



Quarterly Performance Report

2021-2025 Council Plan and Budget
Quarter One | July to September 2021





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.**





Why are we reporting

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 2021-2022 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.

How to read this report

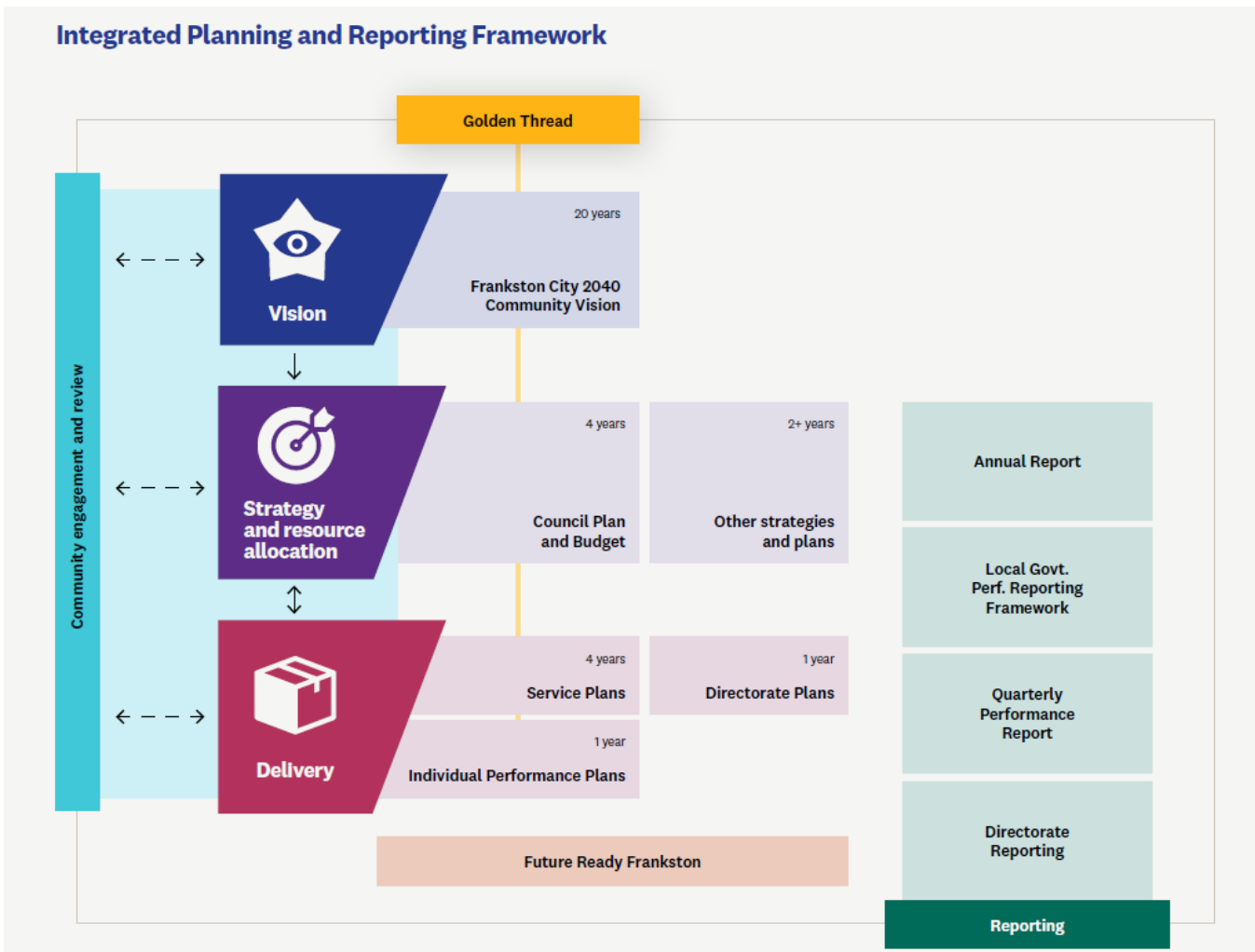
This report is broken up into each of Council's six Council Plan Outcomes. For each initiatives in our Council Plan a progress comment is provided quarterly along with a status update.

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 |

Integrated Planning and Reporting

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



Council Plan Outcomes

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



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.

Highlights of our performance

2021-2025 Council Plan and Budget

Reporting across the four years of the 2021-2025 Council Plan and Budget is summarised below. Yearly Council Plan initiatives are adopted each year in conjunction with the adoption of the Budget.

As at quarter one, 2021, no Council Plan Initiatives have been completed for 2021-2022.

	2021-2022	2022-2023	2023-2024	2024-2025
Initiative completed ✓	-	-	-	-
Not proceeding ⊘	-	-	-	-
Deferred to following year ●	-	-	-	-

July – September 2021 Summary

This report provides reporting on Council’s performance against its Council Plan Initiatives.

In 2021-2022 there are 134 Initiatives. Progress by each of the Council Plan Outcome’s is show below:

	Completed ✓	On track ●	At risk ●	Critical ●
Healthy and safe communities		22		
Community strength		27		
Sustainable environment		24	2	1
Well planned and liveable city		20	1	
Thriving economy		16	1	
Progressive and engaged city		18	2	
TOTAL %	-	95%	4%	1%

Directorate progress comments

Communities

The focus on building Frankston's reputation as an arts hub has continued this quarter with an increased diversity library programs and the expansion of online offerings. Planned festivals and events has continued with a focus now on the new South Side Festival being planned for May 2022. The lighting of the Christmas Tree is planned to go ahead albeit in minimised format.

A significant number of important plans have also been adopted including Reconciliation Action Plan, Municipal Early Years Action Plan, Positive Ageing Action Plan, Lighting Action Plan and Local Shopping Strip Action Plan. The Local Park Action Plan, Play Strategy, Health and Wellbeing Plan and Disability Action Plan have all been drafted for adoption in Quarter 2. In addition, preparatory work is underway to commence the development of the Coastal Management Plan and Climate Change Strategy and Action Plan both of which are very significant documents in the face of growing community concerns for the future of our community and its contribution to future wellbeing.

Outdoor hospitality has been a focus during the lockdown in Quarter One. There are a range of new proposals under consideration as part of a Revitalisation Action Plan which is being developed in conjunction with State Government and its funding support.

In addition, Council has worked in new ways to deliver multiple grants to support the local economy and is also designing investment attraction campaigns to support businesses opening up; these include night time economy grants, activation on the Nepean Highway, Steibel Lane, Frankston North and Carrum Downs. This additional work, has unfortunately delayed the presentation to Council of the Economic Development and Skilled Community policies, which is now scheduled for the early 2022.

During COVID-19, Council has maintained extraordinary efforts across the board to support the community at large. This has included but not been

limited to grants for students to remain engaged in education to reaching out to isolated residents feeling vulnerable through COVID-19, funding food relief efforts through Community Support Frankston and other providers and offering on line programs through youth services, libraries and environmental programs. Council will also be celebrating our COVID Heroes and the Volunteer of the Year Award in Quarter two to recognise the efforts of those who have gone above and beyond in their contribution to the community.

Infrastructure and Operations

Despite being one of the most challenging quarter due to evolving COVID-19 situation and construction industry shutdown, delivery of our Capital Works program is off to a good start. At the end of first quarter, nearly 35% of the program has been committed (works awarded) against adopted budget of close to \$70 million setting the scene for successful delivery of the program by June 2022. The focus continues to remain on delivery of quality infrastructure that meets community expectations and needs. Further, Council has commenced review of its Long Term Infrastructure Plan for the development of 2022-2023 Capital work programme.

Council, in collaboration with neighbouring Councils in the South East Councils Climate Change Alliance (SECCCA), is developing an Electric Vehicle Charging Roadmap for south east Melbourne. An electric vehicle (EV) charging station was installed at Council offices for a new waste minimisation education vehicle which will be charged through renewable energy. Also, installation of approximately 7,000 LED street lights was completed in August 2021. The completion of these initiatives are significant steps towards achieving Council's sustainability and climate change goals. With the increased demand for our open space reserves and parks during COVID-19, our field staff continues to provide higher level of maintenance service. Additionally, nearly 2,000 trees were also installed to celebrate National Tree Day in July across selected sites within our municipality.

Council officers continue to work with South East Water officers to develop business cases for the three recycled water projects, being Monterey scheme, Frankston scheme and Tyabb-Somerville scheme. Monterey scheme being the highest priority recycle water project within Frankston. From transport and connections perspective, work has now commenced on the development of Integrated Transport Strategy in parallel with Bicycle Strategy. These strategies will be developed in consultation with our community and provide framework for the investment in necessary infrastructure priorities that will underpin future growth of our municipality.

It is pleasing to see how Council staff continue to work in partnership with our key stakeholders to deliver meaningful outcomes for our local community.

Chief Financial Office

The CFO Directorate has commenced the year with a strong focus on ensuring sustainable financial management with the adoption of Council's Financial Plan and a continued robust review of its financial position due to the impact of the pandemic. An integrated planning and reporting framework including service planning has contributed to the enhancement of an integrated approach and the strategic alignment across the organisation.

Council's procurement policy has undergone a refresh incorporating community benefit principles to achieve social, economic and environmental outcomes. Strategic risks were updated in collaboration with Councillors and aligns with the new Council Plan and Budget. Work has commenced on a transparency hub that will support sharing council data and measures of success to the community. A review of the public transparency policy is underway ensuring consistency with freedom of information and legislative requirements.

Initiatives to increase diversion of waste to landfill have progressed and are on target. The advanced waste processing solution agreements with other participating councils have been established. A funding agreement with the

Victorian Government supports Council to commence a transition path for a standardised approach for a waste and recycling system. The promotion of food waste collection resulted in a 20 per cent increased uptake to this service.

Business Innovation and Culture

The Quarter One has seen our team continue to work in implementing our Corporate Strategy and Vision that strengthens the foundations of the organisation to deliver stronger service and performance outcomes for customers, community and teams. In the first quarter we implemented a new Engage Frankston platform for community engagement to enable greater Community participation. We are already seeing huge number of visitors and submissions via this platform and we will continue to be creative in this space.

We endorsed a new Customer Service Charter that promises to be accessible, respectful, clear and accountable and is a testament for the excellent work done by our Customer Service team. Council's Live Chat was awarded with the Customer Impact Award at the LGPro Customer Experience Conference. Our team continues to deliver excellent Customer Experience while navigating complex challenges due to ongoing restrictions. The media team's focus has been on sharing correct information related to vaccination and restrictions. We work very closely with State Government, local health partners and stakeholders to provide accurate information in real time.

The teams will continue to develop strategic roadmaps and implement actions to improve experience of all users and our community members.



Reporting on our progress



Healthy and safe communities

Priorities

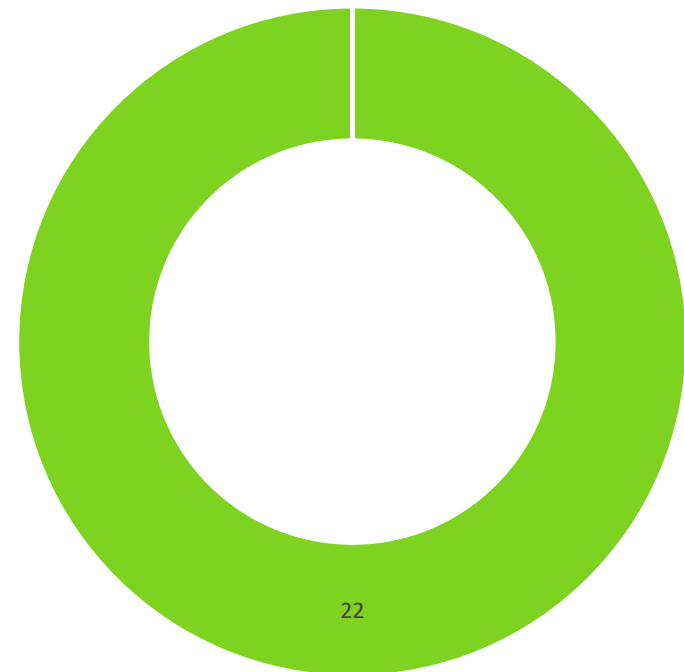
- ✓ Active and healthy lifestyles that support residents living independently longer
- ✓ Long-term health and learning outcomes established in early childhood
- ✓ Reduction of harms from family violence, gambling, alcohol and other drugs
- ✓ Value and support young people

Community Vision 2040 Theme 1
Healthy families and communities






Outcome One



How we performed





100% of initiatives completed or on track (22/22)













■ On track ■ At risk ■ Critical ■ Completed ■ Not proceeding

Four-year Initiatives	Code	What will we do in 2021-2022	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	Council continue to deliver all Maternal and Child Health and early learning services, due to COVID-19 some services have been modified to ensure the safety of our community and staff. Immunisation sessions are continuing with a strong focus on school vaccinations to ensure all children that missed their vaccinations during the school year are up to date. Supported playgroups and first time parent groups have moved to online delivery to encourage participation and social engagement.	Communities	
	CP-1.1.2	Co-ordinate Central Registration of enrolments for community kindergartens	Kindergarten registrations are underway and to date the number of registrations received for four year olds is 1143 and for three year olds is 584.	Communities	
	CP-1.1.3	Implement Council's Early Years and Best Start Plans	Council adopted the Municipal Early Years Plan in July 2021 and is finalising formal document for distribution to key stakeholders and placement on Council's website.	Communities	
	CP-1.1.4	Implement Council's Child Safe Policy	Child Safe Policy is currently being drafted for approval by the Child Safe Committee	Communities	
Maintain systems and capacity to manage and respond to emergency events	CP-1.2.1	Monitor and mitigate key emergency risks	The key focus for the Emergency Management team has been on the internal and external response to the pandemic situation. Other emergency risks are consistently monitored and documented mitigations are in place through the Municipal Emergency Management Plan and sub plans. Preparations for the fire inspection program for the 2021-2022 season have commenced.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-1.2.2	Maintain up to date emergency management plans	<p>The Municipal Emergency Management Plan and sub-plans are due for assurance at the regional level in March 2022.</p> <p>Expanding the capacity of the Emergency Management team will provide greater capacity to ensure these reviews are completed effectively.</p> <p>The MEMPC has voted to incorporate the Pandemic and Heatwave sub plans into a Public Health Emergency Sub Plan which will also include Thunderstorm Asthma advice. Internal procedural documents have been finalised to strengthen existing pandemic arrangements – COVID Safe plan, Relief Provision Procedure and Pandemic Response Procedure.</p>	Communities	
	CP-1.2.3	Leverage partnerships with key agencies and community groups to improve response to and recovery from emergency events	<p>The Municipal Relief and Recovery Subcommittee has been re-established, despite the regional tier not yet being activated, to ensure relationships are maintained with key local emergency relief providers and internal stakeholders.</p> <p>Municipal Recovery Manager (MRM) has met with and presented to the Frankston Emergency Relief Providers Network and extended the offer of assistance on behalf of Frankston City Council.</p> <p>MRM has collaborated both internally and externally with community relief partners in the Provision of relief document to ensure all parties are aware of their responsibilities.</p>	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-1.2.4	Provide financial support for material aid through eligible emergency relief and recovery organisations	Both financial support for material aid, and the purchasing of material aid to assist financially disadvantaged residents is taking place. Community Support Frankston (CSF) continues to triage and assess local residents reaching out for emergency relief assistance. During the second half of this quarter, efforts have ramped up due to increasing COVID-19 numbers, DFFH referrals and community referrals in self isolation.	Communities	
Encourage active and healthy lifestyles for people of all ages and abilities	CP-1.3.1	Optimise accessibility and usage of open space and facilities through a program of development and renewals for open space, play grounds and sporting infrastructure	Delivery of the Local Park Action Plan and Play Strategy are progressing well. Works associated with these programs will ensure universal access principles are integrated where possible and support increased usage. Sandfield Reserve Master Plan and Carrum Downs Recreation Reserve Master Plan implementation are also progressing with improved accessibility features and enhanced community recreational value.	Communities	
	CP-1.3.2	Promote and deliver more diverse play and leisure opportunities for residents of all ages to encourage active lifestyles	This will be delivered through the Active Frankston Leisure Strategy that is in final draft form and will be considered by Council in Oct/Nov. The development and adoption of this strategy will be key to enabling a more diverse range of opportunities throughout the municipality	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	As well as the Active Frankston Leisure Strategy, as we come out of COVID-19 restrictions, residents will be encouraged to improve their active and passive recreation through the Frankston News, social media and through a range of seminars.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-1.3.4	Deliver first year actions for Council's Health and Wellbeing Plan	Council will report last year's annual action plan achievements to the October 2021 Council meeting. Together with the Health and Wellbeing Plan 2021-2025 at which time the first year actions will commence.	Communities	
Advocate for programs and support to reduce harms from family violence, gambling, alcohol and other drugs	CP-1.4.1	Implement Council's Stronger Families Policy and Family Violence Action Plan	Men as Role Models Program is being initiated and planned but delivery has been affected by COVID-19.	Communities	
	CP-1.4.2	Partner with Monash University and Peninsula Health and key advocacy organisations to raise awareness of risks associated with gambling and Alcohol and Other Drug (AOD) use and improve access to support services	Council continues to work with Peninsula Health and Monash University to improve local access to pharmacotherapy treatment; and the Gambling Alliance to provide evidence and support to governments to redress the harms of gambling.	Communities	
	CP-1.4.3	Implement Council's Gender Equity Policy	Council has obligations under the Gender Equality Act 2020 to conduct a Gender Equality Audit which will feed into a Gender Equality Action plan. The audit has been completed and consultation with staff is underway. This consultation will inform the strategies and actions that will be part of the 4 year Gender Equality Pan which is required to be submitted to the Commission for Gender Equality for the Public Service by 30 March 2022. COVID-19 restrictions may impact on our options on how we celebrate International Women's Day which is in March. Preliminary planning is underway for this event	Communities	
	CP-1.4.4	Work with Alliance partners to deliver the Frankston City Strategic Housing and Homelessness Alliance Five-Year Strategic Plan	The strength of the Alliance partnerships continues to grow and celebrated the highly successful launch of Frankston Zero; an initiative to reduce homelessness.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	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 work closely with Department of Education and Training and other key Frankston North stakeholders to deliver actions of the Frankston North Education Plan.	Communities	
	CP-1.5.2	Deliver Youth Services outreach, in-reach and engagement programs	We have continued to transition our youth engagement programs and support online to ensure they are accessible and young people continue to receive ongoing support through COVID-19 and during lockdown, when they need it most. We also continue to work closely with our partnering schools to promote student engagement and support, as well as assertive outreach to identify gaps and support needs for our most 'at risk' young people in the local area.	Communities	
	CP-1.5.3	Enable young people to have a voice through Youth Council and youth events	We have transitioned Youth Council, as well as our other youth groups to online in order to keep young people engaged, supported, and maintain progress of initiatives and events.	Communities	
	CP-1.5.4	Deliver Library Action Plan	Year one of the library action plan is currently being undertaken	Communities	
	CP-1.5.5	Increase work experience, traineeship and student placement opportunities	Limited but continued delivery of funded Adult, Community and Further Education programs online community centres. Capacity will increase when onsite operations resume.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-1.5.6	Provide grants to support students in participating in formal education and recreational programs	This action captures a number of current grants such as Scholarships, Engage grants and Inclusion Grants. The Grants Officer is supporting other departments such as Youth Services and Libraries to deliver grant supports to young people such as the Scholarship Grant and Engaged Grant (Freezer program for on the job learning).	Communities	●



Community strength

Priorities

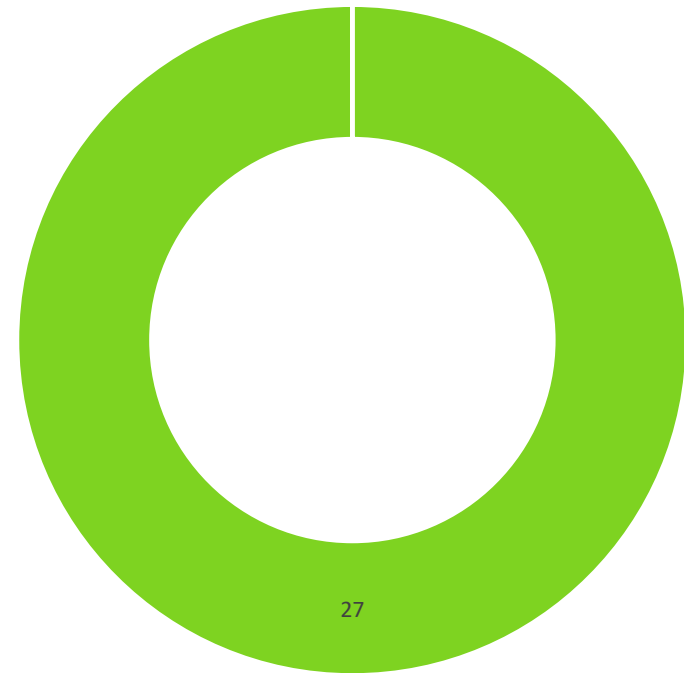
- ✓ Accessibility of services to enhance social inclusion and mental wellbeing
- ✓ Volunteering to build connections and resilience within the community
- ✓ Frankston City's arts and cultural identity

Community Vision 2040 Theme 2
Vibrant and inclusive communities






Outcome Two





How we performed






100% of initiatives completed or on track (27/27)











■ On track ■ At risk ■ Critical ■ Completed ■ Not proceeding






Four-year Initiatives	Code	What will we do in 2021-2022	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	Events tourism strategy is under development with a Councillor briefing booked for November. Planning is well under way for the inaugural South Side Festival in May 2022.	Communities	
	CP-2.1.2	Build capacity and partner with local creatives and the community to deliver high quality events and art experiences	Artist grants have been advertised and recipients announced. Planning is well under way for the inaugural South Side Festival in May 2022.	Communities	
	CP-2.1.3	Deliver festivals and events to improve precinct activation and build on destination tourism	Events tourism strategy is under development with a Councillor briefing booked for November. Planning is well under way for the inaugural South Side Festival in May 2022. Review of Council events to be undertaken in the second quarter.	Communities	
	CP-2.1.4	Develop sculpture and eclectic street art culture	Roadside Marker to be installed at new location in November. Eel Race Road artist contract to finalised in October. Planning for Big Picture Fest 2022 is well underway.	Communities	
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	<p>An Alternate Seniors Festival program - 'Keepin' On' will be offered to seniors despite the original program including a wide range of in person events needing to be cancelled due to COVID-19 restrictions. Local businesses were approached to participate in a 'lockdown proof' project to provide almost 1,000 free coffees to seniors throughout the Festival. Other online festivities include, online tango dance workshops, sessions on learning how to downsize and cooking health, tasty meals.</p> <p>Council also continued to promote the Victorian Seniors Festival Reimagined 2021.</p>	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-2.2.2	Promote University of the Third Age (U3A) and its diversity of programs	Officers have continued to support the Frankston U3A during this challenging time. Assistance will be provided to heavily promote their programs once they are able to deliver programs on site again.	Communities	
	CP-2.2.3	Develop and deliver Council's Disability Action Plan	Following extensive community engagement, Council will adopt the Disability Action Plan at its October meeting. This will guide activities across Council and within the community to ensure support is provided to assist residents with disabilities to participate meaningfully within the community.	Communities	
	CP-2.2.4	Facilitate improved access for people with disabilities to services and transport options	Council will adopt the Disability Action Plan in October 2021, which includes a commitment to a range of advocacy activities such as improving access within the community which will be delivered in the period ahead.	Communities	
	CP-2.2.5	Support and promote Culturally and Linguistically Diverse (CALD) seniors groups	Council was recently successful in receiving Local Partnership grant to promote vaccine confidence and raise awareness of access to the COVID-19 vaccination programs in CALD community. Officers are promoting the establishment of a new Community Health Champions program with the opportunity to recruit CALD community members to share information with a focus on approaching community members not part of existing groups. Meetings have commenced with cultural groups (primarily small CALD centered places of worship) to discuss the Local Partnership project scope, additional assistance, current vaccine hesitancy and community needs.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			Ongoing engagement with clubs and groups throughout lockdowns to offer support and guidance is also being offered.		
Work with community organisations and groups to develop our future leaders and evolve a diverse culture and gender equality	CP-2.3.1	Develop an online seasonal tenancy system to ease the burden on club volunteers	The system has been implemented and will be tested and improved with the summer and winter seasonal tenants following their respective feedback	Communities	
	CP-2.3.2	Continue to build volunteering diversity in community organisations	Many organisations and volunteers have been impacted by COVID-19 restrictions. The focus during the restrictions has been on ensuring immediate relief priorities continue. As normal operations start to recommence greater opportunities will be explored to re-engage and enhance the diversity of volunteers. Council has also been developing a gender diversity self-assessment tool which, when finalised, will provide make a significant contribution to this work.	Communities	
	CP-2.3.3	Co-design and deliver a culture change program for sporting clubs to achieve greater gender equity in participation and board membership	A tool for self assessment has been designed for clubs along with resource materials. The next phase will see the testing of the tool with some select clubs.	Communities	
	CP-2.3.4	Work with schools and disengaged young people to build relationships awareness and enable them to choose respectful relationships	We continue to work closely with our partnering schools as members of the Critical Friend Network, and have recently approved our Choose Respect tender to IMC, and are now exploring the next steps around stakeholder engagement in developing our respectful relationships learning resource.	Communities	
	CP-2.3.5	Coordinate activities to celebrate International Women's Day	Currently working on MOU for Council Report. International Women's Day will be planned later this year for the event early in 2022.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
Targeting community needs through development programs and grants	CP-2.4.1	Engage and consult with the community, groups and organisations to better understand community needs and program design	Council maintains effective engagement with a broad range of community groups through a range of activities including grants, seasonal tenancies, volunteering support, network events etc. These opportunities are leveraged to understand the needs of groups and to ensure Council initiatives are well targeted to community needs. This has been particularly important during this challenging COVID-19 period in order to understand how organisations have been faring and to inform Council's responses.	Communities	
	CP-2.4.2	Promote Community Centres and their programs	Community Centres have sought to remain engaged with their communities through on-line programs and engagement through online channels such as social media. There will be a renewed promotional campaign when there is a return to onsite community centre operations.	Communities	
	CP-2.4.3	Deliver Council's grants programs	There has been ongoing grant delivery to the community through Council's COVID-19 Relief and Recovery grants among others.	Communities	
	CP-2.4.4	Build connections between volunteers and volunteer organisations through Impact Volunteering	Council will host the Annual Volunteer of the Year event in October to promote the connection between volunteering and organisations. In quarter two there will be a further promotional campaign regarding volunteering within organisations.	Communities	
	CP-2.4.5	Promote library programs to engage the community	The diverse range of library programs has been well received by the community this quarter and next quarter is booking well.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
Deliver essential advocacy, support and referral services for residents in need	CP-2.5.1	Monitor demographic data trends to inform service plans meet the future needs of the local community	Published data has been reported in the 'State of the City' and Council plan presentation to highlight trends and specific needs to be considered in planned program.	Communities	
	CP-2.5.2	Deliver a community call centre to triage service system support, referrals and the funded job advocacy program	Council established a triage recovery call centre to assist the community with COVID-19 impacts. There were 931 contacts in Quarter One. Contacts have increased in September with rise in COVID-19 cases and mandatory isolation. Social isolation identified across all age groups. High levels of stress and frustration in the community with continuing lock down restrictions. Job Advocates have been providing continual online Zoom session to reach out to specific members of the community: youth (15-25 years); self-identifying women aged 45 years and over; carers and single parents; general information open to all.	Communities	
	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	Council's client base is within target despite the impacts of the COVID-19 lock down, resource issues and the temporary closure of My Aged Care portal for CHSP Domestic Assistance referrals. A new home maintenance subcontractor has been appointed to focus on gutter cleaning, garden safety clean ups and other home maintenance. The Social Support Group and Community Bus programs have been on hold during the COVID-19 lock down and staff have been re-deployed to support the Meals on Wheels service that has continued to provide an essential service throughout the pandemic.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-2.5.5	Partnership with the Housing and Homelessness Sector to deliver the Frankston City Strategic Housing and Homelessness Alliance 5-Year Strategic Plan	A number of initiatives are being developed with Homelessness Alliance including applying for a Vic Gov Grant to support work in Frankston.	Communities	
	CP-2.5.6	Provide referral services through our Neighbourhood house programs and youth services	This provision of referrals and support has continued to occur to the extent possible during COVID-19 restrictions. Much of this work and engagement has been through online sessions. These opportunities will increase when able to return to onsite service operations.	Communities	
Build acknowledgement and respect for Aboriginal and Torres Strait Islander cultural heritage and history	CP-2.6.1	Deliver the Reconciliation Action Plan (RAP)	The revised Reconciliation Action Plan was approved by Council in September 2021 and is now being actioned.	Communities	
	CP-2.6.2	Celebrate aboriginal culture through provision of a community bus tour of significant Aboriginal and Torres Strait Islander sites and National Aborigines and Islanders Day Observance Committee (NAIDOC) week activities	The bus tour is in the planning phase (will be delayed until permitted under COVID-19 restrictions). NAIDOC event planning is well underway.	Communities	
	CP-2.6.3	Project manage the redevelopment of the Nairn Marr Djambana gathering	Discussions are presently being held with key stakeholders regarding the scope and delivery of the redevelopment of the Nairn Marr Djambana facility.	Communities	



Sustainable environment

Priorities

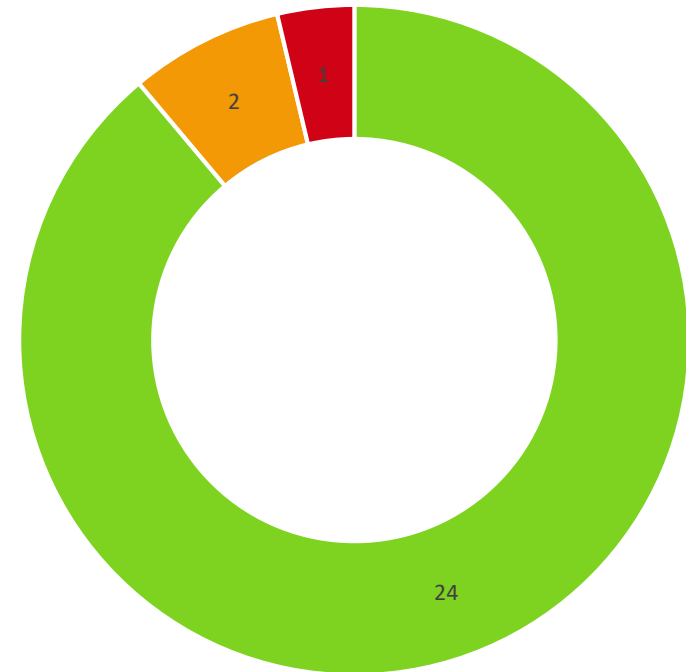
- ✓ Climate emergency response and leadership
- ✓ Green canopy cover to reduce urban heat
- ✓ Diversion of waste from landfill
- ✓ Protection, access and connection to the natural environment

Community Vision 2040 Theme 3
Natural environment and climate action






Outcome Three







How we performed





89% of initiatives completed or on track (24/27)















■ On track
 ■ At risk
 ■ Critical
 ■ Completed
 ■ Not proceeding

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
Protect and enhance the natural and coastal environments	CP-3.1.1	Implement Urban Forest Action Plan including tree planting of 20,000 trees and maintenance on Council land	Planting program for Autumn planting is developed to achieve the 20,000 initiative. <ul style="list-style-type: none"> 17,000 trees for parks and reserves 2,000 trees in planned precincts as per Urban Forest Action Plan 2,000 to be incorporated in Capital works projects Residents are able to request a street tree that Council will provide as part of the 'street tree planting program' in the following season (if the site is suitable)	Communities	
	CP-3.1.2	Develop precinct planting plans to identify opportunities for planting in high priority areas	Draft Precinct plans have been reviewed and returned to consultants for completion. Priority street and parks mapping has been provided and will be utilised for the 2021-2022 planting program.	Communities	
	CP-3.1.3	Implement the tree protection local law and planning scheme	Service Level agreement has been prepared. Ongoing response by officers to planning referrals. 86 Local law Tree removal applications have been processed	Communities	
	CP-3.1.4	Support the volunteer indigenous nursery to encourage indigenous planting	Volunteer participation in the nursery has been minimal during recent lockdowns however nursery staff are continuing to work with volunteers to facilitate propagation activities at home and reinstate workplace attendance as soon as possible within restrictions	Infrastructure and Operations	
Lessen the severity of climate change through actions that enable Council and the community to reduce greenhouse gas emissions	CP-3.2.1	Review and update of Coastal Management Plan	The Coastal Policy and Planning Officer has now been recruited and will commence mid-October. A review of the 2016 Plan and development of Terms of Reference for a new Foreshore Advisory Committee has commenced.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-3.2.2	Adopt the Biodiversity Action Plan	Biodiversity Action Plan to go to November Council meeting	Communities	
	CP-3.2.3	Deliver the Native Vegetation offset Program	The program has been challenged by the legislative need to exclude public access from offset sites. Officers have requested a meeting with state government explore options.	Communities	
	CP-3.2.4	Update management plans for natural reserves	Work on this initiative to commence in November after adoption of the Biodiversity Action Plan	Communities	
	CP-3.2.5	Maintain natural and coastal reserves	Five yearly update for weed density mapping has been completed an incorporated into a review of priorities and works plans to ensure continual improvement in vegetation quality	Infrastructure and Operations	
	CP-3.3.3	Work with local and regional partners to deliver environmental and climate action projects	Council has committed to working with the Biosphere and South East Councils Climate Change Alliance (SECCCA) on a regional carbon offset project to explore carbon reduction opportunities that will also provide biodiversity benefits. Council's Environmental Sustainability Grants program will open for applications from local community groups and organisations in November 2021.	Infrastructure and Operations	
	CP-3.3.4	Implement energy efficient upgrades to Council assets	Installation of approximately 7,000 LED street lights was completed in August 2021. In the Annual Capital Works Program, lighting efficiency upgrades at Karingal PLACE Neighbourhood Centre and Keast Park Community Pavilion are near completion. A new project to upgrade lights to LEDs at the Frankston Arts Centre and PARC has also commenced. Finally, design options for the Kevin Collopy Pavilion to transition from gas to	Infrastructure and Operations	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			more renewable energy sources has now been finalised.		
	CP-3.3.5	Research ways for council to support the use and uptake of electric vehicles across Frankston City	Council, in collaboration with neighboring Councils in the South East Councils Climate Change Alliance (SECCCA), is developing an Electric Vehicle Charging Roadmap for south east Melbourne. A pilot to trial the introduction of a few public electric vehicle (EV) charging stations in the municipality progressed with the development of a request for proposal for charging providers. An EV charging station was installed at Council offices for a new waste minimisation education vehicle which will be charged through 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	Council will be managing applications from local businesses for the recently endorsed Environmental Upgrade Finance program for Frankston City. Promotional material for the Victorian Government funded Small Business Energy Saver Program was developed. Research and consultation was undertaken for the development of home energy efficiency kits for residents to loan through Council's libraries.	Infrastructure and Operations	
Increase urban forest and canopy coverage to create a greener and cooler city	CP-3.3.1	Develop Climate Change Strategy and Action Plan	The Climate Change Strategy Project Officer has been recruited. Background information is being reviewed. Development of the request for quote and engagement plan has commenced.	Communities	
	CP-3.3.2	Ensure Environmentally Sustainable Design (ESD) principles are achieved for new	An ESD officer has commenced with the Urban Design team and is now working across	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
		developments, buildings, public realm and places	relevant areas to ensure ESD principles are integrated and achieved.		
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	Alternative Waste Processing detailed solution progressing and commercial agreements established with participating councils.	Chief Financial Office	
	CP-3.4.2	Deliver a standardised waste and recycling system to all households to maximise diversion of waste from landfill	Funding agreement signed with Victorian Government to commence transition path to standardised waste and recycling system.	Chief Financial Office	
	CP-3.4.3	Implement the Waste Circularity Master Plan	Implementation will commence in February 2022 after the Waste Circularity Plan is approved by Council.	Chief Financial Office	
	CP-3.4.4	Increase uptake of the Kerbside Food Waste Collection Service, including expansion to multi-unit developments	Uptake of food waste Collection service increased to above 20% of residents after leaflet promoting the service was included with residential rates notices.	Chief Financial Office	
	CP-3.4.5	Implement the Kerbside Reform Transition Plan	Kerbside Reform Transition Plan currently being finalised and will be implemented from February 2022 after Council approval.	Chief Financial Office	
	CP-3.4.6	Introduce waste minimisation initiatives	Waste education officer commenced in late September and planning of initiatives has commenced.	Chief Financial Office	
Increase opportunities to experience native flora and fauna	CP-3.5.1	Support Frankston Environmental Friends Network	Monthly meetings prepared and attended by Council Officers	Communities	
	CP-3.5.2	Develop and grow programs that enable residents to enjoy flora and fauna	Two online workshops held. Naturalist Online (21st July) and Living with Wildlife (23rd September) Nine adjoining local Councils, including Frankston City took part in Bio-Blitz competition to celebrate Biodiversity Month during September. Results: 2,521 observations from 110 observers with 738 species recorded. Most observed species were: Love creeper /	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			Nodding Greenhood / Twining Fringe Lily / Waxlip orchid / Wedding Bush. Gardens for Wildlife Booklet made available on the website for residents.		
	CP-3.5.3	Ensure reserves are accessible while still protected	Staff have been endeavouring to find a balance during COVID-19 lockdown of discouraging destructive activities such as bike jumps within conservation areas, whilst temporarily allowing greater flexibility within open space parks.	Infrastructure and Operations	
	CP-3.5.4	Deliver community tree planting programs and education	National Tree Day in July 2021 was cancelled for public attendance due to COVID-19 restrictions, however all 2000 trees were planted in the NTD site by the bushland management team	Infrastructure and Operations	
Improve the management of water including flooding risk, water quality of creeks and waterways and the efficient use of water	CP-3.6.1	Advocate to State Government and negotiate improvements to Kananook Creek Management Plan	A meeting of the Kananook Creek Governance Group was held on Wednesday 18 August 2021 which discussed review of the Kananook Creek Corridor Management Plan to inform key projects for Kananook Creek.	Infrastructure and Operations	
	CP-3.6.2	Progress Council's recycled water projects in partnership with key stakeholders	Three recycled water projects, being Monterey scheme, Frankston scheme and Tyabb-Somerville scheme are being supported. Council officers are liaising with South East Water officers to develop business cases for the Monterey scheme, being the higher priority, and Frankston scheme recycled water projects within Frankston.	Infrastructure and Operations	



Well planned and liveable city

Priorities

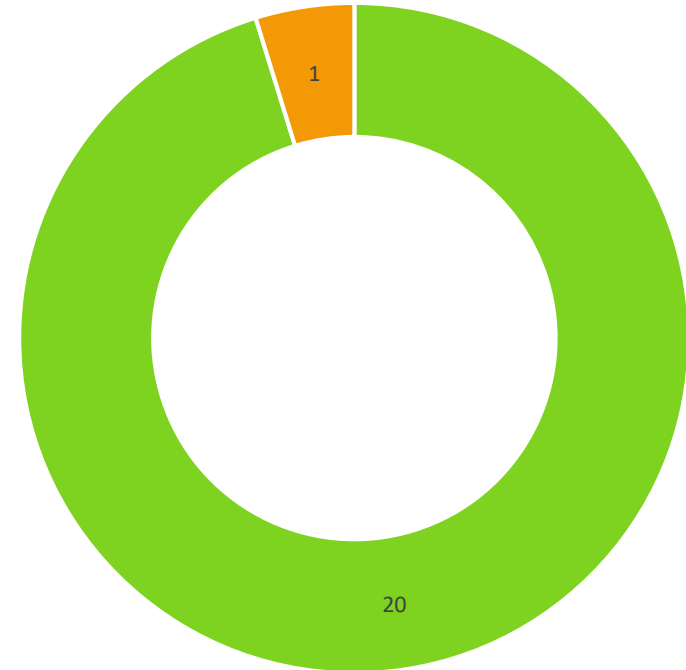
- ✓ Urban design renewal of public places and spaces
- ✓ Connected, accessible, smart and safe travel options
- ✓ Frankston City's identity as a liveable city

Community Vision 2040 Theme 4
Connected places and spaces







Outcome Four






How we performed






95% of initiatives completed or on track (20/21)








■ On track ■ At risk ■ Critical ■ Completed ■ Not proceeding

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
Integrate land use planning and revitalise and protect the identity and character of the City	CP-4.1.1	Implement Frankston City Centre Revitalisation Action Plan	A draft Revitalisation Action Plan is in development and consultation with key stakeholders complete. Broader community consultation will commence in late 2021. Revitalisation projects funded through the Frankston Revitalisation Board are underway and progressing including Nepean Highway Outdoor Dining and Revitalisation, Stiebel Lane Revitalisation, Frankston Pier Lighting, Fletcher Road Creative Gateway, Monash Greenlink Improvements.	Communities	
	CP-4.1.2	Develop an integrated Housing strategy, Neighbourhood Character study and design guidelines	Project brief prepared. Procurement process commenced to appoint consultants.	Communities	
	CP-4.1.3	Finalise and implement Frankston Metropolitan Activity Centre (FMAC) Structure Plan	Background report completed and an Emerging Ideas Paper will be developed early 2022 once appointment of consultant finalized (October).	Communities	
	CP-4.1.4	Review Kerbside Trading Guidelines	Additional resourcing is being negotiated from Mid Year budget review to complete the project.	Communities	
	CP-4.1.5	Review and update the streetscape palette	Review of the palette is well underway in collaboration with stakeholder departments.	Communities	
	CP-4.1.6	Revise Municipal Planning Strategy	Project will be integrated into the strategic projects development work - this will assist in reviewing the planning scheme local policy section (MPS). Planning Frankstons Future projects to be launched early 2022.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
Improve connectivity and movement and provide transport choices to the community, including walking trails and bike paths	CP-4.2.1	Develop an Integrated Transport Strategy to improve transport choices and make walking, cycling and public transport easy, safe and accessible	An Integrated Transport Strategy is to be prepared which will include suggestions and feedback from the community. A project plan is being finalised and consultant engaged to develop this strategy. A Bicycle Plan will be developed in parallel to inform actions that enhance cycling.	Infrastructure and Operations	
	CP-4.2.2	Review Council's Bicycle Strategy and develop a Cycle Improvement Plan to encourage and facilitate transport choice	Review of the Bicycle Plan will be developed in parallel with development of an Integrated Transport Strategy. A project plan is being finalised and consultant engaged to develop this strategy to inform actions that enhance cycling.	Infrastructure and Operations	
	CP-4.2.3	Advocate to State Government for improvements to bus and rail public transport services	An Integrated Transport Strategy is to be prepared which will include suggestions and feedback from the community. This feedback will inform the key public transport advocacy issues.	Infrastructure and Operations	
	CP-4.2.4	Develop open space walking and cycling connections	Work is underway to deliver on key open space connections including a link between Witternberg Reserve and Peninsula link trail and a missing connection at South Gateway Reserve, Langwarrin.	Communities	
Provide well designed, fit for purpose, multi-use open spaces and infrastructure for the community to connect, engage and participate	CP-4.3.1	Review future needs for open space, play and recreation facilities	Council will adopt the Frankston Play Strategy and Local Park Action Plan at its October meeting. The Draft Monterey Reserve Master Plan has commenced and stage One community engagement is underway. The Draft George Pentland Master Plan has commenced with community engagement planned for late 2021.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-4.3.2	Deliver annual capital works program including key major projects: Jubilee Park and activation of Yacht Club Restaurant	The annual capital works program is tracking well. 8 projects of 236 are complete with 36% of the total program budget committed with contractors. Major projects are progressing as scheduled with Jubilee Park Stadium in the procurement phase and the Frankston Yacht Club Restaurant in the design phase.	Infrastructure and Operations	
	CP-4.3.3	Develop the Public Toilet Action Plan	Action Plan scoping and review has commenced with relevant stakeholders.	Communities	
	CP-4.3.4	Develop the Baxter Park Master Plan	Master Plan scoping has commenced to ensure a process that involves relevant research, collection of information on uses and activities and investigation of constraints to activities within the space. The process will be based on extensive community consultation including the Bunurong Land Council. It will analyse existing conditions and how to best manage and improve the space. It will also explore important connections with surrounding residents and parklands.	Communities	
	CP-4.3.5	Review maintenance and asset renewal programs to enhance safety and presentation of the City	Councils cleansing team have undergone a review of programs and council service standards relating to the CAA and foreshore boardwalks. The new program has enhanced cleanliness and the presentation of the area to really beautify Frankston City Council. This has been demonstrated by positive community feedback.	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 has implemented a number of initiatives in this space already year to date and will continue to add to them throughout the financial year 2021-2022. People	Business Innovation and Culture	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			movement counters have been placed within the City Center to understand people movement and accessibility of walkways.		
	CP-4.4.2	Investigate parking technology and way finding to make it easier for people to make smart parking choices	A business case has been finalised for a trial of smart parking technology in an area within FMAC. Additionally a way finding project, looking at Young Street, Wells Street and the Foreshore as options, is currently seeking quotations.	Infrastructure and Operations	
	CP-4.4.3	Complete an electric charging station feasibility study	Council has partnered with five neighboring Council's and SECCCA to conduct an electric vehicle charging station feasibility study for the region.	Business Innovation and Culture	
	CP-4.4.4	Develop a transport plan for the City Centre as part of the development of the Frankston Metropolitan Structure Plan	An Integrated Transport Strategy is to be prepared which will include suggestions and feedback from the community. A project plan is being finalised and consultant engaged to develop this strategy.	Infrastructure and Operations	
	CP-4.4.5	Develop a Municipal Integrated Transport Plan which addresses emerging technologies in transport planning.	An Integrated Transport Strategy is to be prepared which will include suggestions and feedback from the community. A project plan is being finalised and consultant engaged to develop this strategy which will include emerging technologies.	Infrastructure and Operations	
	CP-4.4.6	Smart Cities data collection, reporting and insights	Council is currently collecting a host of data sets for reporting and insights relating to Smart City activities. We will continue to add to these sets over the course of the reporting period. Currently data is being collected on economic performance of the City, people movements, cycling, WiFi usage and waste management services.	Business Innovation and Culture	



Thriving economy

Priorities

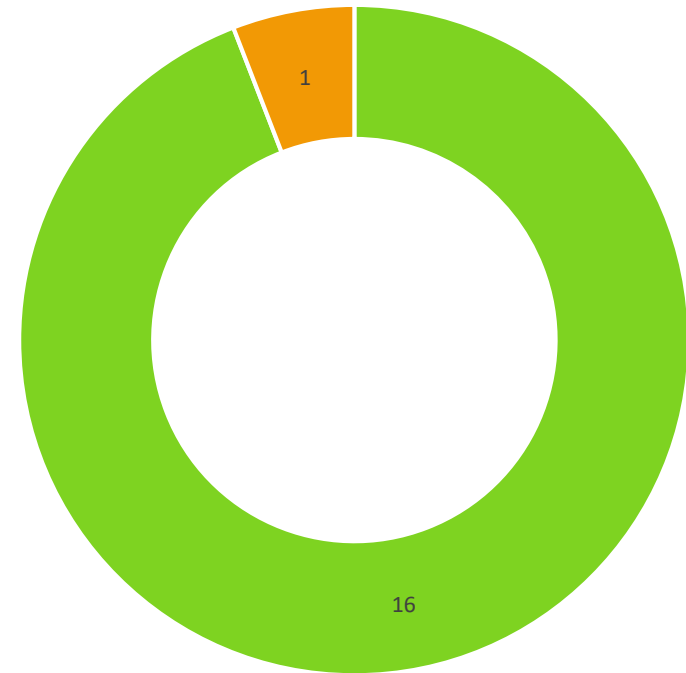
- ✓ Business and industry investment attraction
- ✓ Activity centre precincts
- ✓ Local employment, education and training opportunities for all people

Community Vision 2040 Theme 5
Industry, employment and education

Outcome Five








How we performed




94% of initiatives completed or on track (16/17)



■ On track ■ At risk ■ Critical ■ Completed ■ Not proceeding

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
Activate vacant commercial spaces and underutilised Council assets	CP-5.1.1	Develop and implement the Place Activation Plan	Draft Revitalization Action Plan nearing completion. On track for early 2022 consultation	Communities	●
	CP-5.1.2	Deliver the COVID economic recovery package including activation of precincts	Council continues to assist small business owners with information and tools on how they can plan, prepare and adapt to COVID-19 lockdown restrictions. Further Extended Outdoor Dining activation's are currently being delivered across the municipality, with all other package programs due to commence shortly.	Communities	●
Remove complexity and provide planning certainty to attract economic investment	CP-5.2.1	Expand Council's Business Investment Attraction Program	Officers are currently designing a range of investment attraction campaigns to launch in early 2022, in line with the easing of COVID-19 restrictions and returning business and consumer sentiment.	Communities	●
	CP-5.2.2	Promote Invest Frankston and precinct opportunities	Officers are currently designing and developing a range of campaigns due to launch in early 2022 to coincide with the easing of COVID-19 restrictions and improved business and investor sentiment.	Communities	●
	CP-5.2.3	Complete the Statutory Planning Business Improvement Program to streamline online planning permits applications	The Business Improvement Program to date has delivered online lodgment of planning permit applications, Service Level Agreements and procedures with internal referral providers, and new internal workflows and reporting dashboards.	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	Events tourism strategy is under development with a Councillor briefing booked for November. Review of Council events to be undertaken in the second quarter.	Communities	●
	CP-5.3.2	Research and develop opportunities for a vibrant night time economy	Council has recently endorsed the Invest Frankston After Dark Activation Grants, to be launched in 2022-2023.	Communities	●

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-5.3.3	Engage local and international creatives to enhance Frankston as an arts hub	Artist grants have been advertised and recipients announced. Planning is well under way for the inaugural South Side Festival in May 2022.	Communities	
Elevate Frankston City's identity as an innovation hub and business-friendly city	CP-5.4.1	Adopt and implement the Sustainable Economy and Skilled Community Strategies	Councillors were briefed on the development of the new Sustainable Economy Strategy on the 25 June 2021. Initial external stakeholder consultation has been completed and informed emerging priorities. The draft strategy will be presented to Councillors in quarter two.	Communities	
	CP-5.4.2	Develop and Implement the Frankston Industrial Strategy	Request for quote developed and submitted to consultants for quote.	Communities	
	CP-5.4.3	Further develop the feasibility for a Business Innovation Centre in the city centre	PWC have completed Feasibility Report for Business Innovation Centre at Keys St site. Report needs to be briefed to Councillors early in 2022 alongside discussions on the development of the FMAC structure plan.	Communities	
	CP-5.4.4	Deliver the Strategic Partnerships and Advocacy Framework	A draft Strategic Partnering and Advocacy Framework has been prepared and is currently being consulted on through the Frankston City Stakeholder Group which was established in October 2021.	Business Innovation and Culture	
	CP-5.4.5	Re-establish a Frankston Business and Industry Council and pursue partnership and innovation opportunities	Lead of business chamber recruited and planning has progressed	Business Innovation and Culture	
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	Project scoping and brief development has commenced	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-5.5.2	Explore support for permanency of outdoor dining initiatives	Council recently endorsed the expansion of Outdoor Dining activations until 30 June 2022. This expiry coincides with the development with revised Kerbside Trading Guidelines, which will inform the permanency and operational management of these activations in the future.	Communities	
	CP-5.5.3	Embed place-making and activation programs in key precincts	Extended Outdoor Dining activation's are currently being delivered across the municipality, including along Nepean Highway, Carrum Downs and Playne Street. The Do It Outdoors 2.0 place activation program will also launch in late 2021, in line with COVID-19 restrcitions.	Communities	
	CP-5.5.4	Program improvements to precinct streetscapes	Expanded outdoor dining at key strategic locations (Nepean Hwy and Playne St) is well underway and on track. Steibel Lane Revitalisation concept development is progressing on track. Excelsior Shops, Frankston North has recently been completed and planning is underway for improvement to Railway Parade Shops, Seaford and Fairway Street Shops, Frankston.	Communities	



Progressive and engaged city

Priorities

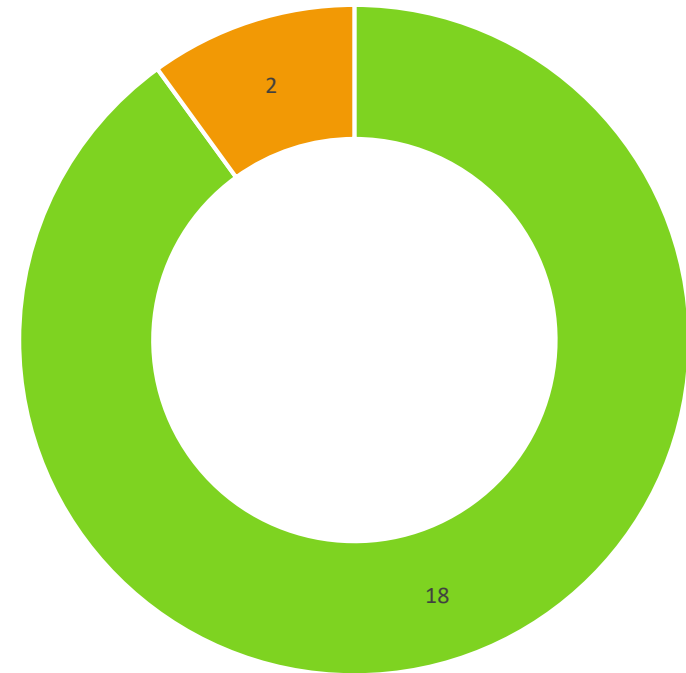
- ✓ Engagement with our community in communication and decision making
- ✓ Future ready service delivery through changes to culture, capability, connectivity and customer experience
- ✓ Sound governance to build trust in the integrity and transparency of Council

Community Vision 2040 Theme 6
Advocacy, governance and innovation






Outcome Six




How we performed





90% of initiatives completed or on track (18/20)











■ On track ■ At risk ■ Critical ■ Completed ■ Not proceeding

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
Ensure sustainable financial management and the strategic allocation of resources to deliver planned infrastructure and services	CP-6.1.1	Regularly review and update long-term financial and infrastructure planning to guide our budget decisions to ensure they are responsible and sustainable	After extensive deliberative engagement, Council endorsed public exhibition of the draft 2021-2031 Financial Plan at its meeting on the August 2021. Consultation closed on September 2021 with feedback from two community members or groups.	Chief Financial Office	
	CP-6.1.2	Seek alternative revenue sources	Council's ability to seek alternate revenue sources has been constrained by the impacts of the government restrictions from the ongoing COVID-19 pandemic. Once restrictions lift Council will resume action.	Chief Financial Office	
	CP-6.1.3	Implement the Property Strategy and Plan to ensure property is managed for the broader community in a responsible way	Actions for the implementation of the Property Strategy and Plan have been identified. Work has been completed on the standardisation of processes and supporting documentation for a number of functions, including Lease Assignment, Land Owners / Marine and Coastal Consent, and Valuation Requests.	Chief Financial Office	
	CP-6.1.4	Review and adopt Procurement Policy; monitor, manage and refine processes to support collaboration, innovation, efficiency and agility	Council's draft Procurement Policy 2021 - 2025 was presented to Council at its meeting on August 2021. Community consultation concluded in September 2021. The draft policy includes the incorporation of Community Benefit procurement principles and objectives to achieve social, economic and environmental outcomes. Alignment of procedures against the policy has progressed. Contract templates have been standardised, and quarterly compliance reporting by department has commenced.	Chief Financial Office	
	CP-6.1.5	Oversee the reporting and governance of Council's subsidiary Peninsula Leisure Propriety Limited to ensure recovery and future growth	The appointment of Council's Chief Financial Officer to the Peninsula Leisure Board has enabled direct oversight of the operations of	Chief Financial Office	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			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 in a timely manner.		
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	An Integrated Planning and Reporting Control Group had been established to oversee a number of plan developments and integrated planning priority projects. Work on a number of projects has commenced; Service Planning, Reporting Audit, Directorate Plans, Strategic Document Hierarchy and schedule of key dates. This quarter the control group has endorsed the Integrated Planning and Reporting Framework for Council.	Chief Financial Office	
	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 draft 2021-2031 Long Term Infrastructure Plan (LTIP). Additionally, planning has begun on the 2022-2032 LTIP and the development of the 2022-2023 Capital Works Program, which will be a key component of the 2022-2023 Annual Budget.	Infrastructure and Operations	
	CP-6.2.3	Develop and implement Enterprise, Risk, Opportunity Management Framework	The Enterprise Risk and Opportunity Management Framework has been reviewed, and work progresses on updating the Framework. The draft Risk Management Policy	Chief Financial Office	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			has been finalised. Council's Strategic Risk review has been completed by the Executive Management Team, and was presented, along with the Strategic Risk Matrix, to Councillors at a briefing in August, and tabled with the Audit and Risk Committee in September.		
	CP-6.2.4	Develop and implement Governance and Integrity Framework to enable open, transparent and accountable decision-making	Initial discussion has commenced to inform the development of a Governance and Integrity Framework.	Chief Financial Office	
Lead advocacy engagement and enhance relationships with all tiers of government and key stakeholders	CP-6.3.1	Develop and implement an Advocacy and Strategic Partnering Framework	A draft Strategic Partnering and Advocacy Framework has been prepared and is currently being consulted on through the Frankston City Stakeholder Group which was established in October 2021.	Business Innovation and Culture	
	CP-6.3.2	Develop and deliver annual advocacy campaign plan	Council endorsed 19 priority advocacy initiatives at the June 2021 Council Meeting. Officers are currently preparing a flagship advocacy priority project list for the 2022 federal and state elections.	Business Innovation and Culture	
	CP-6.3.3	Build the profile of advocacy priorities through implementation of a communication and engagement plan	Council has participated in numerous meetings with Members of Parliament, Ministers and Shadow Ministers on Council's advocacy priorities, including the Frankston City Parliamentarians Meeting held every second month. A detailed Advocacy Campaign Plan has been developed highlighting a range of public relations, advocacy and engagement tactics that will be utilised in the coming year.	Business Innovation and Culture	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
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 has successfully migrated to a new accessible web platform ensuring its usability and accessibility meets Australian standards. Council is continuing to enhance its web platform with additional digital services being added.	Business Innovation and Culture	
	CP-6.4.2	Implement the Customer Experience Strategy	Customer Experience Strategy process has begun with the appointment of an Expert Service Delivery provider. Scope for the strategy and has been completed and resources confirmed.	Business Innovation and Culture	
	CP-6.4.3	Implement the Community Engagement Framework	The Framework has been launched - it provides a new consistent and coordinated approach to engagement. There is now a Community Engagement Model and Process for staff, including templates, Toolkit and Staff Engagement HQ portal. The community engagement platform Engage Frankston! website was launched in July 2021 and online engagement for major projects has commenced.	Business Innovation and Culture	
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 operations, spending and work across Frankston City in a way that is meaningful and simple to understand	Council adopted the audited 2020-2021 consolidated financial accounts at its meeting on the September 2021.	Chief Financial Office	
	CP-6.5.2	Implement a transparency hub	Planning has commenced to scope the development of a transparency hub to provide improved access to relevant financial information by the Community.	Chief Financial Office	
	CP-6.5.3	Proactively increase access to Council's open data to maximise new opportunities for release of records	Council is developing a policy and framework in relation to open data to maximize the	Business Innovation and Culture	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			opportunities for release of records. Internal consultation is currently underway.		
	CP-6.5.4	Progress the data protection and security plan	In line with the process to establish and build IT Governance, the plans to develop Data Governance Policies are also underway.	Business Innovation and Culture	
	CP-6.5.5	Enhance public transparency, in line with Council's Public Transparency Policy, to maximise council decision making	Actions identified, including a review of the policy to ensure consistency with the Freedom Of Information (FOI) Part II Statement and Local Government Act 2020 and updating information that is publicly available.	Chief Financial Office	



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