



Quarterly Performance Report

2021-2025 Council Plan and Budget
Year Two | Quarter Two | October to December 2022





Acknowledgement

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

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

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

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

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





Message from the Chief Executive Officer



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

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

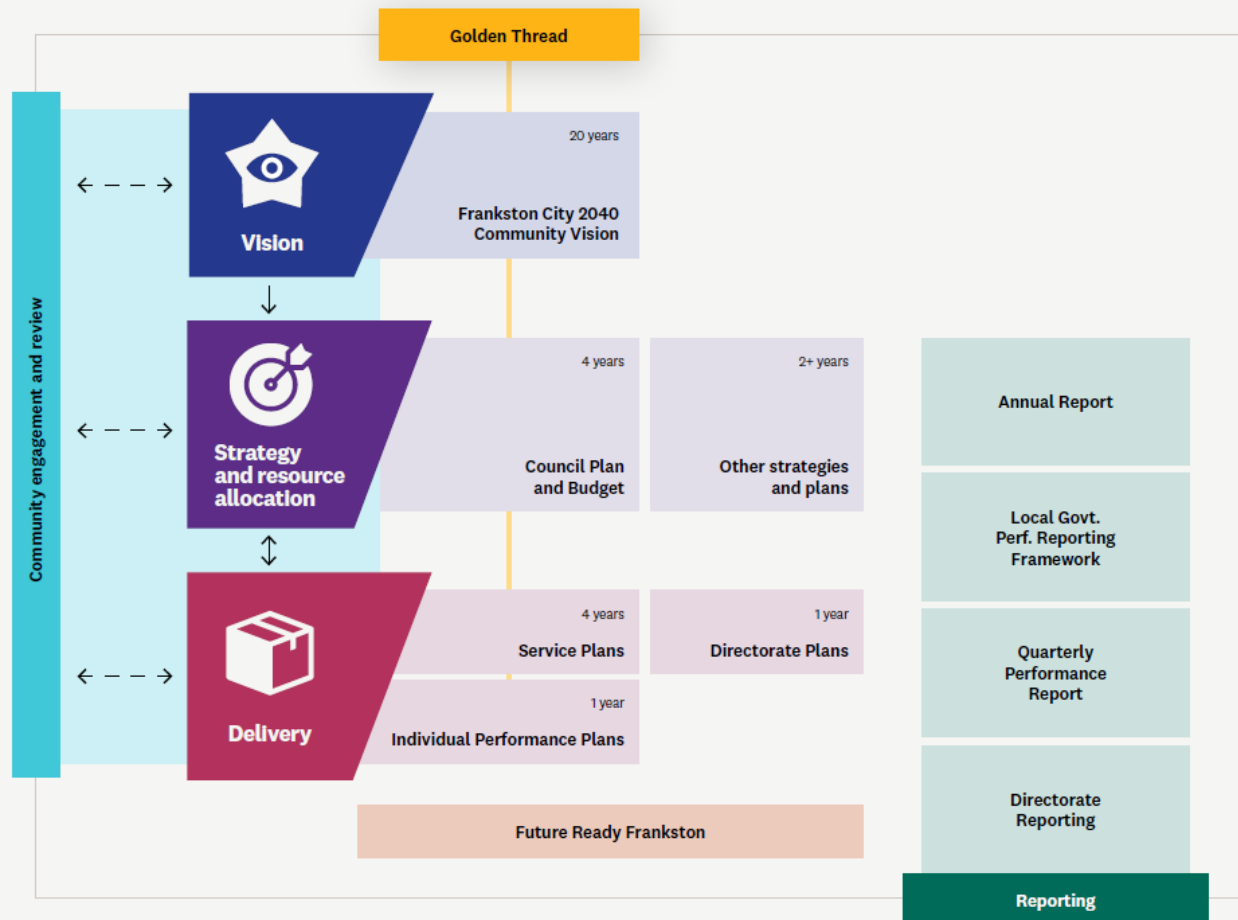
To address the Governance principles in the *Local Government Act 2020*, Frankston has developed an Integrated Planning and Reporting Framework. The green boxes identify the reporting structure. Progress and results are reported back to the community through the Quarterly Performance Report, Local Government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

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

Integrated Planning and Reporting

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

Integrated Planning and Reporting Framework



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

Council Plan Outcomes

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



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



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



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



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



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



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

Our performance

Directorate highlights for Quarter 2 2022-23

Communities

This quarter has been another successful one for the Communities team, with Council's adoption of the Draft Frankston Metropolitan Activity Centre (FMAC) Structure Plan in October and the Wayfinding Strategy and Style Guide in December 2022. Council also commenced community engagement on important projects such as the draft FMAC Structure Plan, the Long Street Langwarrin kindergarten design proposal, and the draft Climate Change Strategy and Action Plan, which was launched at a workshop held at the Joy Street Community Garden in Frankston.

The Seniors Festival was delivered in October 2022, with many activities and great feedback from participants.

Council also supported Frankston Zero in hosting a homelessness forum in October 2022 through in-kind support, room booking and catering costs. This was attended by a variety of stakeholders and Mayor Conroy welcomed participants to the forum. Council chaired the Frankston City Strategic Housing and Homeless Alliance Meeting in November 2022.

The Job Advocates program continues to meet targets and place community members with jobs, skills and training. The Business Concierge Service received 27 enquiries from businesses this quarter.

In terms of revitalisation within the Frankston City Centre, the White Street Mall in Frankston Revitalisation project was completed in December 2022, as well as the Fletcher Road Gateway Revitalisation project which included lighting of the underpass and greening to the overpass entry points and the Frankston Pier Lighting project.

A Disability Inclusive Emergency Preparedness workshop was held. This brought together persons with lived experience of disability, emergency

responders and planners to better understand the challenges faced during emergencies in response, relief and recovery. An Emergency Management exercise was carried out. This was successful with stakeholders attending from all Municipal Emergency Management Plan Committee (MEMPC) members as well as Environmental Protection Authority (EPA), Department of Energy, Environment and Climate Action (DEECA), and Melbourne Water.

Infrastructure and Operations

At the end of the second quarter Council's Capital Works program is sitting at 82% committed (works awarded) against an adopted budget of \$91.3M. The development of the 2023-2033 LTIP and Capital Works Program is well underway and a review of future project priorities and costings taking into account cost escalations on construction and materials is being undertaken. Council's works plan for development and renewal of its assets is detailed in the 2022-2032 Long Term Infrastructure Plan (LTIP) which was adopted by Council on 12 December 2022.

Work is underway for winter 2023 planting to achieve the tree planting target and prioritise areas most in need of additional canopy cover.

Council will soon seek funding opportunities for agreed improvement projects with Kananook Creek Governance Group. Council is also liaising with key stakeholders on strategies to implement Monterey and other Recycled Water Schemes. The Final draft Integrated Transport Strategy will be presented to Council in February 2023.

LED lighting efficiency upgrades and rooftop solar systems are being rolled out at Council facilities across city. A Home Energy Saver Toolkit will be launched in early 2023 aimed at helping to prepare the community for the impacts of climate change.

Corporate and Commercial Services

The Directorate has continued in quarter two to focus on Council Plan initiatives and business as usual deliverables. The 2023-2024 planning cycle was launched, and service teams worked to complete their service plans and identify any service initiatives that require additional resources next financial

year. Service Governance Groups met to prioritise initiatives based on their strategic alignment, Councillor focus areas, strategic risk and/or legislative changes.

Enhancements to Council's financial management system were implemented in October, and have provided more efficient purchasing practices across the organisation. The Property Strategy implementation continues to be rolled out with Kindergarten licences processed including associated licence plans uploaded on Council's Geographic Information System. A project plan has been developed and work has commenced on a Governance and Integrity Framework. A review of Council's policies and their effectiveness is underway with a project plan drafted.

Council decided in December 2022 to recommit to the South East Metropolitan Advanced Waste Procurement project. This progresses a collaborative procurement across councils for an advanced waste processing solution for household rubbish that would otherwise go to landfill. The development of the Draft Waste Circularity Plan is well underway incorporating feedback from community engagement.

Red lids have been installed on garbage bins throughout the municipality to comply with the Victorian Standard, with any outstanding dark green bin lids currently being followed up. The kerbside bin collection service is now 100% compliant with the Victorian standard.

A final project plan for the kerbside separate glass collection service is underway, a requirement to receive Victorian Government funding. Home composting sessions were completed in November 2022, which included education on techniques to minimise food waste for residents.

Customer, Innovation and Arts

Quarter two our team continue work to implement our Corporate Strategy and Vision that strengthens the foundations of the organisation to deliver strong service and performance outcomes for customers, community and teams.

We have successfully advocated for over \$30 million towards key advocacy

initiatives, including the Frankston Basketball and Gymnastics Stadium, Sandfield Reserve Precinct Revitalisation and more. Following the election, we also successfully advocated a further \$4 million funding commitment from the Australian Government to meet construction market cost escalations, ensuring the Kananook Commuter Car Park project can be delivered to a total \$22 million federal investment.

The Frankston Business Collective (FBC) continues to be successful, with membership sitting at 110 members and over 2,000 registrations to the mailing list. Business events conducted over the quarter have included the FBC Frankston Women in Business for wellbeing, education and networking with two excellent presenters and FBC Business Summit featuring a strong panel of presenters.

At the December Meeting Council endorsed the new Child Safety and Wellbeing Policy. The Policy cements Council's commitment to child safety and positions us to meet all new legislative requirements. In Q2 Council launched the Inclusive Gender Equality Leadership Training as part of the Gender Equality Plan. In addition to this being a legislative requirement it will build staff capacity to understand, promote and advance gender equality.

In July Council endorsed just under \$260k for the Destination Event Attraction Program. The program roll out has begun with Sunset Twilight markets at the Waterfront, Lucky Day Out live music event at Kinetic Stadium and Pixar Putt, a mini golf exhibition at McCombs Reserve.

It is the first time in three years that the Arts Centre has been able to host our local schools and dance schools for their end of year celebrations, concerts and presentation nights. Utilisation for the Arts Centre hospitality event spaces has increased to over 50% and the Box Office sold over 33,065 tickets in the quarter.

Council Plan summary

In 2022-2023 there are 121 Initiatives listed in the Council Plan. As at the end of December 2022, 98 per cent were considered on track or completed.

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

	Completed ✓	On track ●	At risk ●	Critical ●	Deferred ■
Healthy and safe communities	2	15	-	-	-
Community strength	1	24	-	-	-
Sustainable environment	-	26	-	-	-
Well planned and liveable city	-	11	1	-	-
Thriving economy	-	17	1	-	-
Progressive and engaged city	-	23	-	-	-
TOTAL %	2%	96%	2%	0%	0%

Refer to Appendix A for progress updates on each initiative.

Financial summary










The December consolidated result of \$2.019 million for the underlying operating result reflects a favourable variance of \$1.521 million compared to the year to date 2022-2023 budget position of \$0.498 million.

Consolidated Income Statement for December 2022




Summary - Income Statement			
Description	Year to Date		
	Dec-22 Actual \$'000	Dec-22 Budget \$'000	(Fav)/Unfav Variance \$'000
<i>Operating</i>			
Revenue	97,730	95,626	(2,104)
Expenditure	95,022	95,315	293
Gain/(Loss) on disposal of assets	(689)	187	876
			-
Underlying operational result	2,019	498	(1,521)
<i>Capital</i>			
Revenue	8,477	7,585	(892)
Operational surplus/(deficit)	10,496	8,083	(2,413)

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

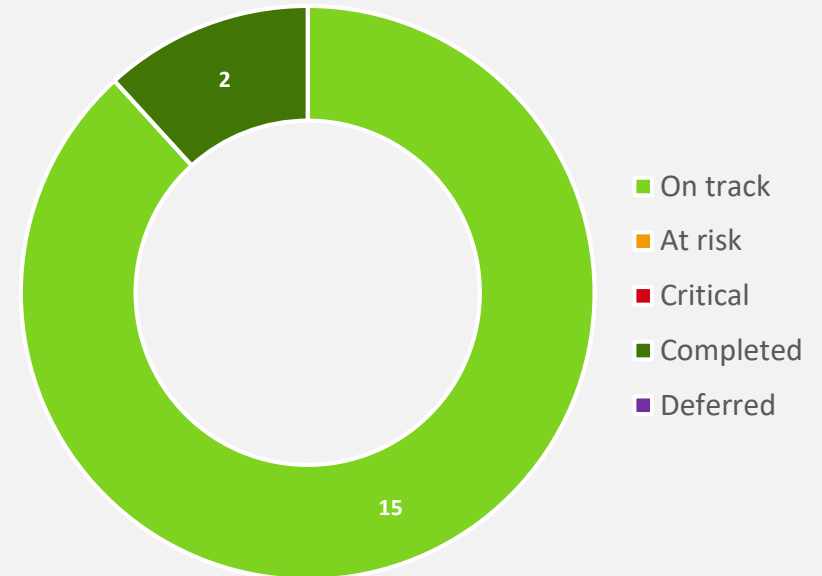
- ✓ Active and healthy lifestyles that support residents living independently longer
- ✓ Long-term health and learning outcomes established in early childhood
- ✓ Reduction of harms from family violence, gambling, alcohol and other drugs
- ✓ Value and support young people

Community Vision 2040 Theme 1
Healthy families and communities

Quarter Two Overview

How we performed

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



Highlights

- Commencement of the Rapid response team
- Adoption of the Health & Wellbeing Year Two Action Plan
- Delivered Child and Youth Inclusion Grant
- Pop-up playgroup in partnership with McClelland Gallery attracted 100-200 participants
- The Municipal Emergency Management Plan was approved by the Municipal Emergency Management Committee



Community strength

Priorities

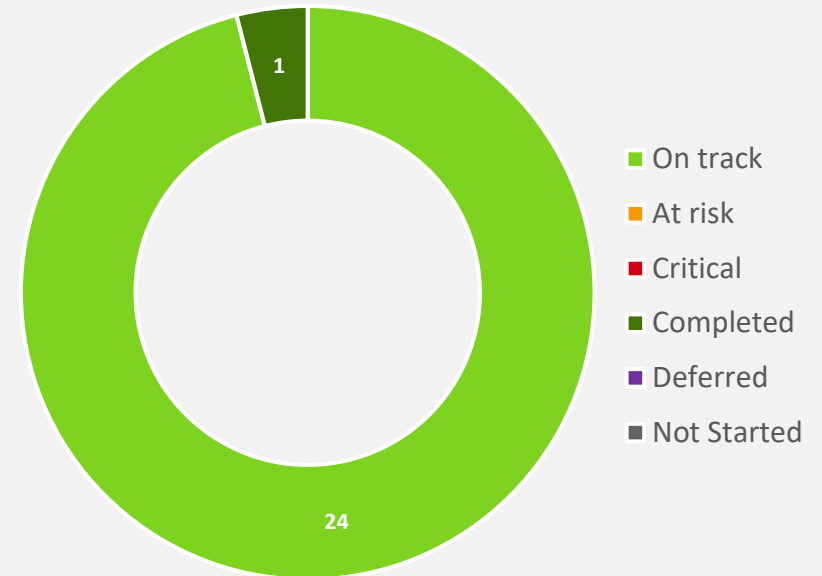
- ✓ Accessibility of services to enhance social inclusion and mental wellbeing
- ✓ Volunteering to build connections and resilience within the community
- ✓ Frankston City's arts and cultural identity

Community Vision 2040 Theme 2
Vibrant and inclusive communities

Quarter Two Overview

How we performed

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



Highlights

- Christmas Festival of Lights returned to a crowd of 45,000
- Seniors Festival was highly attended
- 'Strong Women' event held to showcase sporting opportunities for women and girls.
- New Library website launched

Sustainable environment

Priorities

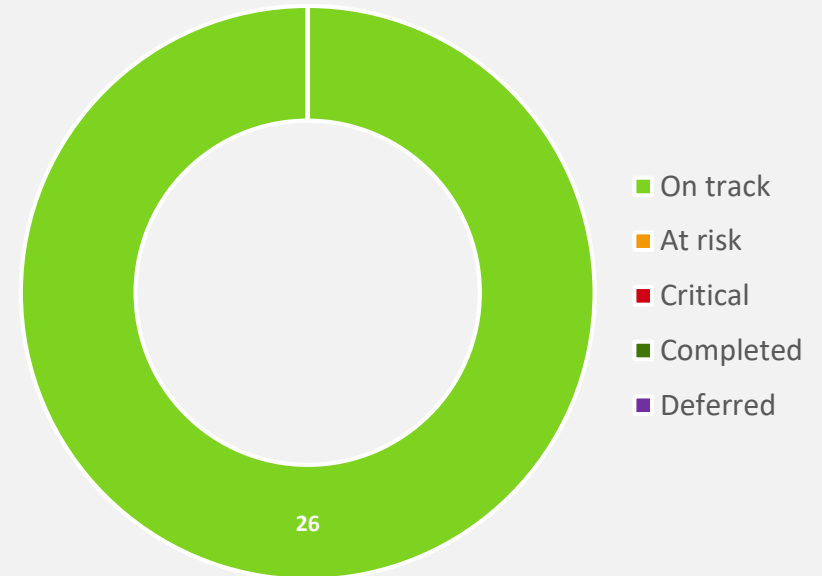
- ✓ Climate emergency response and leadership
- ✓ Green canopy cover to reduce urban heat
- ✓ Diversion of waste from landfill
- ✓ Protection, access and connection to the natural environment

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

Quarter Two Overview


How we performed

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



Highlights

- Tree planting for the Queen’s Jubilee occurred at Ballam Park and Carrum Downs Recreation reserve
- Community Engagement on the Coastal and Marine Management Plan – Values, Issues and opportunities report took place
- Draft Climate Change Strategy and Action Plan was approved for community consultation
- Home Energy Saver Toolkit was produced, available through Frankston Library



Well planned and liveable city

Priorities

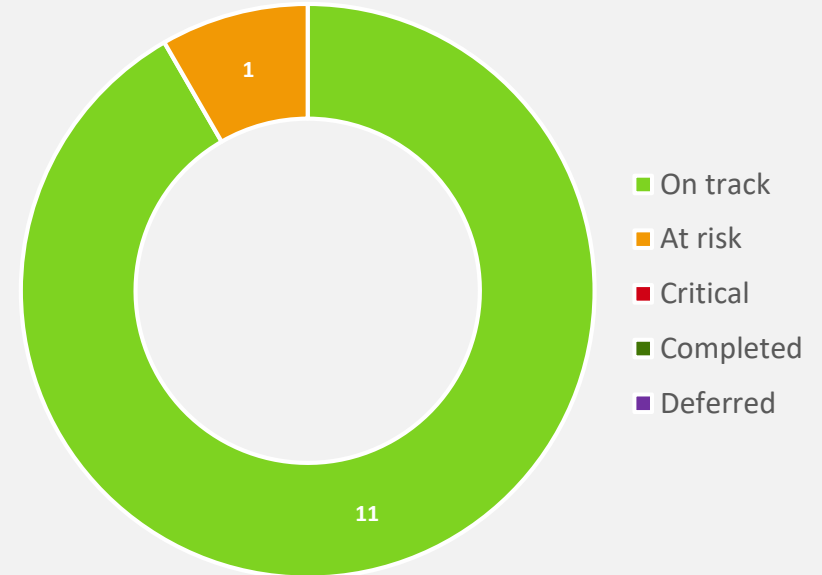
- ✓ Urban design renewal of public places and spaces
- ✓ Connected, accessible, smart and safe travel options
- ✓ Frankston City's identity as a liveable city

Community Vision 2040 Theme 4
Connected places and spaces

Quarter Two Overview

How we performed

92 per cent of initiatives completed or on track (11/12)



Highlights

- Frankston Pier Lighting Project was completed
- Fletcher Road Gateway Revitalisation project was completed
- Draft Frankston Metropolitan Activity Centre Structure Plan was approved for community consultation
- Carrum Downs Recreation Reserve Playspace was completed



Thriving economy

Priorities

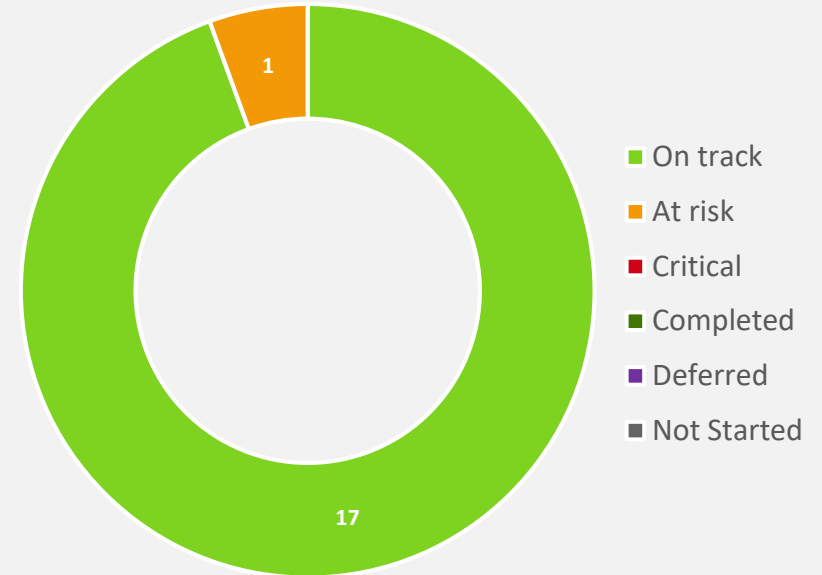
- ✓ Business and industry investment attraction
- ✓ Activity centre precincts
- ✓ Local employment, education and training opportunities for all people

Community Vision 2040 Theme 5
Industry, employment and education

Quarter Two Overview

How we performed

94 per cent of initiatives completed or on track (17/18)



Highlights

- A Major Development Operating Framework and Planning Assessment Team has been developed
- 2022-2023 Destination Event Attraction roll out commenced
- 'After Dark Activation Grants' program was delivered
- Nepean Boulevard Vision was completed for advocacy
- Public realm upgrades to Excelsior drive was delivered



Progressive and engaged city

Priorities

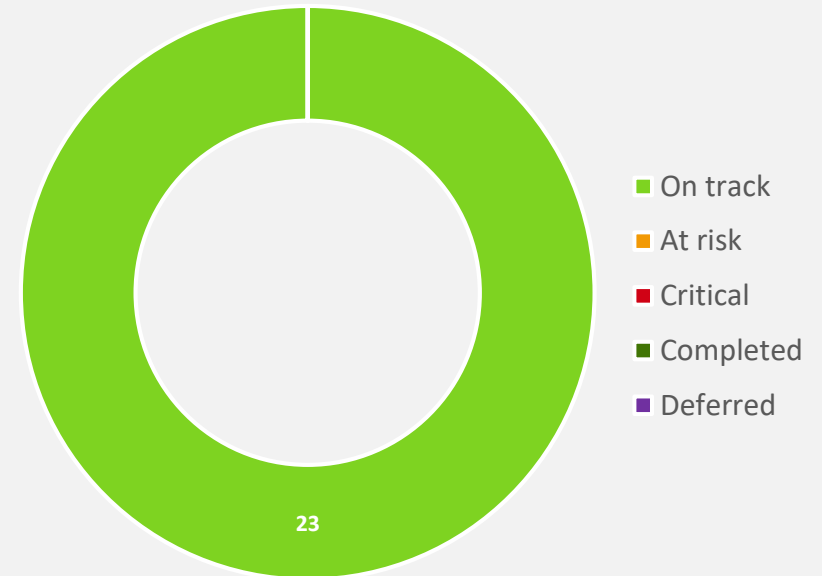
- ✓ Engagement with our community in communication and decision making
- ✓ Future ready service delivery through changes to culture, capability, connectivity and customer experience
- ✓ Sound governance to build trust in the integrity and transparency of Council

Community Vision 2040 Theme 6
Advocacy, governance and innovation

Quarter Two Overview

How we performed

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



Highlights

- Service Governance Groups were established
- Enhancements were made to Council's financial management system
- Gender Equality Inclusive Leadership training was rolled out to People Leaders in the organisation
- Election commitments of \$89 million made to Frankston



Financial performance

Financial Performance

(Frankston City Council excluding Peninsula Leisure Pty Ltd)

The following quarterly financial report provides a summary and analysis of Council's financial performance for the six months to December 2022. The report is designed to ensure consistency with the 2022-2023 adopted budget, compliance with statutory requirements and to measure Council's overall financial performance.

Financial results for Frankston City Council excluding Peninsula Leisure Pty Ltd

Summary - Income Statement

Description	Year to Date		(Fav)/Unfav Variance \$'000
	Dec-22 Actual \$'000	Dec-22 Budget \$'000	
<i>Operating</i>			
Revenue	91,076	88,532	(2,544)
Expenditure	88,740	89,081	(341)
Gain/(Loss) on disposal of assets	(689)	187	876
Underlying operational result	1,647	(362)	(2,009)
<i>Capital</i>			
Revenue	8,477	7,585	(892)
Operational surplus/(deficit)	10,124	7,223	(2,901)

The underlying operating result for December 2022 reflects a positive variance of \$2.009 million. Council's half year underlying operating position is indicating a surplus of \$1.647 million, this is a \$2.009 million favourable variance compared to the half year 2022-2023 budget position of \$0.362 million deficit.

The consolidated result including Peninsula Leisure is \$2.019 million which is \$1.521 million favourable compared to budget.

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

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

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

A summary of the key financial data is as follows:

	Dec-22 YTD Actual \$'000s	Dec-22 YTD Budget \$'000s	Variance \$'000s	Variance %
Underlying operating result (1)	1,647	(362)	2,009	(20.12%)
Accumulated Cash Position	500	500	-	-
Cash and investments	86,393	58,736	27,657	47.09%
Capital works expenditure	33,510	38,046	(4,536)	(11.92)%

() Denotes negative result

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

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

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

The December 2022 financial performance position highlights some key outcomes that are covered in the points below.

Summary - Income Statement

Description	Year to Date		
	Dec-22	Dec-22	(Fav)/Unfav
	Actual	Budget	Variance
	\$'000	\$'000	\$'000
<i>Operating</i>			
Revenue	91,076	88,532	(2,544)
Expenditure	88,740	89,081	(341)
Gain/(Loss) on disposal of assets	(689)	187	876
Underlying operational result	1,647	(362)	(2,009)
<i>Capital</i>			
Revenue	8,477	7,585	(892)
Operational surplus/(deficit)	10,124	7,223	(2,901)

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

Council's half year underlying operating position is indicating a surplus of \$1.647 million, this is a \$2.009 million favourable variance compared to the expected half year 2022-23 budget position of a deficit of \$0.362 million.

The significant factors which contribute to the variance in the revised budget versus the adopted budget are:

Grants – operating – \$0.6 million favourable variance. The increase in government funding relates to the following areas:

- \$0.2 million in Family Health Support grants received earlier than budgeted however this is expected to be on budget by the end of the year.
- \$0.1 million extra grant received in Safer Communities for the provision of School Crossing Supervision service.
- \$0.1 million increase in Community Strengthening related to Planning and Positivity grants timing.
- \$0.1 million increase in Operations due to funding of \$0.058 million for Port Phillip Bay from last year is being brought forward and will be spent this year.

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

- a. \$0.6 million increase in income received earlier than planned in Waste Circularity for increased demand for services such as at call waste collection and additional bins. This is expected to balance out during the remainder of the year.
- b. \$0.2 million increase in income for the Frankston Arts Centre is due mainly to increased usage and associated hires of the theatre and related services. This is offset by increased expenditure.
- c. \$0.1 million increase in income in Family Health Support Services due to the increased demand and delivery of meals for the Meals on Wheels service.
- d. Offset by \$0.3 million lower than expected Centenary Park Golf Course green fees.

Other income - \$0.3 million favourable variance. The favourable position in other income is mainly due to:

- a. \$0.3 million increased income received on cash investments due to increasing interest rates offered by banks.

Employee Costs - \$0.3 million unfavourable variance. The unfavourable position in Employee costs is mainly due to:

- a. \$0.1 million increased expenditure in Safer Communities due to costs associated with in providing additional resources to staff School Crossings and provide services to Community Support Frankston. These additional costs are being funded with additional grant funding and reimbursement, therefore they present no additional cost to Council.
- b. \$0.3 million increase in expenditure in Development Services due to a restructure to improve service delivery and long term absences requiring backfill in statutory planning and health services.
- c. The increases in staffing costs mentioned in the points above have been offset by reductions where staff vacancies have existed and have been forecast to potentially continue. Areas most affected by staff vacancies are Governance, People and Culture, Finance, Operations and City Futures.

Materials and services - \$0.9 million favourable variance. The favourable variance in materials and services is mainly due to:

- a. \$0.5 million lower expenditure in Operations primarily due to timing of contract works spend across road and drainage maintenance. This will be caught up in second half of the year and along with extra costs related to audits undertaken that require tree rectification works to hazards that presented a high degree of risk to the community.
- b. \$0.1 million lower than budgeted expenditure in Arts and Culture events due to timing of events. This will be spent in second half of the year.
- c. \$0.2 million lower than budgeted consultancy costs around Urban Design, Strategic land use planning and Place Making activations. These will be spent by the end of the financial year.
- d. \$0.3 million in lower than expected costs across multiple departments.
- e. Offset by \$0.2 million increase in expenditure in Procurement, Property & Risk due to costs associated with insurance payments under excess, third party cost recovery, lease negotiations, property valuations and acquisition of land.

Operating Result: The operating result for the first six months to December 2022 indicates a surplus of \$10.124 million, this is a \$2.901 million favourable variance compared to the adopted half year 2022-2023 budget position of \$7.223 million surplus. This favourable variance is due to the reasons as described above plus an increase of \$0.892 million for capital grants.

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

For the quarter ending 31 December 2022

	Year to Date		Variance \$'000
	Actual \$'000	Budget \$'000	
Total property	19,609	21,898	(2,289)
Total plant and equipment	2,878	3,065	(187)
Total infrastructure	11,023	13,083	(2,060)
Total capital works expenditure	33,510	38,046	(4,536)
Funding:			
External			
Government grants	7,413	6,718	695
Contributions	18	-	18
Proceeds from sale of assets	90	413	(323)
Other income	1,000	-	1,000
Total external funding	8,521	7,131	1,390
Internal			
Reserve funds	15,651	17,304	(1,653)
Loan borrowings	66	-	66
Rates funding	9,272	13,611	(4,339)
Total internal funding	24,989	30,915	(5,926)
Total funding	33,510	38,046	(4,536)

After six months of the year, expenditure is \$33.510 million against a year to date adopted budget of \$38.046 million. The Capital Works Program is tracking well with under expenditure due to minor delays of larger projects.

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

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

The balance sheet as at 31 December 2022 indicates a continued satisfactory result. Council's net assets are valued at \$2.136 billion at the end of December 2022.

A comparison of total current assets of \$132.044 million with total current liabilities of \$67.676 million (working capital ratio YTD of 1.95 to 1) depicts a satisfactory financial position.

Schedule of reserves as at 31 December 2022

	Opening Balance 01/07/2022 \$'000	Transfer to reserve \$'000	Transfer from reserve \$'000	Closing balance 31/12/2022 \$'000
Statutory reserves				
Public resort and recreation	7,227	1,046	(191)	8,082
Subdivision roadworks	133	-	-	133
Infrastructure assets	74	-	-	74
Car parking	10	-	-	10
Total statutory reserves	7,444	1,046	(191)	8,299
Discretionary reserves				
Strategic asset reserve	23,404	417	(17,474)	6,347
MAV LGFV fund	12,707	415	-	13,122
Unexpended grant reserve	8,484	-	(3,598)	4,886
PARC asset management sinking fund	11,048	375	(97)	11,326
Capital projects reserve	3,931	-	(66)	3,865
Resource efficiency reserve	77	-	-	77
Total discretionary reserves	59,651	1,207	(21,235)	39,623
Total other reserves	67,095	2,253	(21,426)	47,922

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

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

Trade and other receivables	2021-22	2022-23
	\$'000	\$'000
Current receivables		
Ratepayer receivables	13,428	13,423
Special rates & charges	123	225
Infringements	5,647	6,244
Provision for doubtful debts - infringements	(2,781)	(2,971)
Other receivables	4,152	2,790
Provision for doubtful debts - other debtors	(117)	(122)
	<u>20,452</u>	<u>19,589</u>
Non-current receivables		
Special rates & charges	595	522
Total receivables	<u>20,930</u>	<u>19,989</u>

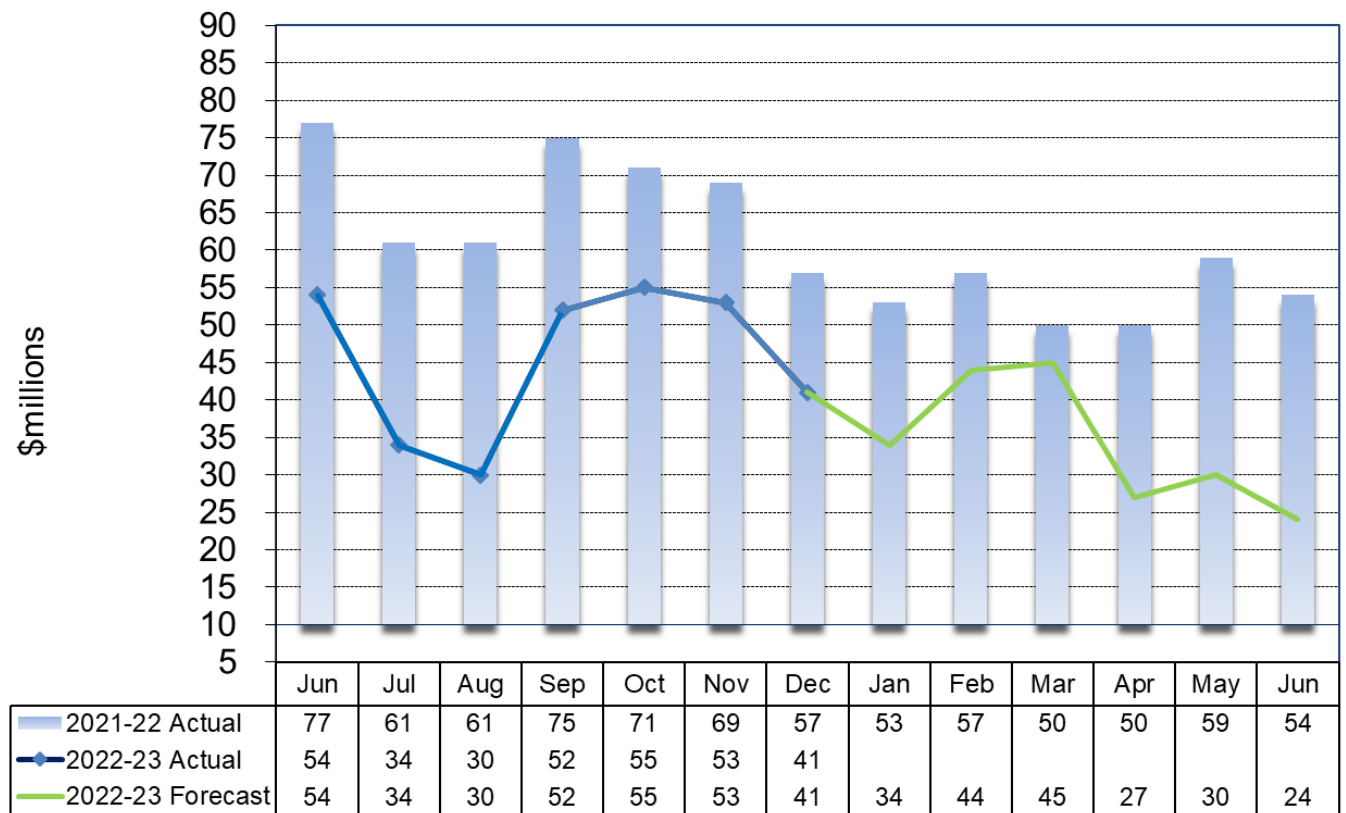
Accounts receivable balances were \$19.989 million as at 31 December 2022, down from \$20.930 million at 30 June 2022.

For a full balance sheet please refer to [Appendix B Attachment C](#).

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

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

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



Loans (Frankston City Council excluding Peninsula Leisure Pty Ltd)

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

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Expense \$'000	Balance 30 June \$'000	Liquidity (CA/CL)	Debt Commit (Debt / Total Rates)	Debt Serv (Serv Costs / Total Revenue)
2020-21	2,930	345	1,452	30,334	2.24	23.20%	1.4%
2021-22	-	3,250	1,427	27,084	1.94	19.98%	3.5%
2022-23	9,030	392	1,401	35,722	1.71	25.13%	1.3%
2023-24	6,065	1,354	1,542	40,433	1.64	28.00%	2.0%
2024-25	12,870	2,045	1,652	51,258	1.33	34.47%	2.5%
2025-26	15,460	18,820	1,640	47,898	1.42	31.36%	13.4%
2026-27	13,500	5,096	1,773	56,302	1.41	35.90%	4.4%
Victorian State Government Prudential Ratio Limits - Risk Assessment				High	Below 1.10	Above 80%	Above 10%
				Medium	1.10 - 1.20	60%-80%	5% -10%
				Low	Above 1.20	Below 60%	Below 5%

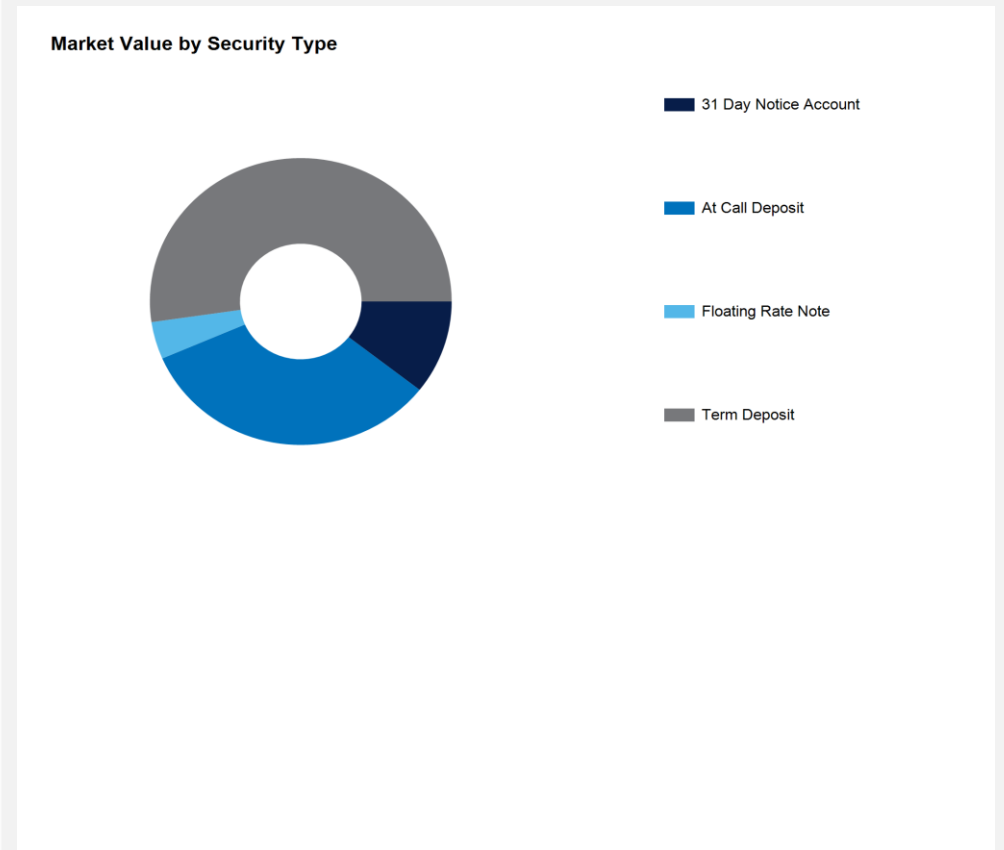
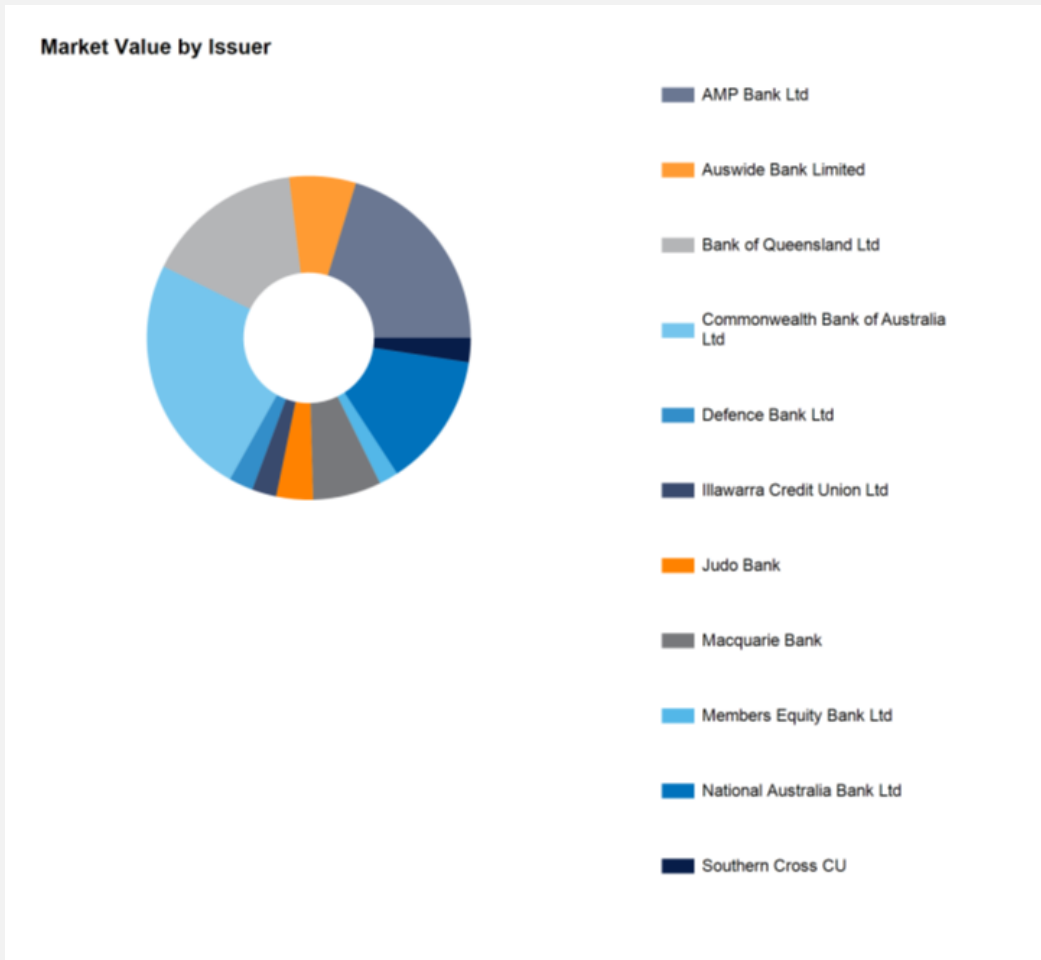
The status of Council's loan borrowings as at the 31 December 2022 are listed in the table below:

Financial institution	Debt principal @ 30-06-2022 \$'000's	Principal repaid \$'000's	New borrowings \$'000's	Debt principal @ 31-12-2022 \$'000's	Interest \$'000's	Loan repayments due over next 12 months \$'000's
National Australia Bank	11,492	91	-	11,401	402	1,183
National Australia Bank - MAV	15,542	-	-	15,542	310	-
Treasury Corporation Victoria	50	-	1,000	1,050	3	-
Total	27,084	91	1,000	27,993	715	1,183

Investments (Frankston City Council excluding Peninsula Leisure Pty Ltd)

Council is complying with its Investment Policy (adopted by Council on 16 December 2019) that ensures effective and responsible utilisation of Council’s surplus cash funds within the government legislative framework and applicable Federal and State regulations. Council’s investment holdings as at 31 December 2022 were \$84.542 million.

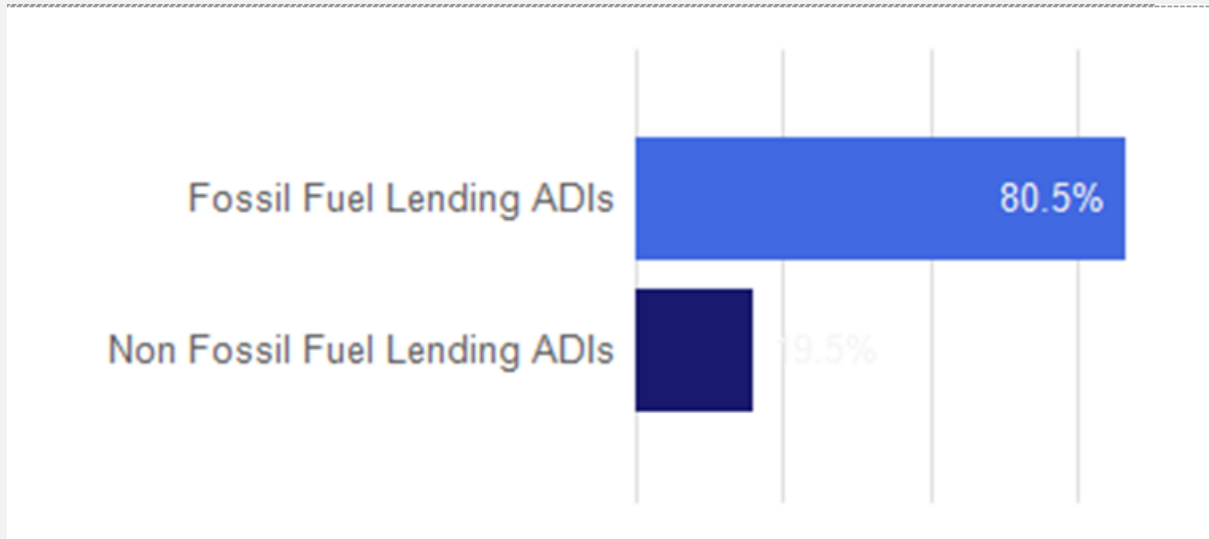
Council’s investments as at the 31 December 2022 are listed in the tables below.



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

Portfolio Fossil Fuel Summary

Council's portfolio comprises 19.50% 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 – 2022-2023 Council Plan Performance: Quarter two

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

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

Strategic indicators for each outcome are reported annually.

Status update key:

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

2021-2025 Council Plan and Budget






Reporting across the four years of the 2021-2025 Council Plan and Budget is summarised below. *(As at quarter two 2022-2023)*

	2021-2022	2022-2023	2023-2024	2024-2025
 Initiatives completed	123	3	-	-
 Completion deferred to following year	11	-	-	-

October-December 2022 Council Plan Initiatives



In 2022-2023 there are 121 Initiatives listed in the Council Plan. As at the end of December 2022, 98 per cent were considered on track or completed.

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


	Completed 	On track 	At risk 	Critical 	Deferred 
Healthy and safe communities	2	15	-	-	-
Community strength	1	24	-	-	-
Sustainable environment	-	26	-	-	-
Well planned and liveable city	-	11	1	-	-
Thriving economy	-	17	1	-	-
Progressive and engaged city	-	23	-	-	-
TOTAL %	2%	96%	2%	0%	0%

1 Healthy and safe communities





Initiative progress comments

Four-year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
Engage families to promote the importance of early childhood education and health	CP-1.1.1	Deliver Maternal and Child Health and early childhood services and programs including immunisation and supported playgroups	<p>Maternal & Child Health (MCH) continues to experience work force shortages. The team are actively re-building the workforce. New temporary contracts will support the backlog of work due to the pandemic.</p> <p>In response to community feedback, the Immunisation Team are developing a 'user pays' program to offer additional recommended vaccines on the National Immunisation Program. Supported playgroups receive referrals from MCH, other family support services and self-referred families. Pop up playgroups operate weekly in the community with an average of 30 families attending each week. In addition, a pop-up playgroup partnership with McClelland Gallery attracted between 100 - 200 participants at each of three sessions.</p> <p>Mahogany Rise has seen a significant increase in parent participation in the program through family events. Enrolments for funded three and four year old kindergarten are open for 2023. There are currently no vacancies.</p>	Communities	
	CP-1.1.2	Coordinate central registration of enrolments for community kindergartens	Three- and four-year-old offers continue to be made to families that register late for kindergarten. Currently, 1314 kindergarten places have been accepted. The total number of places available across the municipality is 1496, however there are 54 children on waitlists for a place due to the family wanting to enroll at a kindergarten that is full and not wanting to take the offer of a place at	Communities	

Four-year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			<p>an alternative kindergarten. Officers have been working closely with the kindergartens and Department of Education to manage numbers and increase places available where possible. This will continue to be monitored.</p> <p>A review of the Central Kindergarten Registration Procedure has been completed in consultation with community. The outcome has shown that the existing procedure is meeting community expectation and need, with a number of other actions requiring further investigation to determine if they are possible to implement in the future. A further action is to ensure that there is improved communication in regard to the procedure.</p>		
	CP-1.1.3	Implement Council's year two initiatives for Council's Early Years Plan	Recruitment has been completed for the Kindergarten Reform Project Officer role. This new role will commence in January 2023 and will support the development of a kindergarten reform strategy and support the implementation of Council's infrastructure plan for the next 2.5 years.	Communities	
Maintain systems and capacity to manage and respond to emergency events	CP-1.2.1	Monitor and mitigate key emergency risks to the community	<p>Disability Inclusive Emergency Preparedness workshop was held in November and facilitated by University of Sydney Professor Michelle Villeneuve. The day brought together people with lived experience of disability, emergency responders and planners to better understand the challenges faced during emergencies in response, relief and recovery. Stakeholders took away valuable insights to be used in effective and inclusive emergency planning for the municipality.</p> <p>The Proactive Fire Inspection Program was the primary focus for December with private property inspections carried out across the municipality to</p>	Communities	

Four-year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			identify areas of high fire risk and serve Fire Prevention Notices for compliance.		
	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	<p>The Municipal emergency Management Plan (MEMP) returned to the Committee this quarter for approval after amendments to the content were included.</p> <p>Exercise Apollo was developed and run in November as a hazardous material response, desk top discussion. The exercise was successful with stakeholders attending from all Municipal Emergency Management Plan Committee (MEMPC) members as well as Environmental Protection Authority (EPA), Department of Energy, Environment and Climate Action (DEECA), and Melbourne Water. Valuable insights were uncovered and the debrief highlighted both best practice and areas where response and recovery could be improved upon. Feedback received was very good.</p>	Communities	
	CP-1.2.3	Leverage partnerships with key agencies and community groups to improve planning for response to and recovery from emergency events. This will include the development and implementation of an annual training program	Emergency Preparedness Advisory Service (EPAS) collaboration between Council, Country Fire Authority (CFA) and Australian Red Cross is continuing to build vulnerable persons networks, advertise with internal and external stakeholders and implement training for facilitators in the local area. Uptake of the service has been minimal, the new year will see a change in tactics to effectively reach our target audience through their support coordinators and agencies directly.	Communities	

Four-year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
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	Closed Circuit Television (CCTV) is undergoing a review to improve the system and applications. The Rapid Response team has been appointed and have commenced proactive patrols within the municipality.	Communities	
	CP-1.3.2	Promote and deliver more diverse play and leisure opportunities for residents of all ages to encourage active lifestyles	The Recreation team continues to encourage residents to be active through the Frankston City News, social media and through sports club newsletters and training opportunities. A strong sisters' event was held in December to encourage greater participation by women and girls in active sport.	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	Council conducts regular Community Garden Network meeting with the 10 community gardens and is currently developing training initiatives to assist the development of the committee members of the gardens. Council also assists the further development of the Downs Estate Community Farm site to enable healthy eating education and community driven programs and are assisting the DECF where possible with their various initiatives including grant applications.	Communities	
	CP-1.3.4	Deliver second year actions for Council's Health and Wellbeing Plan	The Year Two Action Plan was developed based on the annual review of the Year One Annual Review and was formally adopted by Council at the 12 December 2022 Ordinary Meeting.	Communities	
Advocate for programs and support to reduce harms from family violence, gambling, alcohol and other drugs	CP-1.4.1	Embed Council's Stronger Families Policy and implement year four actions for Council's Family Violence Action Plan	The mentors will be matched with the mentees in early 2023 and the next phase of the program will commence. The Men As Role Models (MARM) is due for completion at the end of March 2023. The MARM program will then be evaluated.	Communities	
	CP-1.4.2	Partner with Monash University, Peninsula Health and other key advocacy organisations to raise awareness of risks associated with gambling and Alcohol and Other Drug (AOD) use and improve access to support services	This program has been held in abeyance this quarter due to a change in funding within Peninsula Health, who convene the group. Enquiries will be made as to timing of the next meeting.	Communities	

Four-year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
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 continues to collaborate with key stakeholders and contribute the objectives of the Frankston North Education Plan (FNEP). Manager Family Health Support Services, Coordinator Children's Services and Coordinator Maternal and Child Health and Immunisation participated in a strategic workshop to evaluate the outcomes of the FNEP 2022 Implementation Plan, and explore priorities for the 2023 Implementation Plan.	Communities	
	CP-1.5.2	Deliver Youth Services outreach, in-reach and engagement programs	Frankston Youth Services have continued to deliver a broad range of youth programs to support the needs of local young people. A significant focus in past quarter has been on in-school Grade 6-7 transitions which is a very important and at time challenging time for young people. When issues emerge, early support and intervention is very important to maintain sustainable positive educational engagement.	Communities	
	CP-1.5.3	Enable young people to have a voice through Youth Council and youth events	Frankston Youth Services have continues to deliver programs such as Youth Council, NexGen Advisory and Fresh Entertainment (FReeZA) among other programs that provide opportunities for young people to 'have their say' though. Importantly, Council recently undertook a significant engagement process with young people to give them a strong voice and influence over the priorities within the recently developed Youth Action Plan.	Communities	
	CP-1.5.5	Increase work experience, traineeships and student placement opportunities	This action completed in quarter one 2022-2023.	Customer Innovation and Arts	



Four-year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-1.5.6	Provide grants to support students in participating in formal education and recreational programs	Council delivered Child & Youth Inclusion Grant which has awarded a number of children and young people to access to funding to support their formal education and recreational programs. Council are on track to expend the remaining allocated budget earlier than the end of financial year due to its popularity.	Communities	






Strategic indicators





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







2 Community strength




Initiative progress comments



Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
Build Frankston City's reputation as an arts, culture and tourism destination	CP-2.1.1	Deliver Arts and Culture Strategic Plan	On track with many initiatives delivered in this quarter including an array of live performance events and workshops at Frankston Arts Centre including the launch of Season 2023; the return of Frankston's Christmas Festival of Lights in its original format; library programs and five Sculpture by the Sea sculptures installed and on display in prominent locations around the municipality for three years.	Customer Innovation and Arts	
	CP-2.1.2	Build capacity and partner with creatives and the community to deliver high quality events and art experiences	The 2022 - 2023 Financial Year Artist Grants round closed with 14 applications for six \$5000 grants. A panel met to discuss the applications and six were awarded across a range of artistic forms. The 2023 theatre season for the Frankston Arts Centre was launched to an audience of 450 patrons. The Frankston Arts Centre presented the last two season performances of 2022 to capacity. Audiences of over 700 and a sold-out audience for Gravity and Other Myths 'Backbone' and the Melbourne Symphony Orchestra's performance of Handel's 'Messiah' respectively, brought in the two highest audiences for the Season. A strategic marketing plan now continues for the sales of Season 2023. Tickets to the Hot Arts for Cool Kids programs for January holidays went on sale, and planning and preparation for their delivery continued, as well as a range of public programs and workshops as part of Ventana Festival programming.	Customer Innovation and Arts	




Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-2.1.3	Deliver festivals and events that build upon Frankston as an Arts and Culture destination	Frankston's Christmas Festival of Lights was delivered in November to a crowd of approximately 45,000 attendees despite the inclement weather. The Destination Event Attraction events are tracking along, with three events delivered in December (including an ongoing market).	Customer Innovation and Arts	
	CP-2.1.4	Develop sculpture and eclectic street art culture	Three sculptures from Sculptures by the Sea have been selected to be displayed within the municipality for three years and will be delivered in approximately two months. Mirage was successfully installed in its original position outside Frankston Yacht Club after re-fabrication. Public art maintenance is ongoing with new pieces needing refurbishment.	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	Council delivered a highly attended Senior Festival with many activities undertaken in October 2022. There has also been an opportunity to evaluate and review new activities and opportunities for further participation especially for isolated seniors in 2023.	Communities	
	CP-2.2.2	Support organisations that are providing valued services to older residents	Council supports University of the 3rd Age (U3A) to deliver valued services to older residents that supports connectedness and participation. U3A in connection with Council support elderly residents to access new technology skills. A further way Council do this is through a grants process in which U3A are a recipient.	Communities	
	CP-2.2.3	Deliver year two actions Council's Disability Action Plan	Council celebrated International Day of People with Disability celebrations this quarter by offering a number of local 'come and try' activities to encourage people with disability to link with their local community. Activities included including vision impaired table tennis, all abilities golf, wheelchair basketball, art and	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			musical theatre classes with BAM Arts and an Auslan Interpreted Frankston Street Art Tour. The BAM Arts classes were so popular that they will become a fixture at Cube 37 throughout term 1 in 2023. The monthly Frankston Pathways for Carers group continue to grow in popularity this quarter. This is a result of word of mouth as well as a successful Carers Information Session held at Frankston Library held for National Carers Week in October.		
	CP-2.2.4	Facilitate improved access for people with disabilities to services and transport options	Advocated with State Government for community feedback for access improvements at local Railway Stations. Liaised with Peninsula Transport Assist to further promote and assist where possible. Worked with Council Departments regarding the inclusion of tactile on pavements at shopping strip and Railways Stations.	Communities	
	CP-2.2.5	Support and promote Culturally and Linguistically Diverse (CALD) seniors groups	Expression of interest for membership to the Culturally Linguistic and Diverse (CALD) network closed and new members were selected. This CALD group will inform council and shape future directions by providing community input on relevant matters.	Communities	
Work with community organisations and groups to develop our future leaders and evolve a diverse culture and gender equality	CP-2.3.1	Deliver an online seasonal tenancy system to ease the burden on club volunteers	This initiative has been completed and welcomed by Frankston Sports Clubs	Communities	
	CP-2.3.2	Continue to build volunteering diversity in community organisations	The volunteer L2P program continues to advance, matching young people and mentors to deliver in their quest to obtain their probationary driver's licence. The program continues to have a waiting list of young people wanting to be matched. Training sessions are underway for newly recruited volunteers in 2023.	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-2.3.3	Expand participation in the culture change program for sporting clubs to achieve greater gender equity in participation and board membership	A recent Strong Women event was held to show-case sporting opportunities for women and girls. Work is continuing on the collection of data from sports clubs that will assist with evidence-based research as to how clubs are changing.	Communities	
	CP-2.3.4	Work with schools and disengaged young people to build relationships awareness and enable them to choose respectful relationships	Awaiting finalized version with suggested changes prior to launch.	Communities	
Targeting community needs through development programs and grants	CP-2.4.1	Design Community Development programs to meet resident needs	The Mental Health Training program continues to be rolled out for the community. Currently over 440 people have attended either 90 minute online webinars, online 2 day accredited courses, Half day and full day face to face workshops, or 2 day Face to face Mental Health First Aid accredited training courses. A Food Action plan is currently being developed to assist in providing greater access to healthy, affordable and nutritious food for the community. This is due for completion in the middle of 2023.	Communities	
	CP-2.4.3	Deliver Council's grants program	Council has successfully promoted and delivered grants to our community and has expended all Urgent grants in Jan 2023 to all eligible applications. Council continue to deliver a strong community grants program.	Communities	
	CP-2.4.4	Build connections between volunteers and volunteer organisations through Impact Volunteering	Impact volunteering is reviewing its engagement reach following the successful delivery of the Impact Volunteering Awards, and the delivery of an Expo.	Communities	
	CP-2.4.5	Deliver year two actions from Council's Library Action Plan	Many new initiatives progressed this quarter including the new library website and chat-bot launched following community consultation; three month roster review consultation undertaken; redesign of Carrum Downs library	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			progressed; accessibility to History and Heritage collection is being improved with Heritage Frankston archival software now available and partnerships were strengthened with a number of departments and services engaging the community within the library spaces, including engagement on waste and climate change.		
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	The procurement process commenced to engage Council's supplier of Online Demographic Resources, with the supplier due to be formally engaged in quarter three. A Crime and Safety Community Profile was completed to inform the development of the Safer Communities Policy and Strategy.	Communities	
	CP-2.5.2	Deliver the funded job advocacy program including provision of employment support, training and referrals to improve employment outcomes	Council's Job Advocates continued providing support to people seeking assistance to overcome employment barriers, with 536 community members received individual support this quarter. 133 outreach programs or activities were delivered in quarter two.	Communities	
	CP-2.5.3	Provide financial support for material aid through eligible emergency relief and recovery organisations	Community Support Frankston (CSF) team is on track with budgets, providing financial and material aid support, information, referral and advocacy through both phone and in person assessments with disadvantaged Frankston residents. There were 4,374 unique cases of assistance to individuals and families during the quarter, a slight increase on the previous quarter despite less contact days. A high volume of client advocacy and referral efforts include support with accessing essential food, housing, medical, legal (tenancy) and utility bill relief with 1,862 referrals made during the quarter. Outreach at CSF included the Mobile Immunisation Health Van and a return of Service Australia's Community Engagement	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			Program, assisting community members with Centrelink related issues including breached payments and nil income. The Frankston Community Appeal fundraising and activities also assisted 2,261 unique Frankston residents with financial and material aid over the Christmas period.		
	CP-2.5.4	Deliver Home and Community Care (HACC) and Commonwealth Home Support Program (CHSP) in home services to older residents to enable them to live safely and independently	This quarter has seen the development of action plans in readiness for The Aged Care Reforms. A letter has been provided to all current service users with a number of relevant updates including how to engage and be involved in the Aged Care Reform. The client base is currently stable, and will increase as additional staff are recruited. There is over 300 referrals awaiting service set up and roster allocation. The Meals Team continue to experience volunteer shortages for meal deliveries and staff are working with the Positive Ageing Team to promote and advocate for new volunteers. The bus outings have been expanded to include more opportunity for clients to experience social engagement.	Communities	
	CP-2.5.5	Partner with the housing and homelessness sector to support the Frankston City Strategic Housing and Homelessness Alliance Five-Year Strategic Plan	The Strategic Alliance met on 15 November 2022 to review the year's achievements and discuss priorities for 2023. The Strategic Alliance and Frankston Zero initiative hosted the Frankston City Housing Forum on 6 October to discuss housing and homelessness data and the local impacts of the housing crisis. Over 50 people attended the forum from council, neighbouring councils, community housing organisations, state government and community services. The Forum was followed by a series of four Roundtables throughout	Communities	




Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			October on private rentals, crisis accommodation, social housing and rooming houses.		
	CP-2.5.6	Provide referral services through our Neighbourhood House programs and youth services	Youth Services and Neighborhood Houses have continued to be a key touch point for the community through which they are referred to a range of specialist services including: mental health support, homelessness services, NDIS providers, Drug and Alcohol Services, financial services and many more.	Communities	
Build acknowledgement and respect for Aboriginal and Torres Strait Islander cultural heritage and history	CP-2.6.1	Deliver year one initiatives for Council's Reconciliation Action Plan (RAP)	Cultural Insightfulness sessions involving approximately 70 staff and a Councillors have been conducted with more sessions scheduled in Quarter 3. Planning is underway for a Reconciliation Event to be held in May 2023.	Communities	
	CP-2.6.3	Project manage the redevelopment of the Nairm Marr Djambana gathering place	Quotes have been requested for the detailed design of the facility and park plan. Quotes are due by end of January when an architect will be appointed.	Communities	





Strategic indicators





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



3 Sustainable environment





Initiative progress comments








Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
Increase urban forest and canopy coverage to create a greener and cooler city	CP-3.1.1	Implement year three actions for Council's Urban Forest Action Plan	A Councillor briefing was held in October to provide an update on the progress of the Urban Forest Action Plan. Consultants were engaged to prepare Precinct plans for Frankston, Frankton Heights, Karingal and Frankston Metropolitan Activity Centre area to identify priority areas for street and open space tree planting. Planting of the trees for the Queen's Jubilee Tree Planting Grant at Ballam park and Carrum Downs Recreation Reserve were completed. Planting locations for this financial years 20,000 tree planting initiative are being identified for next planting season and will be delivered in quarter four. Delivery of the Capital Works program for Major Road Boulevard planting program continues for Frankston Dandenong Road (Skye Road) and Cranbourne Road (including Karingal Drive) with planting to be undertaken in Quarter 4.	Communities	
	CP-3.1.2	Develop precinct planting plans to identify opportunities for planting in high priority areas	Canopy tree mapping across three years (2017 to 2022) is completed for Frankston, Frankston Heights, Karingal and the Frankston Metropolitan Activity Centre. A further review is required to link with Councils existing street tree data which will be completed by quarter four. Consultants have been engaged to review data to determine opportunities for increasing canopy cover and develop a 10 year planting plan.	Communities	
	CP-3.1.3	Implement the tree protection local law	The Tree Protection Local Law and relevant planning scheme controls have been implemented to protect trees throughout the Municipality. 51	Communities	


Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			Local Law applications were received and completed during quarter two. The occurrence of illegal tree removal reports have been high and focus has been on improving the enforcement response process.		
	CP-3.1.4	Planting 20,000 additional trees as part of the annual municipal wide planning program	Plant lists for a range of capital works projects and operational projects in natural reserves, open space parks and road reserves have been ordered and propagation is underway for winter 2023 planting program to achieve the tree planting target and prioritise areas most in need of additional canopy cover.	Infrastructure and Operations	
Protect and enhance the natural and coastal environments	CP-3.2.1	Review and update the Coastal Management Plan	Feedback from the stakeholder and community consultation undertaken in quarter one was reviewed and summarised in the Values, Issues and Opportunities report. The report and main findings were presented to Councillors at the 28 November Briefing. The report was made public on Engage Frankston for community feedback. Precinct plans, vision statements and precinct based actions are being prepared and officers will return to a Council briefing in quarter three.	Communities	
	CP-3.2.2	Implement year two actions for Council's Biodiversity Action Plan	The Community Grants Program - Environmental Sustainability concluded with seven applications being received. Applications were reviewed for eligibility against the criteria with budget of \$10,000 for 2022/23 financial year being allocated to six applicants. The Environment Significance Overlay mapping update on-ground field work was completed.	Communities	
	CP-3.2.3	Deliver the Native Vegetation offset Program	Work continued on the development of a Native Offset site at Witternberg reserve, with external advice received in relation to the viability of offset credits at this site. Officers are currently scoping the required works to establish the offset site in order review the cost/effectiveness of establishing	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			this offset site. Officers will report back to Council in quarter three.		
	CP-3.2.4	Review and update management plans for natural reserves	Work on the development of the Natural Reserve Management templates and a framework for Management plan preparation and review continued during quarter two.	Communities	
	CP-3.2.5	Maintain natural and coastal reserves	Contractors engaged to maintain core natural values and habitat improvement works ensuring all outcomes for high priority conservation areas are on target. Fire management works to prepare for summer are well progressed and will meet requirements prior to declared fire danger period.	Infrastructure and Operations	
	CP-3.2.6	Review and update priority master plans for Open Space	The consultation of the Draft Baxter Park Master Plan has been completed with the final plan underway based on stakeholder and community feedback. Work continues on a further fauna assessment, hockey feasibility and events feasibility which will inform the final plan for Council endorsement in quarter four. Monterey Reserve Final Master Plan was prepared based on stakeholder and community feedback and ready for final review and endorsement by Council in quarter four. Equestrian Master Plans have progressed with further detailed stakeholder input and site assessments following community consultation in June that will inform a final Plan for Council endorsement in quarter four. Ballam Park Master Plan has progressed with preliminary traffic, stakeholders and landscape issues and opportunities complete.	Communities	
Lessen the severity of climate change through action that enable Council and the community to reduce greenhouse gas emissions	CP-3.3.1	Develop Climate Change Strategy and implement year one Action Plan projects	The draft Climate Change Strategy and Action Plan was presented at the 22 November Council Meeting and endorsed for community consultation. The draft Strategy was published on the Engage Frankston platform on 23 November	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			seeking feedback from the public. A series of pop-up community consultation sessions were held across the municipality during December. Community consultation will conclude in quarter three and the final Strategy will be prepared and be presented to Council in quarter three.		
	CP-3.3.2	Ensure Environmentally Sustainable Design (ESD) principles are achieved for new developments, buildings, public realm and places	<p>Environmental Sustainable Design (ESD) reports & assessments, in accordance with Councils ESD Policy, are now a requirement for applicable developments across Frankston and are being assessed by Council.</p> <p>Pre-application ESD meetings are continue for major development proposals to help applicants consider ESD initiatives in their design.</p> <p>Council continues to support the South East Councils Climate Change Alliance (SECCCA) to develop an electric vehicle (EV) charging roadmap, policy guidance and a snapshot of future trends, to help lower transport emissions.</p> <p>Council continues to work with Council Alliance for a Sustainable Built Environment (CASBE) to support the ESD targets project to improve our existing ESD policy guidelines.</p> <p>Investigation of ESD initiatives for Councils Major Projects such as the Jubilee Park Stadium project and the Pines Forest Aquatic Centre continues.</p>	Communities	
Protect and enhance the natural and coastal environments	CP-3.3.3	Work with local and regional partners to deliver environmental and climate action projects, including the uptake of electric vehicles across Frankston City	A number of projects with the South East Councils Climate Change Alliance (SECCCA) progressed through the second quarter, including a project aimed at helping to prepare communities for the impacts of climate change, and a project investigating regional carbon sequestration opportunities. In December 2022, a draft report was received from the Biosphere Foundation analysing how coastal ecosystems can assist in responding to climate change.	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-3.3.4	Implement energy efficient upgrades to Council assets	An LED lighting efficiency upgrade of the Frankston Arts Centre and Library has commenced. A contractor was appointed for the conversion of street lights to LED in Sandarra and Sandhurst estates. Rooftop solar systems were installed on both Peninsula Aquatic Recreation Centre (PARC) and the Civic Centre. The redevelopment of Jubilee Park Stadium is progressing well and includes electrification (zero gas) and solar works to reduce emissions and transition to renewable energy.	Infrastructure and Operations	
	CP-3.3.6	Introduce and support programs to enable the community to upgrade their buildings to be more sustainable and climate resilient	A Home Energy Saver Toolkit, including associated educational videos and guides, has been developed for community use and will be available for loan through the Frankston Library. A solar calculator to help householders and small businesses understand the possibilities and optimise the benefits of rooftop solar was also finalised with the Australian PV Institute. Both the Toolkit and solar calculator tool will be launched in early 2023.	Infrastructure and Operations	
Improve the quality of recycling, minimise the generation of waste and establish alternatives to landfill disposal	CP-3.4.1	Progress collaborative procurement for an advanced waste processing solution for household rubbish for the South East Melbourne region to deliver a vital alternative to landfill	A report was prepared for Council identifying the risks of exiting the collaborative procurement. In the Council meeting held on 12 December 2022, Council decided to recommit to the South East Metropolitan Advanced Waste Procurement.	Corporate and Commercial Services	
	CP-3.4.2	Deliver a waste and recycling system to all households by providing standardised bin lid colours and a consistent understanding of acceptable materials for recycling	Red lids have been installed on garbage bins throughout the municipality to comply with the Victorian Standard, with any outstanding dark green bin lids currently being followed up. The kerbside bin collection service is now 100% compliant with the Victorian standard and an education campaign on the correct use of the bin system will commence in Quarter three.	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-3.4.3	Develop, set the direction and engage with the community on the Waste Circularity Plan	The development of the Draft Waste Circularity Plan is well underway incorporating feedback from community engagement and a Councillor briefing held in December 2022.	Corporate and Commercial Services	
	CP-3.4.4	Increase uptake of the kerbside food waste collection service in single-unit developments and develop a plan to extend this service to multi-unit developments	Engagement with the community in education sessions is continuing to raise awareness of the current service. Kerbside Bin Collection Service Education campaign planned for Quarter three to further increase the awareness of the service and correct contents of each bin.	Corporate and Commercial Services	
	CP-3.4.5	Progress the implementation plan for the kerbside separate glass collection service	A final Project Plan for the kerbside separate glass collection service is well underway, a requirement to receive Victorian Government funding. Three quarters of separate glass bin stock have been ordered.	Corporate and Commercial Services	
	CP-3.4.6	Progress the implementation of food waste minimisation initiatives	Home composting sessions were completed in November 2022, which included education on techniques to minimise food waste for residents.	Corporate and Commercial Services	
Increase opportunities to experience native flora and fauna	CP-3.5.1	Support Frankston Environmental Friends Network	Officers continue to support the Frankston Environmental Friends Network through distribution of relevant information, attendance at monthly meetings, provision of tools and equipment and training.	Communities	
	CP-3.5.2	Develop and deliver environmental programs that promote behavioural change and positive environmental outcomes	To launch the draft Climate Change Strategy and Action plan, the 'Healthy Soil Healthy Planet- The Role of Garden Soil In Climate Action' Community Workshop was held on the 23rd November at Joy Street Community garden in Frankston. Council continues to deliver the Gardens for Wildlife program. Preparation commenced for the Indigenous Nursery Open Day to be held in quarter four with a nature strip planting theme.	Communities	
	CP-3.5.3	Ensure reserves are accessible while still protected	All reserves are accessible and monitored routinely to protect them from impacts and promptly rectify vandalism, anti social behaviour and visitor impacts on reserve condition. Impacts are	Infrastructure and Operations	





Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			currently minimal and under control through regular maintenance.		
Improve the management of water including flooding risk, water quality of creeks and waterways and the efficient use of water	CP-3.6.1	Advocate to State Government and negotiate improvements to Kananook Creek Management Plan	Council Officers are finalising the Project Plan for the agreed improvement projects with Kananook Creek Governance Group and agency staff. This project plan once finalised will form part of the advocacy document and seek various funding opportunities.	Infrastructure and Operations	
	CP-3.6.2	Progress Council's recycled water projects in partnership with key stakeholders	Council was unsuccessful in a grant application for Monterey Recycled Water Scheme. Officers are liaising with key stakeholders especially South East Water (SEW) to explore other strategies to implement Monterey Recycled Water Scheme by finalising the detailed design and firming the costs including cost sharing between different stakeholders. Officers are also discussing with SEW on ways to progress the other two recycled water schemes.	Infrastructure and Operations	



Strategic indicators






If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased climate emergency response and leadership	SI3.1	Council greenhouse gas emissions (Emissions register)	Indicator reported annually	Infrastructure and Operations	-
Increased climate emergency response and leadership	SI3.2	Community greenhouse gas emissions per capita (Emissions register)	Indicator reported annually	Infrastructure and Operations	-
Increased climate emergency response and leadership	SI3.3	Community satisfaction with Council meeting its responsibilities towards the environment (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased protection, access and connection to the natural environment	SI3.4	Proportion of beach water quality samples at acceptable Environmental Protection Authority levels (EPA)	Indicator reported annually	Communities	-
Increased protection, access and connection to the natural environment	SI3.5	Proportion of local biodiversity that is thriving and safeguarded (Flora and Fauna Surveys)	Indicator reported annually	Communities	-
Increased protection, access and connection to the natural environment	SI3.6	Proportion of community satisfied with Open space, natural reserves and foreshore (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased diversion of waste from landfill	SI3.7	Proportion of collection waste diverted from landfill (LGPRF)	Indicator reported annually	Corporate and Commercial Services	-
Increased tree canopy over reduced urban heat	SI3.8	Percentage of tree canopy cover (DELWP)	Indicator reported annually	Communities	-
Increased tree canopy cover and reduced urban heat	SI3.9	Urban temperature (DWELP)	Indicator reported annually	Communities	-


4 Well planned and liveable city

Initiative progress comments

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
Integrate land use planning and revitalise and protect the identity and character of the City	CP-4.1.1	Advocate for the delivery of the Frankston City Centre Revitalisation Action Plan	Work continues on the Frankston Metropolitan Activity Centre Streetscape Design Standards. The White Street Mall Revitalisation upgrade was completed in December with activation scheduled for quarter 3. The Frankston Pier Lighting project was completed in December 2022. The Fletcher Road Gateway Revitalisation project was completed in December, including lighting to the underpass and greening to the overpass entry points.	Communities	
	CP-4.1.2	Develop the Frankston Housing Strategy and commence year one implementation	Work continues on the Discussion Paper which will be completed in quarter three. A Council report will be undertaken in quarter four with the community engagement program to follow.	Communities	
	CP-4.1.3	Develop the Frankston Metropolitan Activity Centre (FMAC) Structure Plan and commence year one implementation	Council adopted the Draft Frankston Metropolitan Activity Centre Structure Plan at the 24 October 2022 Council Meeting (quarter two). Community engagement was undertaken from 31 October 2022 to 12 December 2022, with the feedback received informing the development of the Final Structure Plan and the Planning Scheme Amendment. Council will be briefed on the findings on the community engagement program on 22 February 2023 (quarter three) and at the March 2023 Council Meeting.	Communities	
Improve connectivity and movement and provide transport choices to the	CP-4.2.1	Develop an Integrated Transport Strategy including review of Bicycle Strategy to improve transport choices	The Final draft Integrated Transport Strategy has been completed and is to be presented to Council in February. Review of the bicycle strategy is	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
community, including walking trails and bike paths		and make walking, cycling and public transport easy, safe and accessible. Advocate and implement year one strategy actions	ongoing with background data and information being collected and collated.		
Provide well designed, fit for purpose, multi-use open spaces and infrastructure for the community to connect, engage and participate	CP-4.3.1	Deliver the Open Space Strategy to optimise accessibility and activation of open space through a priority program of development and renewals for open space and play spaces	The Carrum Downs Recreation Reserve, Carrum Downs - new play space was completed December 2022 with the design for new public toilet underway. The Grant application for this public toilet was unsuccessful. Progress continues on Final Baxter Park Master Plan and work commenced Ballam Park Master Plan. The Noel Reserve Local Park, Orwil Reserve Play Space, Ballam Park Play Space and Broilga Reserve Play Space upgrades completed and open to public in quarter two. The Play Strategy Implementation Program is underway for 2022-2023. Council's Wayfinding Strategy and Style Guide was complete and endorsed by Council December 2022. Council's Grant funding application was successful and will receive \$210,000 from the Local Sports Infrastructure Fund for Rosemary Reserve.	Communities	
	CP-4.3.2	Deliver annual capital works program including key major projects	The annual Capital Works Program is tracking well. 82% of the total adjusted program budget of \$91.3M is committed with contractors. In December, Council endorsed a review of 2022-2023 Capital Works Budget as part of Council's strategy to manage cost escalations and unfavourable market conditions due to COVID-19. The Adjusted Capital Works Budget reflects the changes resulting from this program review. Major projects are progressing as scheduled. The Jubilee Park Stadium is well into the construction	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			phase with structure and cladding complete, internal fit-out well underway and the stadium car park complete and in use (75% complete). The Healthy Futures Hub (50% complete), Lloyd Park Pavilion (70% complete) and Eric Bell Pavilion (45% complete) are well progressed. Monterey Reserve Soccer Pavilion and Ballam Park Regional Playspace are complete.		
	CP-4.3.3	Implement year one actions for Council's Public Toilet Action Plan	Work progressed on the development of the Public Toilet Action Plan, with Councillors updated at the 31 October briefing. Completion of the Public Toilet Action Plan (PTAP) is scheduled for completion in quarter 1, 2023-2024.	Communities	
	CP-4.3.5	Review maintenance and asset renewal programs to enhance safety and presentation of the City	Maintenance practices are reviewed and monitored to seek constant improvement. Changes have been made to cleansing and horticulture programs to seek efficiencies and synergies across teams to ensure the most effective utilisation of existing resources.	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	Council's smart parking trial continues to capture of real time parking data which will provide insights into parking trends and habits. Real time E-bike trial data continues to be captured through the trial period. Various people moving counters across the municipality continue to capture real time data to help inform strategic decision making to enhance the livability of the area.	Customer Innovation and Arts	
	CP-4.4.2	Analyse Frankston Metropolitan Activity Centre (FMAC) smart parking trial to identify benefits for further implementation of smart parking technology	Implementation of the smart parking trial has been completed and data is now being collected on the use of parking within the trial area.	Infrastructure and Operations	
	CP-4.4.3	Support the installation of Electric Vehicle (EV) charging infrastructure in	Council officers promoted the findings of the Electric Vehicle Charging Roadmap Report to EV charging providers, and the general public via	Infrastructure and Operations	





Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
		Frankston City including the delivery of the Regional EV Charging Roadmap	Council's communication channels. The 12-month pedal assisted e-bike trial continued through quarter two and will be reviewed in January 2023. The trial of two free e-bike charging stations installed at the Frankston Waterfront also continued with some modifications completed for enhanced monitoring and evaluation.		
	CP-4.4.6	Smart Cities data collection, reporting and insights	Under the smart cities program Council is continuing to collect parking data on high demand areas. Council is also collecting extensive data on its e-bike trial as well as data relating to foot traffic along Wells Street and Stiebel Place. Under this program a number of reports and insights are provided to senior leadership to help inform decision making.	Customer Innovation and Arts	





Strategic indicators





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


5 Thriving Economy

Initiative progress comments

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
Activate vacant commercial spaces and underutilised Council assets	CP-5.1.1	Strategically consider and deliver place activation through the municipality	Work towards the development of Frankston City Council's first strategic, municipality wide, Place Activation Plan has progressed. This plan will ensure Council works with the community to identify and implement a range of place activations and activities to improve the health and wellbeing of the community along with supporting businesses to enhance economic prosperity.	Communities	
Remove complexity and provide planning certainty to attract economic investment	CP-5.2.1	Expand Council's Business Investment Attraction Program	An online survey for landlords/property owners of vacant commercial properties across the municipality has been developed. The survey aims to identify individual property features and potential lease arrangements on offer to support new business operators seeking a suitable property in Frankston City, and the activation of vacant commercial properties.	Communities	
	CP-5.2.2	Promote Invest Frankston and precinct opportunities	Proactive communications to promote Invest Frankston and other precinct opportunities were provided through Council's Economy, Invest and Activation's bi-weekly Invest Frankston Business eNewsletter which had 2,315 active subscribers as at the end of quarter two. Other promotional activities via social media platforms; Facebook, LinkedIn, Instagram and Twitter, reached more than 62,000 social media accounts and had more than 2,200 engagements with users such as likes, tweets and comments.	Communities	
	CP-5.2.3	Complete the Statutory Planning Business Improvement Program	Commencement of remaining Statutory Planning Business Improvement projects has been delayed	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
		projects related to the streamlining of planning permit applications to improve the time it takes to decide a planning application	<p>due to the Pathway upgrade and loss of the Department's Business Improvement Officer. Various improvements have been achieved to date. In quarter two, Council worked on efficiency improvements in respect to mediation and engagement processes and continued discussions with the Department of Environment, Land, Water and Planning (DELWP) in relation to gaining access to their advanced 3D city model to support greater spatial analysis and visualisation of major planning proposals.</p> <p>Also, a new Major Development Operating Framework and Planning Assessment Team was created for effective and efficient processing and decision making on major development proposals.</p>		
	CP-5.2.4	Maintain and promote Councils business concierge service	27 business enquiries were received by Council's Business Concierge service this quarter. A new Business Concierge officer was also appointed.	Communities	
	CP-5.2.5	Foster and maintain relationships that assist, signpost and guide investors and businesses, providing excellent customer service and building Frankston City's reputation as a place to invest and do business	A strategic review and audit of all Invest Frankston Business Grants, was completed and included a recommendation to expand the grant categories to attract a wider range of business applicants.	Communities	
	CP-5.2.6	Proactively engage with industry, investors and the commercial sector to develop relationships, unlock opportunities and realise integrated economic outcomes for Frankston City	Engagement with potential Frankston City business operators continued, with a range of new and interested business operators holding discussions with, and supported by, Council officers.	Communities	
Strengthen Frankston City as a destination for events and creative arts industries	CP-5.3.1	Expand and deliver a reputation for engaging major and seasonal events	The 2022-2023 Destination Event Attraction roll out has begun with the Sunset Twilight markets at the Waterfront, attracting 1,200 people over two events, and Lucky Day Out live music event at Kinetic Stadium, attracting 1500 people and, Pixar	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			Putt, a mini golf exhibition, commenced at McCombs Reserve in December. Round 2 of the Destination Event Attraction Program, has secured 'Winter in Frankston' to take place in the 2023 June/July school holidays.		
	CP-5.3.2	Research and develop opportunities for a vibrant night time economy	Council's first 'After Dark Activation Grants' program was delivered in quarter two, resulting in three successful applications; Nature Bar Cafe; Guitar Village; and Twisted Sister (café).	Communities	
	CP-5.3.3	Engage local and international creatives to enhance Frankston as an arts hub	Opportunities for artists and local creatives to engage via the Big Anxiety Festival and the Poetic Portraits project was offered and the exhibition opened in October. Local Artist Caroline Graley was engaged to provide her artistic services for the exhibition and created portraits of each of the participants. Programming for Ventana at Waterfront in 2023 is complete with two full days of live music and dance performances and workshops, alongside exhibitions and artist talks at the Frankston Arts Centre. Finalising of associated programming for Ventana; developed marketing material and collateral for the three exhibitions and the programming at Waterfront Festival continued. South Side Festival programming for 2023 is now completed and preparation of marketing materials is now underway.	Customer Innovation and Arts	
	CP-5.3.4	Highlight Frankston as destination city through a robust marketing campaign that highlights the importance of events, development, investment in a city on the move	Planning is well under way for a marketing campaign to position Frankston as a city on the move. Initiatives to date have included modernising social media content with a view to highlighting key developments, economic activity, tourism and events - all key deliverables developed by Council.	Customer Innovation and Arts	
Elevate Frankston City's identity as an innovation hub and business-friendly city	CP-5.4.1	Develop the Sustainable Economy and Skilled Community strategies and implement year one actions	A review of the Draft Sustainable Economy and Skilled Community Strategy was undertaken in quarter two. Further data collection and analysis	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			commenced to address the identified gaps in the current Draft Strategy.		
	CP-5.4.2	Develop the Frankston Industrial Strategy and commence year one implementation	Community engagement on the Frankston Industrial Discussion Paper occurred during September 2022 and is informing the development of the draft Frankston Industrial Strategy. It is anticipated that Council will be briefed on the draft strategy in Quarter 3.	Communities	
	CP-5.4.5	Establish the Frankston Business Collective and pursue partnership and innovation opportunities	Membership of the Frankston Business Collective continues to grow. A number of new initiatives have been launched including Business Awards for small businesses in Frankston. Networking events are continuing along with education focused programs to support business establish and develop. This includes topic likes considering cyber security for businesses - a topical issue with many interested business owners attending.	Customer Innovation and Arts	
Leverage the emerging connection between Frankston City's café and dining culture through the revitalisation of public spaces	CP-5.5.1	Improve the urban design, pedestrian appeal and activation of the Nepean Highway	The Nepean Boulevard Vision was completed for advocacy purposes. Discussions underway with Department of Transport to initiate a Movement and Place assessment of Nepean Highway and the broader Frankston Metropolitan Activity Centre in order to inform the future functional design. Councillors were updated at the 5 December briefing. Procurement process underway for development of a Master Plan in association with broad community and stakeholder engagement.	Communities	
	CP-5.5.2	Explore support for permanency of outdoor dining initiatives	The review of existing extended outdoor dining program continued in quarter two.	Communities	
	CP-5.5.3	Embed place-making and activation programs in key precincts	A review of the Commercial Operator (food/beverage trucks) Guidelines commenced to ensure that current and potential activation sites, timelines and length of license tenure, fee structure, application and assessment process and criteria, and communication with officers meets	Communities	





Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			the needs of both commercial operators and the community.		
	CP-5.5.4	Program improvements to precinct streetscapes	The Local Shopping Strip upgrade program continued in quarter two. Public realm upgrades to Excelsior Drive (Frankston North) was successfully delivered and concepts for the upgrade of Fairway Street (Frankston) shops continued.	Communities	




Strategic indicators





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





6 Progressive and engaged city







Initiative progress comments



Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
Ensure sustainable financial management and the strategic allocation of resources to deliver planned infrastructure and services	CP-6.1.1	Review and update Council's 10 year Financial Plan to guide budget decisions to ensure they are responsible and sustainable	Service planning is well underway with service governance groups reviewing service budget initiatives which will inform the next year's budget and the financial plan.	Corporate and Commercial Services	
	CP-6.1.2	Seek alternative revenue sources through service planning and engagement with relevant stakeholders	Service budget initiatives are currently under review which will inform any potential opportunities to generate more revenue. The rate cap of 3.5% was announced in December.	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	23 Kindergarten licences including surveyed plans and Service Level Agreements have been rolled out, with the associated Licence plans uploaded on Council's Geographic Information System (GIS), making information more accessible for the broader organisation. Kindergarten Licencee Information Packs have also been developed, which will assist Committees of Management responsible for Kindergartens to have a better understanding of their roles and responsibilities as tenants of Council facilities. Community engagement commenced on Council's draft Bathing Box Policy in December. Work has also commenced on the draft Road Discontinuance Policy.	Corporate and Commercial Services	
	CP-6.1.4	Enhance procurement processes and practices that support collaboration, innovation, efficiency and agility	Enhancements to Council's financial management system were implemented in October, and have provided more efficient purchasing practices across the organisation.	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			Service Level Agreements have been developed for procurement activity below \$150,000 which detail the roles, responsibilities and timing requirements. These Agreements are agile reference documents, which have been updated with process enhancements addressing feedback from the organisation and industry best practice, and replace the former Procurement Guidelines document.		
	CP-6.1.5	Oversee the reporting and governance of Council's subsidiary Peninsula Leisure Propriety Limited to ensure recovery and future growth	Council's Director Corporate and Commercial Services is represented on the Peninsula Leisure Board and has direct oversight of the operations of the subsidiary. Navigating the financial impacts of the government restrictions due to the COVID-19 pandemic has been challenging however the Board have briefed Councillors, the Executive Management team and the Audit and Risk Committee, advising that operations are recovering better than anticipated.	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	Enhance integrated planning and strategy alignment across the organisation through the establishment of a Service Governance approach	Service Governance Groups were established at the start of quarter two and initial meetings were held to gain oversight of the services, Council Plan Outcomes and key frameworks and strategies being delivered within each group. The 2023-2024 planning cycle was launched, and service teams worked to complete their service plans and identify any service initiatives that require additional resources next financial year. Service Governance Groups met to prioritise initiatives based on their strategic alignment, Councillor focus areas, strategic risk and/or legislative changes.	Corporate and Commercial Services	
	CP-6.2.2	Review Council's assets to ensure they meet community needs	Council's works plan for development and renewal of its assets is detailed in the 2022-2032 Long Term Infrastructure Plan (LTIP) which was adopted by Council on 12 December 2022.	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			Work on the development of the 2023-2033 LTIP and the 2023-2024 Capital Works Program is underway. A review of future project priorities and costings are well progressed, taking into account recent cost escalations on construction and materials. A draft is scheduled to be ready for the Council Plan and 2023-2024 Budget Briefing in March 2023.		
	CP-6.2.3	Continue to enhance the organisations risk maturity through embedding effective risk management and opportunity awareness	<p>Work has continued on progressing Council's Strategic Risk Register. Operational risk reviews have also commenced.</p> <p>Risk reports were tabled with the Audit and Risk Committee at the meetings held in October and December. This included a review of Council's management of grants in light of the Victorian Auditor General's Office report titled 'Fraud Control Over Local Government Grants'.</p>	Corporate and Commercial Services	
	CP-6.2.4	Develop and embed a Governance and Integrity Framework to enhance community trust and transparency	A project plan has been developed and work has commenced on a Governance and Integrity Framework.	Corporate and Commercial Services	
	CP-6.2.5	Implement an ongoing program to review Council's policies and ensure their effectiveness	A project plan has been developed and work has commenced to review the effectiveness of Council's policies.	Corporate and Commercial Services	
	CP-6.2.6	Ongoing implementation the People and Culture Strategy and Workforce Plan to encourage a high performing, inclusive and engaged workforce	The actions within the Frankston City Council Workforce Plan 2021-2025 continue to be implemented. The ongoing development outlined in the SMART, SAFE and ENGAGED actions in the workforce plan are contributing to continuing to drive a high performing, inclusive and engaged workforce. The plan has provided a strong focus on development, retention and attraction of all staff. The larger outstanding tasks remain on track and will continue to advance in Q3.	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-6.2.7	Implement the new child safe standards action plan	Key actions of the Child Safety Action Plan have been delivered to meet requirements of the new Child Safe Standards which are enforceable from 1 January 2023. Delivery of the Plan will continue to enhance our approach to child safety and progress will continue to be overseen by the Child Safe Committee and reported to Executive Management Team and the Audit and Risk Committee.	Customer Innovation and Arts	
	CP-6.2.8	Implement year one actions from Council's Gender Equality Action Plan	A major focus of the Gender Equality Plan in year one is to upskill and educate staff and leaders in Gender Equality. This work has commenced. The first stage of Inclusive Leadership training was rolled out to People Leaders commencing in late November/early December 2022. Throughout the remainder of the financial year, further leadership training is taking place building on the completed foundational training. 25 percent of the actions are complete with 53.5 percent underway and the remaining on track for completion at the end of the year.	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	The 2022 election year is now complete - advocacy work gained election commitments of over \$89 million with major projects being fully funded, including the Frankston Basketball and Gymnastics Stadium and Sandfield Reserve. The ongoing campaign will now focus on other key projects and the Frankston Municipal Activity Centre Structure Plan work that is a focus for Council. Communication regarding advocacy priorities continues to be very high and strategically focused at essential project outcomes.	Customer Innovation and Arts	
	CP-6.3.2	Implement a diverse range of communication methods to engage	Expansion of Council's transparency hub has commenced allowing the community and key stakeholders to consume Council data to better	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
		with key stakeholders and people in our community	inform engagement and decision making. There are further enhancements planned for Council's official engagement platform.		
Enhance customer experience through the transformation of our services to ensure they are easy to access, and provide seamless transactional and interactional experiences	CP-6.4.1	Transformation of our digital platforms, ensuring that they are fully accessible for people of all abilities and cultures	Council's corporate website content refresh is complete and meets the AAA and WCAG Standards. Additional websites scoped for transformation within this reporting period.	Customer Innovation and Arts	
	CP-6.4.2	Implement phase one of the Customer Experience Strategy to make it as simple and convenient for customers to access information and services	Phase one delivery commenced consisting of a review of Council's customer request management solution and improvements to call handling performance within the call center.	Customer Innovation and Arts	
	CP-6.4.3	Enhance opportunities for community participation in decision making through the Community Engagement Framework	The Community Engagement Framework is very embedded into all Council activities. Mini Frankston City members are very well engaged with and have contributed to a number of essential projects, including feedback on the Frankston Municipal Activity Centre Structure Plan and key projects such as Climate Change and Coastal Management. The organisation continues to ensure community engagement is a clear focus of any project delivery.	Customer Innovation and Arts	
	CP-6.4.4	Implement year one actions from the IT Strategy to support customer experience and the transformation of processes	There was a continual focus on cyber security during quarter two with a number of internal audit actions completed. Scoping of a number of other actions from the Information Technology Strategy has begun, including the establishment of an enterprise architecture and the implementation of an Identity and Access Management solution.	Customer Innovation and Arts	
Support transparent and evidenced based decision making through sharing council data and clear reporting on our measures of success to the community	CP-6.5.1	Monitor and report on Council's Council Plan and Financial performance in a way that is meaningful and easy to understand	The quarter one report on Council performance was adopted by Council on 21 November 2022.	Corporate and Commercial Services	
	CP-6.5.2	Enhance the transparency hub system to improve customer experience, trust and confidence in Council	Published quarter two's datasets to the Transparency Hub portal. This is a refresh of the data sets of quarter one. Development has begun	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			on additional data sets to publish in the next reporting period including Councillor information.		
	CP-6.5.3	Proactively increase access to Council's open data to maximise new opportunities for release of records	Additional data sets have been identified, and work is underway to release these data sets as well as centralising data sets through the transparency hub.	Customer Innovation and Arts	
	CP-6.5.4	Progress the data protection and security plan	The Protective Data Security Plan having been submitted to the Office of the Victorian Information Commissioner. A working group has been formed and a project manager has been appointed to deliver the prioritised recommendations and actions over the next two years. A number of the cyber security related recommendations in the plan have been completed or are underway.	Customer Innovation and Arts	

Strategic indicators

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

Appendix B – Financial Statements – Frankston City Council

Attachment A Income Statement for the period ending 31 December 2022

Description	Year to Date		(Fav)/Unfav Variance \$'000
	Actual \$'000	Budget \$'000	
Revenue			
Rates and charges	70,081	69,157	(924)
Government grants - operating	7,648	7,022	(626)
User fees and charges	8,545	8,057	(488)
Statutory fees and fines	2,866	2,685	(181)
Other Income	1,936	1,612	(324)
Proceeds from sale of property, infrastructure, plant and equipment	(689)	187	876
Total income	90,387	88,720	(1,667)
Expenditure			
Employee costs	38,581	38,240	341
Materials and services	30,389	31,256	(867)
Depreciation	16,628	16,458	170
Amortisation - intangible assets	507	507	-
Amortisation - right of-use assets	167	104	63
Finance costs	711	716	(5)
Finance costs - leases	8	5	3
Bad and doubtful debts	92	118	(26)
Other expenses	1,657	1,678	(21)
Total expenditure	88,740	89,082	(342)
Underlying surplus / (deficit)	1,647	(362)	(2,009)
Contributions - capital	18	-	(18)
Government grants - capital	7,413	6,718	(695)
Contributions - non monetary assets	-	-	-
Contributions - cash	1,046	867	(179)
Surplus / (deficit) for the period	10,124	7,223	(2,901)

	Year to Date		
	Actual \$'000	Budget \$'000	Variance \$'000
Property			
Land	-	-	-
Buildings	19,609	21,898	(2,289)
Total property	19,609	21,898	(2,289)
Plant and equipment			
Plant, machinery and equipment	1,326	1,182	144
Fixtures, fittings and furniture	65	180	(115)
Computers and telecommunications	1,128	1,298	(170)
Library books	359	405	(46)
Total plant and equipment	2,878	3,065	(187)
Infrastructure			
Roads	433	1,283	(850)
Bridges	3	77	(74)
Footpaths and cycleways	1,560	929	631
Drainage	109	373	(264)
Recreational, leisure and community facilities	4,457	4,618	(161)
Waste management	98	739	(641)
Parks, open space and streetscapes	4,115	4,773	(658)
Off street car parks	89	105	(16)
Other infrastructure	159	186	(27)
Total infrastructure	11,023	13,083	(2,060)
Total capital works expenditure	33,510	38,046	(4,536)
Funding:			
External			
Government grants	7,413	6,718	695
Contributions	18	-	18
Proceeds from sale of assets	90	413	(323)
Other income	1,000	-	1,000
Total external funding	8,521	7,131	1,390
Internal			
Reserve funds	15,651	17,304	(1,653)
Loan borrowings	66	-	66
Rates funding	9,272	13,611	(4,339)
Total internal funding	24,989	30,915	(5,926)
Total funding	33,510	38,046	(4,536)

Attachment C Balance Sheet for the period ending 31 December 2022

	2021-2022 Actual \$'000	Dec-2022 Actual YTD \$'000	2022-2023 Budget \$'000
Assets			
Current assets			
Cash and cash equivalents	54,110	41,374	27,219
Trade and other receivables	29,449	19,728	24,032
Other financial assets	45,507	45,019	31,517
Inventories	146	171	132
Non-current assets held for sale	-	-	-
Other assets	2,832	1,842	2,938
Total current assets	132,044	108,134	85,838
Non-current assets			
Trade and other receivables	560	522	363
Investment in subsidiary	300	300	-
Other financial assets	3,507	3,507	-
Intangible assets	1,775	1,268	3,153
Right of Use	282	116	70
Property, infrastructure, plant and equipment	2,093,247	2,108,390	1,849,611
Total non-current assets	2,099,671	2,114,103	1,853,197
Total assets	2,231,715	2,222,237	1,939,035
Liabilities			
Current liabilities			
Trade and other payables	32,671	5,515	20,134
Trust funds and deposits	5,898	12,600	7,027
Unearned income	13,156	12,823	2,233
Provisions	15,324	15,990	16,256
Lease liability	235	72	32
Interest-bearing loans and borrowings	392	412	1,463
Total current liabilities	67,676	47,412	47,145
Non-current liabilities			
Provisions	1,247	1,419	1,525
Interest-bearing loans and borrowings	26,692	27,482	36,175
Lease liability	83	69	45
Total non-current liabilities	28,022	28,970	37,745
Total liabilities	95,698	76,382	84,890
Net assets	2,136,017	2,145,855	1,854,145
Equity			
Accumulated surplus	764,726	794,008	824,166
Other reserves	1,371,291	1,351,847	1,029,979
Total equity	2,136,017	2,145,855	1,854,145

Attachment D Cash Flow Statement as at 31 December 2022

Description	2021-2022 Actual \$'000	Dec-22 Actual \$'000
Cash Flow from operating activities		
Rates and charges	133,565	73,475
Grants - operating	23,055	8,811
Grants - capital	11,508	6,948
User fees	11,951	9,927
Statutory fees and fines	4,881	2,555
Contributions - monetary	2,103	1,065
Interest received	413	616
Other receipts	2,588	1,130
Net GST refund	(2,692)	4,648
Net movement in trust funds	(807)	6,702
Employees costs	(76,375)	(41,947)
Materials and services	(54,334)	(52,946)
Other payments	(2,553)	(1,659)
Net cash provided by/(used in) operating activities	53,303	19,325
Cash flows from investing activities		
Payments for fixed assets	(62,090)	(32,549)
Proceeds from sale of assets	754	90
Payments for Investments with greater than three months maturity	(12,497)	488
Net cash provided by/(used in) investing activities	(73,833)	(31,971)
Cash flows from financing activities		
Finance costs	(1,430)	(712)
Interest paid - lease liability	(30)	(7)
Repayment of lease liability	(373)	(177)
Proceeds of borrowings		1,000
Repayment of borrowings	(370)	(189)
Net cash provided by/(used in) financing activities	(2,203)	(85)
Net increase (decrease) in cash and cash equivalents	(22,733)	(12,731)
Cash and cash equivalents at the beginning of the year	76,843	54,110
Cash and cash equivalents at the end of the year	54,110	41,379

Appendix C – Consolidated Income Statement including Peninsula Leisure Pty Ltd

Description	Year to Date		(Fav)/Unfav Variance \$'000
	Actual \$'000	Budget \$'000	
Revenue			
Rates and charges	70,081	69,157	(924)
Government grants - operating	7,880	7,698	(182)
User fees and charges	14,278	13,758	(520)
Statutory fees and fines	2,866	2,685	(181)
Other Income	2,625	2,328	(297)
Proceeds from sale of property, infrastructure, plant and equipment	(689)	187	876
Total income	97,041	95,813	(1,228)
Expenditure			
Employee costs	42,316	42,493	(177)
Materials and services	32,563	32,802	(239)
Depreciation	16,714	16,577	137
Amortisation - intangible assets	534	507	27
Amortisation - right of-use assets	167	183	(16)
Finance costs	711	716	(5)
Finance costs - leases	8	7	1
Bad and doubtful debts	92	118	(26)
Other expenses	1,917	1,912	5
Total expenditure	95,022	95,315	(293)
Underlying surplus / (deficit)	2,019	498	(1,521)
Contributions - capital	18	-	(18)
Government grants - capital	7,413	6,718	(695)
Contributions - non monetary assets	-	-	-
Contributions - cash	1,046	867	(179)
Surplus / (deficit) for the period	10,496	8,083	(2,413)

Appendix D – Consultant expenditure as at 31 December 2022

	2022-2023 July - December	Full year adopted budget	% of budget spent	Note
CEO				
Chief Executive Officer	-	100	0%	
	-	100		
Corporate and Commercial Services				
Corporate and Commercial Services Direct	2,400	-		
Waste and Recycling Services	146,411	176,300	83%	
Financial and Integrated Planning	21,984	40,999	54%	
Governance and Information	-	2,000	0%	
Procurement, Property and Risk	45,553	134,250	34%	
	216,348	353,548		
Customer Innovation and Arts				
People and Culture	11,822	202,486	6%	
Business and Information Technology	120,921	400,000	30%	
Business Transformation	39,511	330,000	12%	
Arts and Culture	42,231	111,000	38%	
Community Relations	-	-		
	214,485	1,043,486		
Communities				
Communities Directorate Management	4,500	25,000	18%	
Community Strengthening	9,647	18,000	54%	
Family Health Support Services	1,660	6,200	27%	
Safer Communities	298	7,200	4%	
Development Services	46,050	142,000	32%	
City Futures	278,620	415,100	67%	
	340,776	613,500		
Infrastructure and Operations				
Infrastructure and Operations Directorate	400	-		
Engineering Services	30,483	44,500	69%	
Building and Facilities	32,367	20,741	156%	1
Sustainable Assets	-	13,000	0%	
	63,250	78,241		
Non-Departmental Areas				
Overheads	30,000	27,500	109%	
	30,000	27,500		
Total expenditure	864,858	2,116,375	41%	

Notes

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

Appendix E – General Operating expenditure as at 31 December 2022

	2022-2023 July - Dec	Full year adopted budget	% of budget spent	Note
CEO				
Chief Executive Officer	93	2,000	5%	
	93	2,000		
Corporate and Commercial Services				
Directorate Management	968	2,400	40%	
Waste and Recycling Services	239	7,050	3%	
Financial and Integrated Planning	963	4,690	21%	
Governance and Information	841	2,999	28%	
Procurement, Property and Risk	290	1,300	22%	
	3,302	18,440		
Customer Innovation and Arts				
People and Culture	7,103	21,398	33%	
Business and Information Technology	-	7,500	0%	
Business Transformation	746	7,000	11%	
Directorate Management	3,241	1,000	324%	1
Arts and Culture	24,780	61,850	40%	
Community Relations	5,999	1,500	400%	2
	41,869	100,249		
Communities				
Directorate Management	6,133	-		
Community Strengthening	7,957	16,718	48%	
Family Health Support Services	4,653	15,616	30%	
Safer Communities	6,219	11,410	55%	
Development Services	1,215	10,230	12%	
City Futures	4,576	12,660	36%	
	30,754	66,635		
Infrastructure and Operations				
Directorate Management	4,736	5,000	95%	
Operations	13,154	9,400	140%	
Engineering Services	208	4,500	5%	
Building and Facilities	533	1,200	44%	
Capital Works Delivery	-	1,250	0%	
Sustainable Assets	548	2,942	19%	
	19,180	24,292		
Non-Departmental Areas				
Overheads	992	-		
	992	-		
Total expenditure	96,190	211,615	45%	

Notes

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



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