of December 2024 or potentially the start of quarter three.	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-4.1.3	Deliver year one actions of the Frankston Metropolitan Activity Centre (FMAC) Structure Plan	The Frankston Metropolitan Activity Centre Structure Plan - September 2024 and Planning Scheme Amendment C160fran have been considered and adopted by Council on 16 September 2024 and on 18 September 2024, were submitted to the Minister for Planning for approval, which is anticipated in quarter two.	Communities	
	CP-4.1.4	Trial the integration the Vic3D platform into the planning process to support 3D spatial analysis and visualisation of proposed developments within the FMAC	Statutory Planning and other teams with access, continue to trial the use of the Vic3D platform. The platform continues to be an effective major development assessment and Councillor briefing tool.	Communities	
	CP-4.1.5	Develop a landscape guide for developers	The Landscape Guidelines were completed and endorsed by Council at the September 9th meeting. The guidelines are available on Council's Website.	Communities	
Improve connectivity and movement and provide transport choices to the community, including walking trails and bike paths	CP-4.2.1	Implement year two actions for Council's Integrated Transport Strategy including review of Bicycle Strategy, to improve transport choices, encouraging safe and accessible active transport and public transport	Frankston City Bike Riding Strategy 2024-2039 has been completed and adopted by Council. Implementation of the strategy's action plan has commenced, starting with the top three infrastructure (shared user path) projects, being: <ul style="list-style-type: none"> - Fletcher Road SUP (design works underway through Capital Works Delivery team) - Towerhill Road SUP (concept design being refined as we progress through funding application process) - Hastings Road/Clarendon Street SUP (designs works underway through Capital Works Delivery team). 	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	Implementation of the Local Park Action Plan and Frankston Play Strategy deliver priority upgrades for open space and play spaces across Frankston. In quarter two construction was completed at Ballarto link - Skye, Lindrum Reserve - Frankston, Monique Reserve - Langwarrin and East Seaford Reserve - Seaford.	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			<p>Tenders were advertised for upgrades to Brunel Reserve - Seaford, Lucerne Reserve - Karingal and Heysen Reserve - Skye. Tender was awarded for upgrades at Sandfield Reserve - Carrum Downs.</p> <p>Design of playspace and park upgrades progressed for Lloyd Park/Pindara Reserve - Langwarrin, Ferndale Reserve-Frankston, Heritage Reserve-Skye, Lipton Reserve-Frankston, Rotary Park-Carrum Downs and Alicudi Reserve - Frankston South. Due diligence activities commenced for Burgess Reserve - Langwarrin, Cavill Reserve - Langwarrin and Myrtle Reserve - Langwarrin. Community Engagement on concept designs was undertaken for Gamble reserve - Carrum Downs and Athol Reserve - Langwarrin.</p>		
	CP-4.3.2	Deliver annual capital works program including key major projects	<p>The annual capital works program is tracking well, with forecast expenditure of \$66.65M and 72% of the total program budget committed with contractors.</p> <p>Major projects are progressing as scheduled. The Ballam Park Storm Water Treatment & Park Improvements project is complete, with a new lake and associated features available for use. The Kananook Commuter Car Park construction is progressing well, with works scheduled for completion in January 2025. The Frankston Basketball & Gymnastic Centre project tender for design & construction is currently being evaluated with the successful contractor to be announced in Quarter four of 2024/25.</p> <p>Kindergarten reform projects are also progressing well with Baden Powell Kindergarten</p>	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			scheduled for completion in January 2025. The Langwarrin and Seaford Child & Family Centres construction has commenced with scheduled completion in December 2025.		
	CP-4.3.3	Implement year one actions of the Public Toilet Action Plan	In quarter two, a Planning Institute Australia Victorian State Awards nomination under the Community Wellbeing and Diversity Category was prepared and successfully awarded for the Frankston Public Toilet Action Plan. The award celebrates great social planning that assists and supports community cohesion, safety, and supports the culture of diversity. Implementation of the Public Toilet Action Plan also progressed with design underway for the Seaford Foreshore toilet upgrades at Seaford Road and Armstrongs Road. The Baxter Park bluestone public toilet, identified as surplus, planning for decommissioning progressed. Construction procurement activities were completed for the new public toilet at Sandfield Reserve.	Communities	
	CP-4.3.4	Review maintenance and asset renewal programs to enhance safety and presentation of the city	Roads have performed first application of dust suppression on major Council roads. Infrastructure team have completed beautification works along the Nepean Hwy Seaford shopping strip. Drainage continue proactive maintenance, resulting in lower customer requests and reactive works during high rain periods. Road Management Plan (RMP) zonal works are running scheduled as planned. Proactive Graffiti team continue to receive positive feedback from residents.	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	Review underway of all current data sources being captured from the approximate 47 sensors across the Municipality. Preparing a pipeline of future data needs to support the liveability of the city.	Customer Innovation and Arts	





Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-4.4.2	Implement smart parking technologies following Frankston Metropolitan Activity Centre (FMAC) smart parking trials undertaken	Data collected is under review and being considered for other areas as part of broader smart parking project, including making minor adjustments to existing parking restrictions aimed at enhancing turnover.	Infrastructure and Operations	
	CP-4.4.3	Increase collection of various Smart Cities data sets to create insightful reports to help facilitate data driven decision making for Council	New Smart Cities Road Map and Strategy has been developed, and final version will be presented in quarter three. New pipeline will be aligned with this strategy.	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	SI-4.1.1	Proportion of residents who are satisfied with the design of places and spaces (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased travel options that are connected, accessible, smart and safe	SI-4.2.1	Proportion of residents who are satisfied with travel options around the municipality (Community Satisfaction Survey)	Indicator reported annually	Infrastructure and Operations	-
Increased travel options that are connected, accessible, smart and safe	SI-4.2.2	Proportion of residents living within 400m of public transport (Geographic Information Systems - GIS)	Indicator reported annually	Infrastructure and Operations	-
Frankston City's identity as a liveable city	SI-4.3.1	Proportion of residents who are proud and enjoy living in their local area (Community Satisfaction Survey)	Indicator reported annually	Communities	-






5 Thriving Economy

Initiative progress comments

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Activate vacant commercial spaces and underutilised Council assets	CP-5.1.2	Review empty shops in the FMAC and the strategies to encourage occupancy	Economic Development officers continued to support the activation of empty shops in the Frankston Metropolitan Activity Centre (FMAC) area. An audit of the Frankston city centre completed in December shows that the vacancy rate has reduced to 18%. This is in addition to 4% of vacant properties audited and assessed as temporarily unsuitable for tenancy due to undergoing planning, construction or repairs.	Communities	
Remove complexity and provide planning certainty to attract economic investment	CP-5.2.1	Promote Invest Frankston and precinct opportunities	Council's Investment Attraction program made outreach cold approaches to 68 unique potential business operators and responded to 47 unique inquiries and referrals this quarter. 28 businesses were provided with research, solutions and investment opportunities for consideration that matched their unique needs.	Communities	
	CP-5.2.2	Continue to deliver business improvements to improve statutory planning processes and customer experience	Statutory Planning have made good progress towards updating all planning assessment workflows end to end within the core application management system (Pathway), with final workflows at the back end of the planning application process being worked on. The advertising workflow is now complete and we are working on the final assessment/decision phase workflows. Following the finalisation of all workflows, an online planning application tracking system will be created.	Communities	
	CP-5.2.3	Maintain and promote Councils business concierge service	Council's Business Concierge service responded to a total of 74 new inquiries in quarter two, a consistent number to previous quarters. The highest number of Business Concierge requests	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			continue to be regarding food and beverage operations with retail also being common. Many enquiries are from business owners wanting to commence operation of their home business, or existing home businesses looking at expanding into a commercial property. The Business Concierge has also continued to provide support to several current businesses undertaking expansion or changing their operation.		
	CP-5.2.4	Foster and maintain relationships that support businesses, providing excellent customer service and building Frankston City's reputation as a place to do business	Council's 2024-25 Business Grants were completed in quarter two with Council endorsing \$150,000 in grants to support 17 local businesses. A 'Welcome' to Frankston City email was sent to 153 newly registered businesses, outlining the various Council supports on offer to them. In collaboration with Mornington Peninsula Shire, the Economic Development Team held its very first Start-Up Sesh - designed to help entrepreneurs take the next step in their Start-Up journey. A social media campaign to further promote Council's Local Business Directory was delivered, with 183 directory listings as at the end of quarter two. City Centre businesses were supported with direct engagement about Council's 2024 Christmas Festival. A bulk Christmas email was sent to more than 8,000 local businesses, promoting 2025 supports including upcoming workshops and training and both Façade Improvement and B2B grant opportunities.	Communities	
Strengthen Frankston City as a destination for events and creative arts industries	CP-5.3.1	Expand and deliver a reputation for engaging major and destination events	The 2025 Destination Events Calendar has been confirmed including four Destination Events. Partnership with Concrete Playground secured to support city positioning and elevated event promotion into metro Melbourne. Destination Event Publicity Program supported Nine News	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			coverage of Frankston's Christmas Festival and Always Live End of the Line events in Quarter two. Frankston was featured as host of the Always Live event in creative industry media including Beat Magazine, PBS FM, Broadsheet, Australian Music Scene and Rolling Stone Australia.		
	CP-5.3.2	Engage a diverse range of artists and creatives to enhance Frankston as an arts hub	During quarter two, programming activities represented a range of diverse backgrounds and groups across the community. The annual Statewide Autistic Services exhibition launched with 150 people in attendance. A local Indigenous artist installed a glass lead-light exhibition in the Glass Cube, as well as a Polish photographer whose work championed the asylum of Sri Lankan refugees in Victoria.	Communities	
	CP-5.3.3	Highlight Frankston as destination city through a robust marketing campaign that highlights the importance of events, development, investment in a city on the move	Ongoing positioning of the City as being in a time of growth and development is progressing well. An events program has been developed with wide ranging communications and a number of key developments have been celebrated throughout the CBD.	Customer Innovation and Arts	
Elevate Frankston City's identity as an innovation hub and business-friendly city	CP-5.4.1	Implement the Sustainable Economy and Skilled Community Strategy	A Strategy Action Plan addresses each of the three Priority Areas of the Strategy: Supporting local business; Investment attraction and economic activation of places; and Council as an enabler and Officers continue to implement this through the provision of range of services and supports for both existing and potential Frankston City business operators.	Communities	
	CP-5.4.2	Deliver year one of the Frankston Industrial Strategy	Planning Scheme Amendment C148fran has concluded exhibition and will be taken to Council in quarter three to request that the Minister for Planning appoint an independent Planning Panel to consider the submissions received during exhibition.	Communities	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-5.4.3	Continue to support the Frankston Business Collective	Frankston Business Collective membership numbers continue to grow and their events are proving very popular and income generating. Recently held the Annual Business Awards which were very well attended.	Customer Innovation and Arts	
	CP-5.4.4	Further develop the partnership with Frankston Social Enterprise Hub	Regular meetings with the Frankston Social Enterprise Hub (FSEH) have continued throughout the year including discussions regarding the hosting of workshops/training at the FSEH and having a representative from the FSEH speak at other workshops to promote the FSEH co-working space and social enterprises in general.	Communities	
	CP-5.4.5	Work with Frankston Suburban Revitalisation Board to position Frankston City for economic growth and development opportunities	The Frankston Suburban Revitalisation Board has now been formed and is progressing with key stakeholders establishing regular meetings. An Action plan for the group is now well under way and is scheduled to be launched in the first quarter of 2025-26. Key focus of this work is projects which can enhance the Frankston CBD.	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 of Master plan	The Nepean Boulevard Master Plan progressed in quarter two with preparation underway for community engagement in February 2025. Department of Transport and Planning (DTP) were also consulted regarding transport network modelling to aid delivery of the master plan. Implementation progressed through completion of Early Works median planting and gateway signs at two locations in the north and south of the project corridor. Early works median tree lighting design was progressed and submitted for Department of Transport approval. Mile Bridge illumination early works concepts were also under review.	Communities	
	CP-5.5.4	Deliver the Frankston Local Shopping Strip Action Plan through a priority program of development and renewals	Local Shopping Strip Action Plan implementation continued in quarter two with concept designs progressing for Mahogany Avenue Shops in	Customer Innovation and Arts	





Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			Frankston North and Railway Parade Shops in Seaford. Upgrade works were completed at Fairway Street Shops in Frankston and Kareela Road Shops in Frankston.		





Strategic indicators



If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased business and industry investment	SI-5.1.1	Number of commercial building approvals (ABS)	Indicator reported annually	Communities	-
Rejuvenated activity centre precincts	SI-5.2.1	Gross local product of the municipality (\$m) (.id)	Indicator reported annually	Communities	-
Rejuvenated activity centre precincts	SI-5.2.2	Percentage of retail vacancy rates (Economic Development Scorecard)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI-5.3.1	Proportion of residents who are unemployed (.id)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI-5.3.2	Proportion of residents who hold either a vocational qualification, diploma/advanced diploma, bachelor degree or higher degree (.id)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI-5.3.3	Proportion of residents employed locally in Frankston City (.id)	Indicator reported annually	Communities	-







6 Progressive and engaged city








Initiative progress comments





Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
Ensure sustainable financial management and the strategic allocation of resources to deliver planned infrastructure and services	CP-6.1.1	Review and update Council's 10 year Financial Plan to guide budget decisions to ensure they are responsible and sustainable	Council's 10-year financial plan is currently under review and will form part of the 2025-2029 budget cycle. The rate cap of 3% 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 reviewed and updates will be reflected in the mid-year forecast for 2024-25 where appropriate and considered for Budget 2025-26 as part of the new Council and Wellbeing Plan development.	Corporate and Commercial Services	
	CP-6.1.3	Continue implementation of the Property Strategy including asset rationalisation and leveraging investment of Council's assets, particularly in the FMAC precinct	Implementation of the Property Strategy is ongoing. Draft 'Occupation of Council Land for Private Development Purposes' and 'Leasing & Licencing' policies have commenced internal consultation. Officers have continued identifying under-utilised assets which may be surplus to Council requirements and may be rationalised or better-utilised to provide a financial return to Council.	Corporate and Commercial Services	
	CP-6.1.4	Enhance procurement processes and practices that support collaboration, innovation, efficiency and agility	Officers have commenced testing for the integration of a module in the Contract Management System which is designed to enhance tracking and oversight of contract variations and approvals. Data management and dashboards have continued to be refined to improve monitoring of compliance and identification of opportunities for aggregating expenditure. These efforts aim to strengthen contract management practices and achieve greater value for money.	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-6.1.5	Oversee the reporting and governance of Council's subsidiary Peninsula Leisure Propriety Limited to ensure recovery and future growth	Peninsula Leisure Pty Ltd has provided Council with the relevant reporting expected for quarter two. 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 2024 with excellent attendance numbers to the facility. A Customer Satisfaction Survey was conducted in October 2024 resulting in a result of 80.4 per cent satisfaction, an increase from the previous year. Implementation of the Peninsula Leisure Strategy is on track.	Corporate and Commercial Services	
	CP-6.1.6	Service Planning framework enhancements	Enhancements for service planning in quarter two include the finalisation of the development of service plan training modules and preparation for launch. Management continues to enhance the integrated planning and reporting framework with the automation of Service Planning for effective organisational strategic planning and the development of a new Council and Wellbeing Plan.	Corporate and Commercial Services	
Enhance strategy, policy and plan development and identify alignment to allow for prioritisation of services that are efficient, well planned, accessible and meet community needs	CP-6.2.1	Implement the Integrated Planning & Reporting Framework for an enhanced Service Governance approach	Management is finalising training modules for all staff to increase awareness and understanding of the organisation's integrated strategic planning approach with an organisational launch scheduled by June 2025. Support material such as the Strategic Documents Process guide is under development to support strategic planning in the creation of new strategic documents. All strategic documents that are reviewed during 2024/25 will have a clear nexus to the Integrated Planning and Reporting Framework.	Corporate and Commercial Services	
	CP-6.2.2	Review Council's assets to ensure they meet community needs	Council's works plan for the development and renewal of its assets is detailed in the Long Term Infrastructure Plan (LTIP). The projects and	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
			<p>programs of asset renewal works are currently being reviewed and reprioritised based on the latest asset renewal requirements and strategic service planning.</p> <p>The work on the LTIP informs the development of the 2025/26 Capital Works Program for the 2025/26 Council Budget.</p>		
	CP-6.2.3	Continue to enhance the organisations risk maturity through embedding effective risk management and opportunity awareness	<p>The review of the risk management framework, including the revision and update of the risk evaluation matrix and risk appetite statement, has been completed. This was tabled at the Audit and Risk Committee at its November 2024 meeting, alongside other reports consistent with the Audit and Risk Committee Charter.</p> <p>Monitoring of medium and low risk internal audit action recommendations has continued, with a detailed report provided to the executive management team in November 2024.</p> <p>The business continuity plan has been updated and revisions to the Information Technology Disaster Recovery Plan have begun due to changes in the information technology architecture environment.</p> <p>A review of the Fraud and Corruption Prevention Plan has commenced, and the rolling review and update of operational risk registers is ongoing.</p>	Corporate and Commercial Services	
	CP-6.2.4	Ongoing implementation of the Workforce Plan to encourage a high performing, inclusive and engaged workforce	The consultation is complete and document being finalised. The final version of the compliant and improved plan will be presented for endorsement early 2025 and replace the current workforce plan.	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-6.2.5	Continue with the implementation of the new child safe standards	Current actions with the child safety action plan are on track.	Customer Innovation and Arts	
	CP-6.2.6	Implement year three actions for Council's Gender Equality Action Plan	Year three actions are close to complete with work on Year four actions and the development of the next Gender Equality Action Plan underway. The progress audit conducted early in 2024 has been reviewed by the Commission returning full compliance across all aspects of gender equality.	Customer Innovation and Arts	
	CP-6.2.9	Community engagement - Affordable Housing Strategy	Council's Draft Affordable Housing Policy was endorsed by Council for community engagement at the Council Meeting of 9 September 2024. Planning is now underway to commence the community engagement following caretaker in February to March 2025.	Customer Innovation and Arts	
	CP-6.2.10	Community engagement - Community Vision, Council Plan, asset plan and financial plan	The work to create the Council Plan and review the Community Vision, asset plan and financial plan is progressing very well with a draft vision ready to share in the first quarter of 2025. Key deliverables for the Council Plan have been clarified and deliberate engagement with the community panel has progressed very well.	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	Advocacy priorities are being worked on for the Federal Election 2025 with a full campaign being planned. Ongoing conversations with local MPs and Ministers are progressing well.	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	In quarter two, a number of forms were developed to be accessible and available online for customer to submit. These include all the Environmental Health forms and Engineering Services forms including: traffic management plan assessments. The overall accessibility of our website is sitting at 87% which is consistent with AAA standards.	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2023-2024	Progress Comments	Directorate	Status
	CP-6.4.3	Enhance opportunities for community participation in decision making through the Community Engagement Framework	The Community Engagement Policy has been reviewed to update in the first quarter of 2025. There continues to be a number of ways to engage with the community which has been highlighted recently with the work on reviewing the Community Vision, asset plan and financial plan.	Customer Innovation and Arts	
	CP-6.4.4	Implement year four actions from the IT Strategy to support customer experience and the transformation of processes	This initiative continues to progress with new forms being digitised and made available to the community.	Customer Innovation and Arts	
	CP-6.4.5	Increase efforts on cleaning and maintaining our Name and Address register	This initiative has progressed. Analysis of the data continues.	Customer Innovation and Arts	
	CP-6.4.6	Digitisation of grave site information at Frankston Memorial Park (the Cemetery)	The project was finalised and delivered in August 2024, which enables management of grave site data through Council's Geographical Information System.	Corporate and Commercial Services	
	CP-6.4.7	Prepare for the Council election period following the VEC's Electoral Structure Review	Preparation for Council's election period is complete. Two candidate information sessions were held, with the Municipal Association of Victoria and Frankston City Council. An Election Period guide was provided to Councillors and staff to educate them on their obligations and the restrictions in place. Internal requests for publications and/or events were certified in accordance with the Election Period Policy.	Corporate and Commercial Services	
	CP-6.4.8	Relaunch of Frankston City News	Frankston City News continues to be updated each edition to focus on key business and Council deliverables.	Customer Innovation and Arts	
Support transparent and evidenced based decision making through sharing council data and clear reporting on our measures of success to the community	CP-6.5.1	Monitor Council's Council Plan and Financial performance and prepare a combined Council Plan and budget performance report on a quarterly basis for the community	The quarter one July to September performance report was endorsed by Council at its meeting on 2 December 2024 and then published on the Council 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	As part of the Fit for the Future program, the Transparency Hub is being migrated to the corporate website. The outcome will be an enhanced user experience and will enable the community to access Council related data in a seamless way. Project is tracking well and expected to be delivered ahead of schedule.	Customer Innovation and Arts	
	CP-6.5.3	Proactively increase access to Council's open data to maximise new opportunities for release of records	The Azure Data platform has been implemented and pipeline of key datasets has been developed. In quarter two, work has commenced to automate data sources with Council's service planning platform. The migration of the Transparency Hub to the corporate website along with the public facing datasets and registers has continued to be a priority in quarter two.	Customer Innovation and Arts	
	CP-6.5.4	Progress the data protection and security plan	This action continues to progress with data being added and maintained on the Transparency Hub. There is also a project that is nearing completion on moving the Transparency Hub to a new platform for efficiency gains.	Customer Innovation and Arts	
	CP-6.5.5	Corporate Reporting (Pulse) ongoing upgrades	Management continues to explore financially sustainable ways to transparently report our decision making in collaboration with Risk and IT departments.	Corporate and Commercial Services	

Strategic indicators

If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased engagement with our community	SI-6.1.1	Community satisfaction with Council's community consultation and engagement (Community Satisfaction Survey)	Indicator reported annually	Customer Innovation and Arts	-
Increased engagement with our community	SI-6.1.2	Customer satisfaction with Council's representation, lobbying and advocacy on behalf of the community with other levels of government and private organisations on key issues (Community Satisfaction Survey)	Indicator reported annually	Customer Innovation and Arts	-
Service delivery that frequently meets the needs and expectations of the community	SI-6.2.1	Proportion of resident's satisfaction with the overall Council performance (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-
Service delivery that frequently meets the needs and expectations of the community	SI-6.2.2	Proportion of resident's satisfaction that Council provides important services that meet the needs of the whole community (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-
Service delivery that frequently meets the needs and expectations of the community	SI-6.2.3	Percentage of capital works program delivered (Capital Works Delivery Program) (target 90 per cent)	Indicator reported annually	Infrastructure and Operations	-
Increased satisfaction with the integrity and transparency of Council	SI-6.3.1	Community satisfaction with Council implementing decisions in the best interests of the Community (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-
Increased satisfaction with the integrity and transparency of Council	SI-6.3.2	Community satisfaction with Council's performance in maintaining the trust and confidence of the local community (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-

Appendix B – Financial Statements – Frankston City Council

Attachment A Income Statement for the period ending 31 December 2024

Description	Year to Date			Full Year		
	Actual	Budget	(Fav)/Unfav	Forecast	Budget	(Fav)/Unfav
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue						
Rates and charges	149,631	149,593	(38)	150,198	150,092	(106)
Government grants - operating	16,483	15,201	(1,282)	22,356	21,131	(1,225)
User fees and charges	10,200	8,923	(1,277)	17,943	17,624	(319)
Statutory fees and fines	3,052	2,995	(57)	6,661	6,833	172
Other Income	2,568	2,173	(395)	4,560	4,377	(183)
Proceeds from sale of property, infrastructure, plant and equipment	233	275	42	585	549	(36)
Total income	182,167	179,160	(3,007)	202,303	200,606	(1,697)
Expenditure						
Employee costs	40,887	42,199	(1,312)	87,312	88,215	(903)
Materials and services	34,049	36,064	(2,015)	77,395	75,763	1,632
Depreciation	18,761	18,536	225	37,171	36,671	500
Amortisation - intangible assets	680	680	-	1,359	1,359	-
Amortisation - right-of-use assets	16	30	(14)	153	267	(114)
Finance costs	828	1,004	(176)	1,808	2,008	(200)
Finance costs - leases	1	-	1	9	9	-
Bad and doubtful debts	122	128	(6)	256	256	-
Other expenses	10,968	2,476	8,492	12,963	3,832	9,131
Total expenditure	106,312	101,117	5,195	218,426	208,380	10,046
Underlying surplus / (deficit)	75,855	78,043	2,188	(16,123)	(7,774)	8,349
Contributions - capital	27	5	(22)	555	515	(40)
Government grants - capital	7,226	7,789	563	21,542	18,693	(2,849)
Contributions - non monetary assets	-	-	-	800	800	-
Contributions - cash	1,129	1,000	(129)	2,087	2,000	(87)
Surplus / (deficit) for the period	84,237	86,837	2,600	8,861	14,234	5,373

Attachment B Capital Works Statement for the period ending 31 December 2024

	Year to Date			Full Year		
	Actual \$'000	Budget \$'000	Variance \$'000	Forecast \$'000	Budget \$'000	Variance \$'000
Property						
Land	-	-	-	50	-	(50)
Buildings	4,715	5,573	(858)	14,394	13,611	(783)
Total Property	4,715	5,573	(858)	14,444	13,611	(833)
Plant and equipment						
Plant, machinery and equipment	1,388	956	432	3,755	3,236	(519)
Fixtures, fittings and furniture	153	94	59	383	335	(48)
Computer and telecommunications	721	1,072	(351)	3,090	2,982	(108)
Library books	204	405	(201)	470	800	330
Total Plant and equipment	2,466	2,527	(61)	7,698	7,353	(345)
Infrastructure						
Roads	1,155	2,072	(917)	5,706	5,735	29
Bridges	(4)	45	(49)	402	100	(302)
Footpaths and cycleways	1,829	1,637	192	5,542	4,940	(602)
Drainage	248	414	(166)	2,108	2,093	(15)
Recreational, leisure and community facilities	3,299	3,353	(54)	6,777	5,999	(778)
Waste management	-	-	-	20	-	(20)
Parks, open space and streetscapes	4,873	4,337	536	18,176	14,619	(3,557)
Off street car parks	4,772	3,600	1,172	5,566	3,710	(1,856)
	-	-	-	-	-	-
Total infrastructure	16,172	15,458	714	44,297	37,196	(7,101)
Total Capital works expenditure	23,353	23,558	(205)	66,439	58,160	(8,279)

Attachment C Balance Sheet for the period ending 31 December 2024

	Prior Year Full Year \$'000	Year to date Actual 2024-2025 \$'000	Full Year Budget 2024-2025 \$'000		Prior Year Full Year \$'000	Year to date Actual 2024-2025 \$'000	Full Year Budget 2024-2025 \$'000
Assets				Liabilities			
Current assets				Current liabilities			
Cash and cash equivalents	54,851	50,718	28,309	Trade and other payables	24,805	6,357	20,005
Trade and other receivables	34,937	114,009	25,645	Trust funds and deposits	6,638	20,009	7,151
Other financial assets	8,547	23,129	27,049	Unearned income	19,218	18,840	3,134
Inventories	202	233	169	Provisions	17,632	17,739	16,971
Non-current assets held for sale	-	-	-	Lease liability	34	17	179
Other assets	4,332	636	5,070	Interest-bearing loans and borrowings	1,260	1,223	17,762
Total current assets	102,869	188,725	86,242	Total current liabilities	69,587	64,185	65,202
Non-current assets				Non-current liabilities			
Trade and other receivables	414	391	221	Provisions	4,257	4,947	1,499
Investment in subsidiary	300	300	300	Interest-bearing loans and borrowings	36,555	36,039	28,755
Other financial assets	3,507	2,007	-	Lease liability	11	11	180
Intangible assets	3,016	2,337	3,829	Total non-current liabilities	40,823	40,997	30,434
Right of Use	28	13	342	Total liabilities	110,410	105,182	95,636
Property, infrastructure, plant and equipment	2,113,274	2,108,644	2,226,720	Net assets	2,112,998	2,197,235	2,222,018
Total non-current assets	2,120,539	2,113,692	2,231,412	Equity			
Total assets	2,223,408	2,302,417	2,317,654	Accumulated surplus	862,529	947,384	849,267
				Other reserves	1,250,469	1,249,851	1,372,751
				Total equity	2,112,998	2,197,235	2,222,018

Attachment D Cash Flow Statement as at 31 December 2024

Description	2023-2024	Dec-24	2024-2025
	Actual \$'000	Actual \$'000	Budget \$'000
Cash Flow from operating activities			
Rates and charges	141,960	70,478	150,023
Grants - operating	11,749	16,828	21,529
Grants - capital	33,346	7,862	18,693
User fees	17,616	8,299	18,940
Statutory fees and fines	5,799	2,789	7,070
Contributions - monetary	4,155	1,155	2,528
Interest received	2,749	975	1,871
Other receipts	3,145	1,616	2,821
Net GST refund	(962)	2,105	10,820
Net movement in trust funds	1	13,370	235
Employees costs	(82,775)	(43,264)	(87,987)
Materials and services	(62,498)	(46,881)	(87,279)
Short-term, low value and variable lease payments	(403)	(238)	(299)
Other payments	(3,147)	(1,838)	(3,687)
Net cash provided by/(used in) operating activities	70,735	33,256	55,278
Cash flows from investing activities			
Payments for fixed assets	(83,389)	(23,353)	(56,660)
Proceeds from sale of assets	749	438	999
Payments for Investments with greater than three months maturity	23,503	(13,082)	2,500
Net cash provided by/(used in) investing activities	(59,137)	(35,997)	(53,161)
Cash flows from financing activities			
Finance costs	(1,468)	(821)	(2,008)
Interest paid - lease liability	(3)	(1)	(9)
Repayment of lease liability	(40)	(17)	(215)
Proceeds of borrowings	9,400	-	3,750
Repayment of borrowings	(427)	(553)	(1,893)
Net cash provided by/(used in) financing activities	7,462	(1,392)	(375)
Net increase (decrease) in cash and cash equivalents	19,060	(4,133)	1,742
Cash and cash equivalents at the beginning of the year	35,791	54,851	26,879
Cash and cash equivalents at the end of the year	54,851	50,718	28,621

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	149,631	149,593	(38)	150,198	150,092	(106)
Government grants - operating	16,839	15,201	(1,638)	22,357	21,131	(1,226)
User fees and charges	16,995	15,653	(1,342)	29,809	31,083	1,274
Statutory fees and fines	3,052	2,995	(57)	6,661	6,833	172
Other Income	3,444	3,050	(394)	6,415	6,129	(286)
Proceeds from sale of property, infrastructure, plant and equipment	233	275	42	585	549	(36)
Total income	190,194	186,767	(3,427)	216,025	215,817	(208)
Expenditure						
Employee costs	45,236	46,742	(1,506)	97,079	98,436	(1,357)
Materials and services	36,334	38,122	(1,788)	80,192	79,879	313
Depreciation	18,835	18,644	191	37,335	36,888	447
Amortisation - intangible assets	683	680	3	1,359	1,359	-
Amortisation - right of-use assets	16	29	(13)	153	267	(114)
Finance costs	828	1,004	(176)	1,808	2,008	(200)
Finance costs - leases	1	-	1	9	9	-
Bad and doubtful debts	122	128	(6)	256	256	-
Other expenses	11,218	2,820	8,398	13,603	4,515	9,088
Total expenditure	113,273	108,169	5,104	231,794	223,617	8,177
Underlying surplus / (deficit)	76,921	78,598	1,677	(15,769)	(7,800)	7,969
Contributions - capital	27	5	(22)	555	515	(40)
Government grants - capital	7,226	7,789	563	21,542	18,693	(2,849)
Contributions - non monetary assets	-	-	-	800	800	-
Contributions - cash	1,128	1,000	(128)	2,087	2,000	(87)
Surplus / (deficit) for the period	85,302	87,392	2,090	9,215	14,208	4,993

Appendix D – Consultant expenditure as at 31 December 2024

	Year to Date	Full Year	% of Budget	Note
	Actual	Adopted Budget	Spent	
Corporate and Commercial Services				
Waste Circularity	81,513	211,500	39%	
Financial and Integrated Planning	21,640	74,245	29%	
Governance and Information	4,200	2,000	210%	1
Procurement, Property and Risk	75,051	134,000	56%	
	182,405	421,745	43%	
Customer Innovation and Arts				
People and Culture	19,611	88,810	22%	
Business and Information Technology	11,060	100,000	11%	
Customer Experience & Transformation	8,076	170,000	5%	
Arts and Culture	204	113,500	0%	
Community Relations	-	78,812	0%	
	38,950	551,122	7%	
Communities				
Communities Directorate Management	-	6,500	0%	
Community Strengthening	26,727	65,000	41%	
Family Health Support Services	9,116	5,000	182%	2
Safer Communities	2,720	7,200	38%	
Development Services	26,073	127,800	20%	
City Futures	63,234	425,100	15%	
	127,870	636,600	20%	
Infrastructure and Operations				
Engineering Services	17,100	264,500	6%	
Building Infrastructure	-	10,000	0%	
Sustainable Assets	28,530	21,500	133%	3
	45,630	296,000	15%	
Total expenditure	394,855	1,905,467	21%	

Notes

1. Consultants involved in naming the lake in Ballam Park using Boonwurrung language.
2. Consultants engaged to assist with the data analysis for the kindergarten infrastructure and services plan.
3. Consultants to support our asset management strategy initiatives, including the legislated deliberative engagement of the Asset Plan.

Appendix E – General Operating expenditure as at 31 December 2024

	Year to Date Actual	Full Year Adopted Budget	% of Budget Spent	Note
CEO				
Chief Executive Officer	72	-	0%	
	72	-	0%	
Corporate and Commercial Services				
Corporate and Commercial Services Directorate Mana	2,237	2,400	93%	
Waste Circularity	3,293	7,050	47%	
Financial and Integrated Planning	839	6,940	12%	
Governance and Information	4,717	2,600	181%	1
Procurement, Property and Risk	9,373	31,300	30%	
	20,460	50,291	41%	
Customer Innovation and Arts				
People and Culture	7,318	22,598	32%	
Business and Information Technology	179	5,000	4%	
Customer Experience & Transformation	3,030	14,500	21%	
Customer Innovation & Arts Directorate Management	3,837	1,000	384%	2
Arts and Culture	20,313	59,921	34%	
Community Relations	8,975	1,500	598%	3
	43,652	104,519	42%	
Communities				
Communities Directorate Management	974	-	0%	
Community Strengthening	22,896	45,662	50%	
Family Health Support Services	7,449	24,291	31%	
Safer Communities	2,408	5,845	41%	
Development Services	894	6,830	13%	
City Futures	2,598	33,100	8%	
	37,219	115,728	32%	
Infrastructure and Operations				
Infrastructure and Operations Directorate Management	6,519	7,000	93%	
Operations	12,188	15,400	79%	
Engineering Services	1,005	1,000	101%	
Building Infrastructure	258	2,000	13%	
Capital Works Delivery	-	1,600	0%	
Sustainable Assets	-	6,432	0%	
	19,971	33,432	60%	
Total expenditure	121,373	303,970	40%	

Notes

1. Venue hire and catering associated with the Councillor Induction Day.
2. Venue hire and catering for the Future Ready Frankston Excellence Awards.
3. Venue hire and catering for the Community Panel deliberative engagement workshop.



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