



Quarterly Performance Report

2021-2025 Council Plan and Budget
Quarter Three | January to March 2022



Mark Nakia Moonblood Brown

Guramang (Gooramung) – Leather Back Turtle

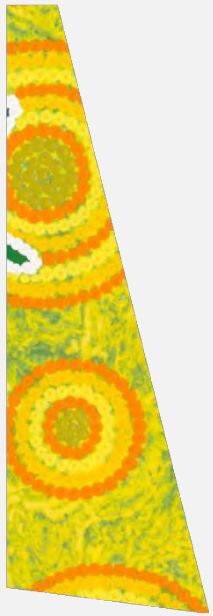


Acknowledgement

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.

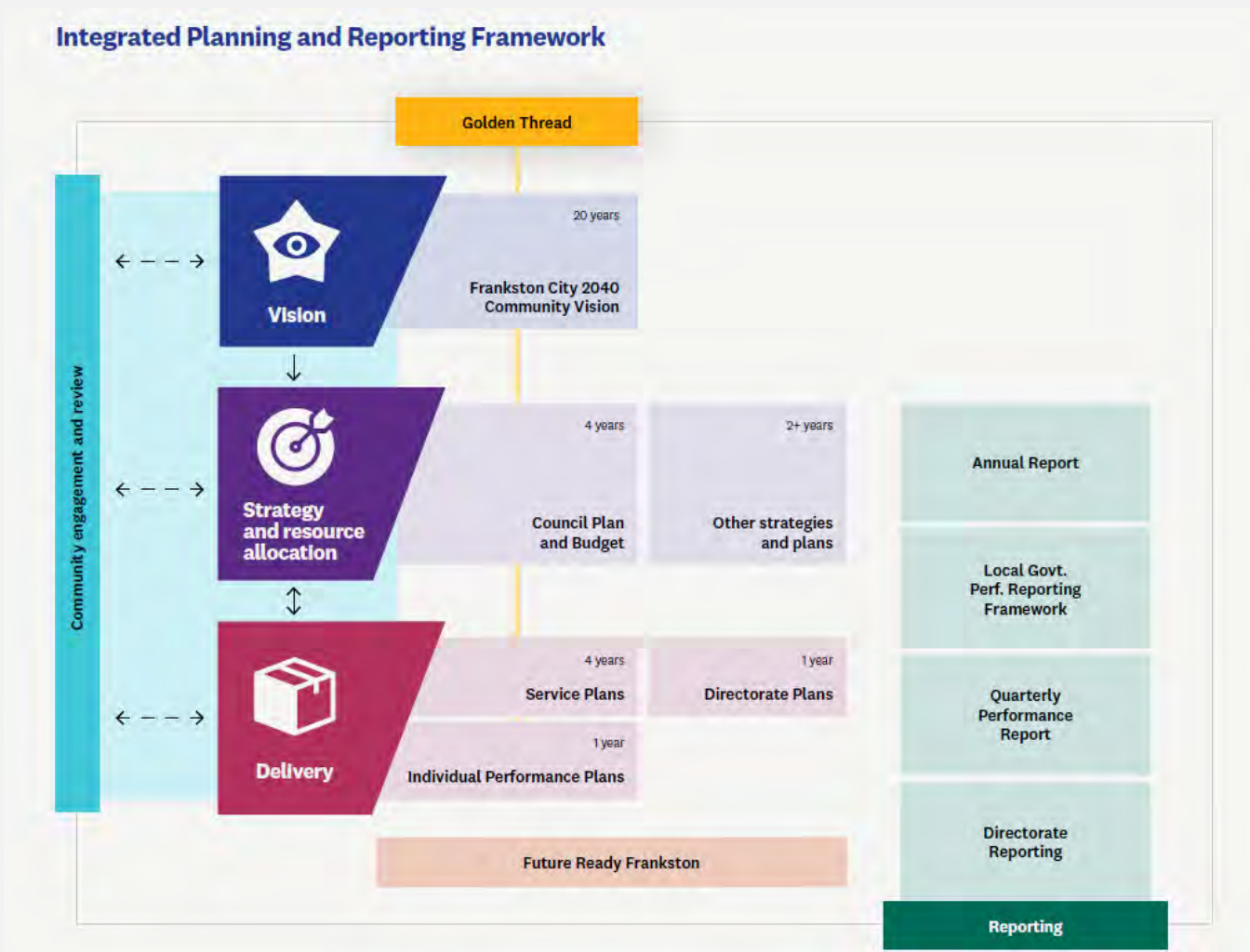
Frankston City is required under the *Local Government (Planning and Reporting) Regulations 2020* to review the performance of the Council against the Council Plan, at least every six months. Our quarterly performance report details Frankston City's progress on initiatives for 2021-2022 identified to 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.

Integrated Planning and Reporting

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



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

Council Plan Outcomes

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



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



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



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



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



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



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

Our performance

Directorate highlights

Communities

This quarter has been another busy time for the Communities Directorate. To promote Invest Frankston, Council have had a number of grant programs which seek to activate retail precincts in Seaford and, Nepean Highway and Stiebel Place in Frankston. Assessment of applications are underway, to be awarded in April 2022. In support of improving the appeal and activation of Nepean Highway Frankston, work continues on designing creative tree lighting and median strip improvements. The Phase One issues and opportunities analysis for the development of a Nepean 'Boulevard' vision is underway.

International Women's Day was celebrated in March through the soft launch of Council's Gender Equality Action Plan, Business Leaders Live by Invest Frankston live streamed from Cube37, youth woodworking activities and BBQ to break the bias, free PARC sessions, 460 #Break The Bias cookies were delivered to a variety of non-profit services, jobs advocate forums and other activities.

Council's Stronger Families Policy and Family Violence Action Plan implementation has seen Council award contracts to facilitate the Men As Role Models (MARM) programs. Plans are underway for a MARM forum in the last quarter of this financial year.

The proactive fire inspection program was completed this quarter. Food and other relief requests have declined this quarter, as COVID-19 positive case numbers fell in the municipality. This work relates to Council's ongoing monitoring and mitigating of emergency risks.

There are a few Council Plan actions which are at risk in Quarter 3 and will not be completed by the end of this financial year. These relate to the

Housing Strategy, the Sustainable Economy and Skilled Community Strategies and the delivery of a Native Vegetation Offset Program. The circumstances around the Housing Strategy has been reported to Council previously. While a review of the Sustainable Economy and Skilled Community Strategies is underway and engagement activities being planned, these will not be adopted by 30 June 2022 as per Council Plan Action 5.4.1. Officers will continue working on these and bring them forward to Council in the 2022-2023 financial year.

The Native Vegetation Offset Program is in jeopardy for successful completion, as the site that Council had identified may not be able to be legally used in this way. While Council officers may complete the work required this financial year, it may not result in the intended outcome.

Infrastructure and Operations

At the end of the third quarter Council's Capital Works program is sitting at 85% committed (works awarded) against an adjusted budget of \$73.977M. Work continues on climate mitigation efforts including lighting upgrades and rooftop solar works for Council facilities and successfully securing a \$394,000 financial rebate from the Victorian Government for Council's recently completed bulk street light upgrade project. Development of the Electric Vehicle (EV) Charging Roadmap for south east Melbourne is well underway. Local businesses are being supported under Council's Environmental Upgrade Finance program for low interest loans to upgrade their buildings with rooftop solar.

Kananook Creek Governance Group will focus on identifying key opportunities and actions for Kananook Creek. These priorities will form advocacy opportunities and actions to be implemented in the short term. Council is currently awaiting a funding announcement from State Government to construct a recycle water project in the Monterey area. Continued discussions are taking place with South East Water in relation to Frankston and Tyabb's recycled water scheme.

Councillors were briefed on the progress of the Integrated Transport Strategy issues paper prepared to inform the draft strategy. The adoption of the Integrated Transport Strategy may extend beyond this financial year. Preparations are well underway to assist with planting plans focusing in Carrum Downs and Seaford areas to ensure infill planting to replace losses is a priority.

Corporate and Commercial Services

The Corporate and Commercial Services Directorate has continued monitoring Council's sustainable financial management with the adoption of the 2021-2022 Mid-Year Budget position in February. Council continues to remain in a cash surplus and financially sustainable position despite the challenges of the COVID pandemic. This quarter Council's 2021-2025 Service Plans were finalised and informed the 2022-2023 planning cycle, including the budget. Cross-functional Service Governance groups were established to assist with the prioritisation of 2022-2023 initiatives.

Focus on transparency has been a highlight for this quarter with the development of a Transparency Hub and the expansion of Council's Public Transparency Policy. Work to review and expand the categories of information and documents which are made public continues to progress, informing the development of the Transparency Hub.

A regional collaborative procurement for the establishment of a Social Enterprise panel is underway, which will give internal staff and contractor's access to a range of local social enterprises and increase Council's social expenditure.

Councillors reviewed its risk appetite in February as part of the Planning Cycle engagement. Work has now commenced on reviewing the overarching risk management framework.

The draft Waste Circularity Plan and Kerbside Reform Transition Plan are being developed to align with the budget process for 2022-2023 funding. The uptake of food waste collection services has increased with 22 per cent of the

community utilising a Council supplied food caddie. Waste minimisation initiatives on programs to improve recycling and minimisation of waste have been delayed due to re-directing focus towards the procurement of kerbside collection processing services that was unplanned.

Customer, Innovation and Arts

Quarter three saw 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. Frankston's Street Art Walking Tours won the 2021 Australian Street Arts Awards' Best Street Art Tour category solidifying our work to showcase Frankston as a destination. The Judges said, 'While creating a cache of exceptional street art that showcases such a diverse range of artistic styles is highly commendable, running tours which give visitors an immersive and therefore highly enjoyable experience takes this art tourism destination to a new level.'

The cessation of strict COVID restrictions saw a return to well attended shows at the Frankston Arts Centre, 45,000 people attending the Waterfront Festival and 230 artists contributing to the new South Side Festival. 150 ebikes are being trialed with 9,368 users signed up, 10,635 trips until 14 March, 634 3-day, weekly and monthly passes bought and a rating of 4.4 from 4,000 users.

Council Plan summary

In 2021-2022 there are 135 Initiatives listed in the Council Plan. As at the end of March 2022, 87% were considered on track or completed.

The table below provides a summary of the status of each of the 2021-2022 Council Plan Initiatives by outcome:

	Completed ✓	On track ●	At risk ●	Critical ●	Deferred ●
Healthy and safe communities	-	22	-	-	-
Community strength	2	25	-	-	-
Sustainable environment	2	18	6	1	-
Well planned and liveable city	1	13	6	-	1
Thriving economy	2	14	-	1	1
Progressive and engaged city	3	16	-	-	1
TOTAL %	7%	80%	9%	1%	2%

Refer to Appendix A for progress updates on each initiative.

Financial summary

COVID-19 has had a significant impact on Council's financial result for the first half and forecast for the financial year. The forecast for the Underlying operating result reflects an unfavourable variance. Council's forecast full year underlying operating position is indicating a deficit of \$3.280M, this is a \$2.443M unfavourable variance compared to the revised 2021-2022 budget position of \$5.723M deficit. The Consolidated entity position is also forecasting a deficit of \$4.152M. The Executive Management Team (EMT) have identified significant savings to reduce the COVID-19 financial impact on underlying operational result. It is expected to return to surplus in future years.

Summary of Financial Results

Description	2021-2022 FCC Forecast \$'000	Full Year 2021-2022 FCC Revised Budget \$'000	(Fav)/Unfav Variance \$'000	2021-2022 Consol. Forecast \$'000
<i>Operating</i>				
Revenue	176,121	176,334	213	183,742
Expenditure	179,912	182,631	(2,719)	188,405
Gain/(Loss) on disposal of assets	511	574	63	511
Underlying operational result	(3,280)	(5,723)	(2,443)	(4,152)
<i>Capital</i>				
Revenue	25,134	27,744	2,610	25,134
Operational surplus/(deficit)	21,854	22,021	167	20,982

The Executive Management Team (EMT) have endeavoured to minimise the impacts that COVID-19 has had on Council and its services to ensure they are delivered in line with community expectations. The key actions taken include savings from labour vacancies, delayed recruitment, reduction in discretionary spend, delayed program spend and strongly advocating for additional government funding. This will continue for the remainder of the year in an attempt to deliver services to the community's expectations whilst doing so at a reduced cost to ratepayers.

Financial Performance Scorecard

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	Full Year	
	Actual vs Budget	Forecast vs Budget	Forecast \$'000
Operating revenue	●	●	176,121
Underlying operational result	●	●	(3,280)
Operating result for the year	●	●	21,854
Operating expenditure	●	●	179,912
External Funding sources	●	●	24,295
Investment	●	●	87,470
Working capital ratio	●	●	2.40
Rates collection			97%
Loan borrowings	●	●	29,198

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

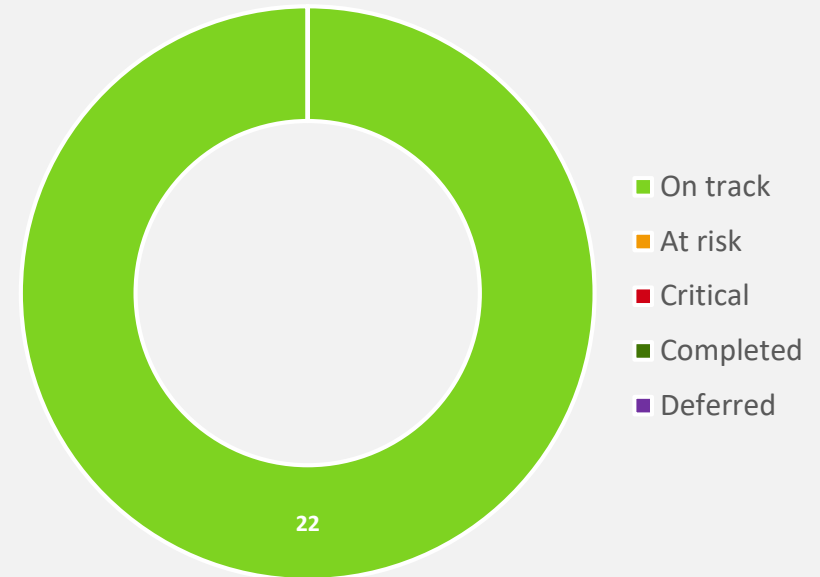
Priorities

- ✓ 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

How we performed

91% of initiatives completed or on track (22/22)



Highlights

- The Municipal Emergency Management Plan (MEMP) has been updated
- Commenced construction on play upgrades for: Lady Emily Reserve Skye, Brolga Reserve Carrum Downs, Orwill Reserve, Frankston
- The lead tender for the Men As Role Models programs has been awarded to Whitelion



Community strength

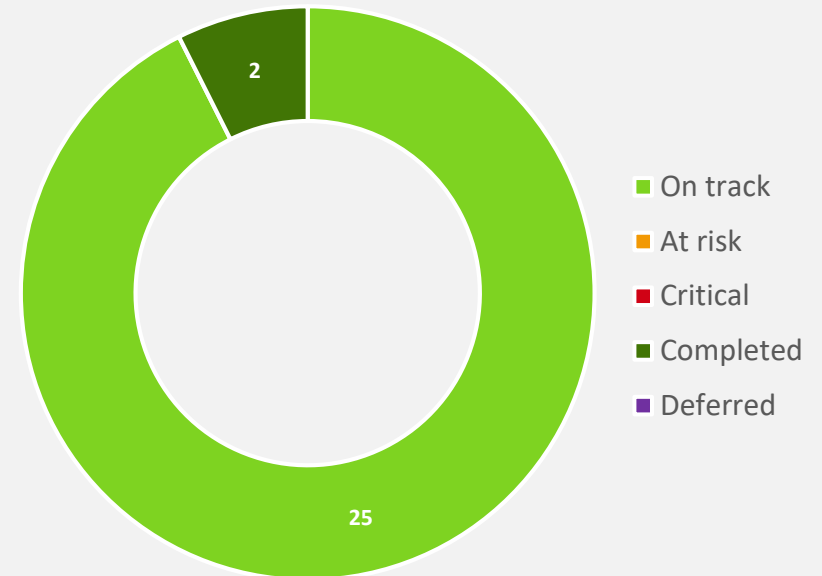
Priorities

- ✓ 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

How we performed

93% of initiatives completed or on track (27/27)



Highlights

- Delivery of the Waterfront and Ventana festivals
- Delivery of an extensive range of events and activities to celebrate International Women's Day in March
- All Community Centres are now open with programs operating
- Storytime delivered at Council's libraries were well attended, and a number of programs undertaken at libraries after dark.



Sustainable environment

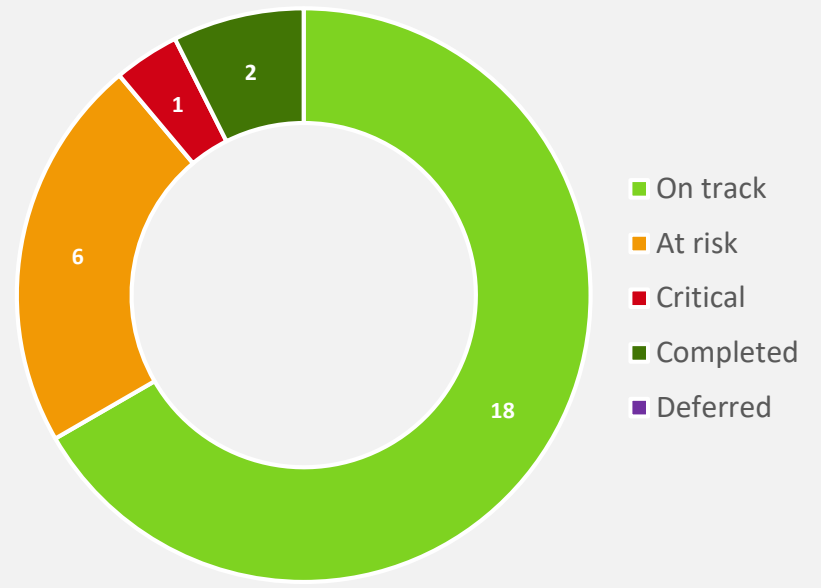
Priorities

- ✓ 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

How we performed

89% of initiatives completed or on track (20/27)



Highlights

- Completions of Seaford and Carrum Downs Urban Forest Precinct Plans in March
- 70 local law applications have been received and completed, 20 more than the same time last year
- Council's bulk street light upgrade project is now completed
- Uptake of food waste collection service has increased with 22% of the community currently utilising a council supplied food caddie



Well planned and liveable city

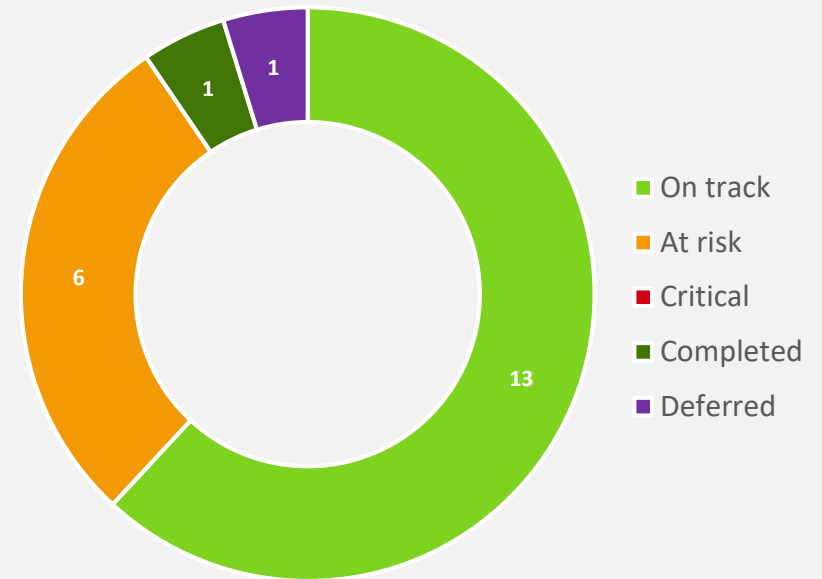
Priorities

- ✓ 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

How we performed

57% of initiatives completed or on track (14/21)



Highlights

- Funding for the Kerbside trading guidelines has been approved at Midyear review
- Capital works program: 31 projects of 246 are complete with 70% of the total program budget committed



Thriving economy

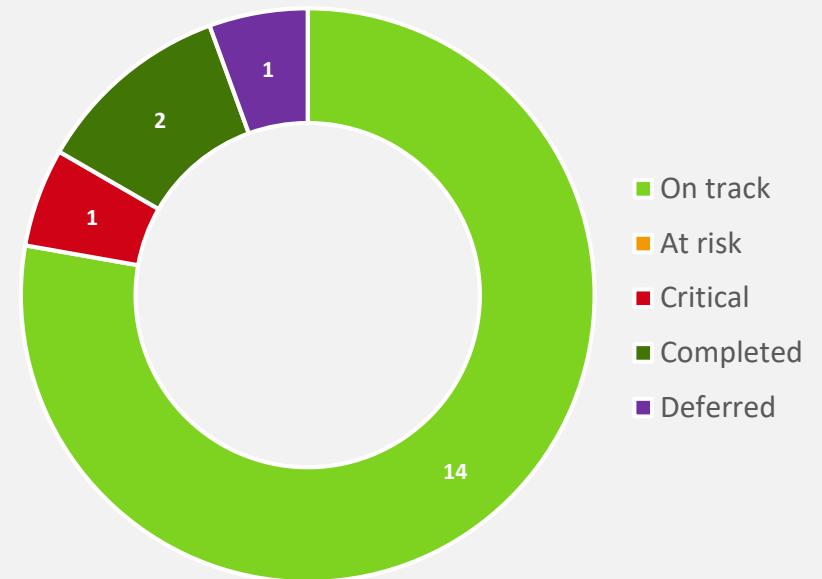
Priorities

- ✓ 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

How we performed

94% of initiatives completed or on track (16/18)



Highlights

- Extended Outdoor Dining activation's have been delivered along Nepean Highway Frankston
- Invest Frankston Business Grants closed for assessment in February
- New planning permit applications are now online
- Business concierge service received 77 enquiries this quarter
- Do It Outdoors 2.0 place activation program completed



Progressive and engaged city

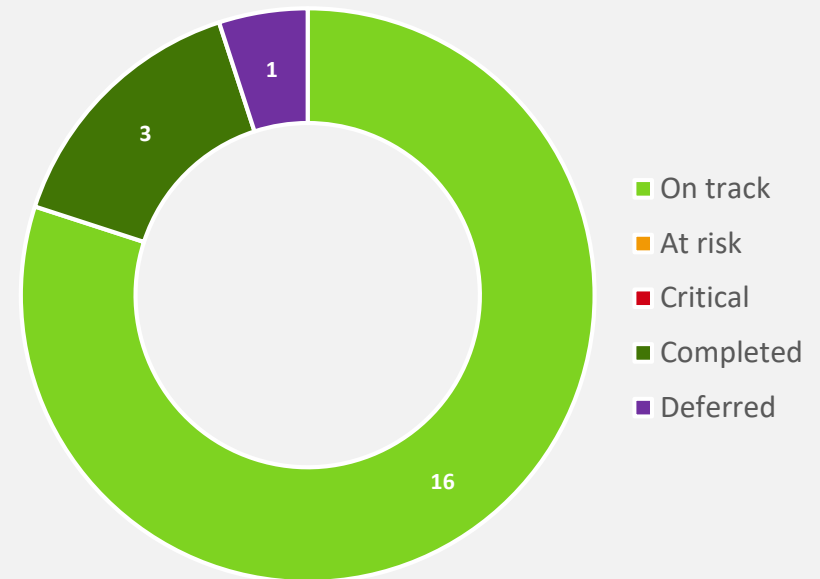
Priorities

- ✓ 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

How we performed

90% of initiatives completed or on track (19/20)



Highlights

- 2021-2022 Mid-Year Budget position was adopted by Council
- 2021-2025 Service Plans finalised, informing the 2022-2023 planning cycle, including the budget
- Updated the Risk Management Policy



Financial performance

The following quarterly financial report provides a summary and analysis of Council's financial performance for the nine (9) months to March 2022. The report is designed to ensure consistency with the 2021-2022 revised budget, compliance with statutory requirements and to measure Council's overall financial performance.

Summary of Financial Results

Description	2021-2022 FCC Forecast \$'000	Full Year 2021-2022 FCC Revised Budget \$'000	(Fav)/Unfav Variance \$'000	2021-2022 Consol. Forecast \$'000
<i>Operating</i>				
Revenue	176,121	176,334	213	183,742
Expenditure	179,912	182,631	(2,719)	188,405
Gain/(Loss) on disposal of assets	511	574	63	511
Underlying operational result	(3,280)	(5,723)	(2,443)	(4,152)
<i>Capital</i>				
Revenue	25,134	27,744	2,610	25,134
Operational surplus/(deficit)	21,854	22,021	167	20,982

The impact of COVID-19 has had a significant impact on Council's financial result for the first nine months and forecast for the financial year. The revised budget for the Underlying operating result reflects an unfavourable variance. Council's forecast full year underlying operating position is indicating a deficit of \$3.280M, this is a \$2.443M favourable variance compared to the revised 2021-2022 budget position of \$5.723M deficit. The Executive Management Team (EMT) continue to review expenditure to identify areas to offset the COVID-19 financial impacts on the underlying operational result. The key actions taken include labour vacancies, delayed recruitment, reduction in discretionary spend, delayed program spend and strongly advocating for additional government funding. This will continue for the remainder of the year in an attempt to deliver services to the community's expectations whilst doing so at a reduced cost to ratepayers. It is expected to return to surplus in future years.

The Operational surplus for the financial year is forecast to have an unfavourable variance of \$0.167M compared to the revised budget.

The forecast full year underlying operating position of the consolidated entity is indicating a deficit of \$4.152M, this is a \$2.469M favourable variance compared to the revised 2021-2022 budget position of \$6.621M deficit. The factors attributed to Frankston City Council's portion of this result are listed under Section 3 of this report.

There are no significant factors from Peninsula Leisure Pty Ltd which contribute to this variance.

See Appendix C for the detailed consolidated income statement.

We believe it's important that the community are aware of the financial impacts of the pandemic and the challenges ahead. The financial impacts since the beginning of the pandemic in March 2020 and forecast for the remainder of the 2021-22 year show total savings/funding of \$21.88M providing an offset for the COVID-19 net financial loss of \$12.75M whilst also funding the \$9.128M Relief and Recovery Package.

A summary of the key financial data is as follows:

	Full Year			
	Forecast \$'000s	Revised Budget \$'000s	Variance \$'000s	Variance %
Underlying operating result (1)	(3,280)	(5,723)	2,443	42.68%
Consolidated Underlying operating result (1)	(4,152)	(6,622)	2,470	37.30%
Accumulated Cash Position	230	500	-	-
Cash and investments	87,470	81,159	6,311	7.78%
Capital works expenditure	68,214	73,716	5,502	7.46%

() Denotes negative result

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

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

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

Income Statement

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

FCC Summary - Income Statement

Description	Year to Date			Full Year		
	March-22 Actual \$'000	March-22 Rev. Budget \$'000	(Fav)/Unfav Variance \$'000	2021-2022 Forecast \$'000	2021-2022 Rev. Budget \$'000	(Fav)/Unfav Variance \$'000
<i>Operating</i>						
Revenue	130,708	129,819	(889)	176,121	176,334	213
Expenditure	127,361	130,237	(2,874)	179,912	182,631	(2,719)
Gain/(Loss) on disposal of assets	326	430	104	511	574	63
Underlying operational result	3,671	12	(3,659)	(3,280)	(5,723)	(2,443)
<i>Capital</i>						
Revenue	10,120	14,848	4,728	25,134	27,744	2,610
Operational surplus/(deficit)	13,791	14,860	1,069	21,854	22,021	167

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 forecast full year underlying operating position is indicating a deficit of \$3.280M, this is a \$2.443M favourable variance compared to the revised 2021-2022 budget position of \$5.723M deficit.

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

Grants – operating – \$0.757M favourable variance. The increase in government funding relates to the following areas:

- \$0.551M increase to be received for Family Health Support Services due to additional funding, some of which is one off, for community recovery from COVID-19 impacts, job advocacy and maternal and child health programs.
- \$0.075M to be received in Building Services for the Women Building Surveyors Program.

User fees and charges– \$0.680M unfavourable variance. The decrease in user fees and charges relates to the following areas:

- \$0.763M reduction in user fees and charges income expected for the Frankston Arts Centre due to the closure of the facility as a result of COVID-19 restrictions imposed and working to return business to higher levels.

- b. \$0.450M reduction in fees and charges income expected to be received in Financial and Corporate Planning due to no legal action imposed on outstanding rates. As this is a recovery of cost, materials and service expenditure have also been reduced accordingly.
- c. \$0.122M reduction in fees and charges expected in Community Relations due to reduced usage and hire of community halls and sale of merchandise at the Visitor Information Centre.
- d. \$0.322M addition in fees and charges income expected to be received in Waste and Recycling Services due to higher than expected patronage at the Frankston Regional Recycling and Recovery Centre (FRRRC) for the first half of the year.

Other income - \$0.600M unfavourable variance. The increase in Other income is mainly due to:

- a. \$0.450M decreased income to be received on cash investments due to declining interest rates offered by banks.

Materials and services - \$0.482M favourable variance. The increase in materials and services is mainly due to:

- a. \$0.450M decreased expenditure in Financial and Corporate Planning due to no legal action imposed on outstanding rates.
- b. \$0.165M decreased expenditure at the Frankston Arts Centre due to closure of the facility and reduced levels of business.
- c. \$0.267M additional expenditure in Waste and Recycling Services due to increased patronage at FRRRC which has resulted in additional costs of waste disposal, levies and transport.

Employee Costs - \$1.802M favourable variance. The decrease in Employee costs is mainly due to:

- a. \$0.199M decreased expenditure in Operations due to savings associated with vacant positions, delays in recruitment and abolishing positions no longer required.
- b. \$0.510M decreased expenditure at the Frankston Arts Centre due to closure of the facility and reduced business.
- c. \$0.638M decrease in the provision for Long Service Leave in Employee Overheads.
- d. \$0.366M decrease in Family Health Support Services due to vacancies that existed and reduced delivery of services that have transferred to other providers.

Operating Result: The operating result allows the impact of non-operating or once off items on the net surplus or deficit for the year to be measured. Council's operational performance for the forecast full year position indicates a surplus of \$21.854M, this is a \$0.167M unfavourable variance compared to the revised 2021-2022 budget position of \$22.021M surplus. This unfavourable variance is due to the reasons as described above plus a decrease of \$2.611M expected to be received for capital income, which is purely concerned with the timing of project delivery.

Consolidated Summary - Income Statement

Description	Year to Date			Full Year		
	March-22	March-22	(Fav)/Unfav	2021-2022	2021-2022	(Fav)/Unfav
	Actual	Rev. Budget	Variance	Forecast	Rev. Budget	Variance
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Operating</i>						
Revenue	135,991	129,386	(6,605)	183,742	183,109	(633)
Expenditure	133,194	126,401	6,793	188,405	190,305	(1,900)
Gain/(Loss) on disposal of assets	326	430	104	511	574	63
Underlying operational result	3,123	3,415	292	(4,152)	(6,622)	(2,470)
<i>Capital</i>						
Revenue	10,120	14,848	4,728	25,134	27,744	2,610
Operational surplus/(deficit)	13,243	18,263	5,020	20,982	21,122	140

Consolidated Underlying operating result: Council's consolidated forecast full year underlying operating position is indicating a deficit of \$4.152M, this is a \$2.470M favourable variance compared to the revised 2021-2022 budget position of \$6.622M deficit.

The comparison in forecast between the underlying operating result of Frankston City Council of \$3.280M deficit and that of the consolidated entity of \$4.152M deficit has resulted in an unfavourable variance of \$0.872M.

Capital Works Statement

Capital Works Statement

For the quarter ending 31 March 2022

	Year to Date			Forecast \$'000	Full Year	
	Actual \$'000	Rev. Budget \$'000	Variance \$'000		Rev. Budget \$'000	Variance \$'000
Total property	9,576	13,276	3,700	26,348	29,248	2,900
Total plant and equipment	4,332	5,755	1,423	8,988	10,131	1,143
Total infrastructure	14,396	22,275	7,879	32,878	34,337	1,459
Total capital works expenditure	28,304	41,306	13,002	68,214	73,716	5,502
Represented by:						
Asset renewal expenditure	10,361	18,652	8,291	24,217	24,869	652
New asset expenditure	3,961	7,465	3,504	17,586	19,602	2,016
Asset upgrade expenditure	13,036	13,866	830	21,831	24,326	2,495
Asset expansion expenditure	946	1,323	377	4,580	4,919	339
	28,304	41,306	13,002	68,214	73,716	5,502
Funding:						
External						
Government grants	8,744	5,256	(3,488)	23,100	21,541	(1,559)
Contributions	545	120	(425)	234	120	(114)
Proceeds from sale of assets	466	643	177	961	1,024	63
Other income	-	-	-	-	30	30
Total external funding	9,755	6,019	(3,736)	24,295	22,715	(1,580)
Internal						
Reserve funds	5,436	8,622	3,186	15,189	14,833	(356)
Loan borrowings	-	543	543	750	2,393	1,643
Rates funding	13,113	26,122	13,009	27,980	33,775	5,795
Total internal funding	18,549	35,287	16,738	43,919	51,001	7,082
Total funding	28,304	41,306	13,002	68,214	73,716	5,502

After nine months of the year to date expenditure is \$28.304M against a year to date revised budget of \$41.306M. The Capital Works Program is tracking well with under expenditure due to minor delays of larger projects.

The delivery of the 2021-2022 Capital Works Program is on track, with an end of year forecast expenditure of \$68.214M.

Balance Sheet

The balance sheet as at 31 March 2022 indicates a continued satisfactory result. Council's net assets are valued at \$1.823B at the end of March 2022, and are forecast to be \$1.830B at the end of June 2022.

A comparison of total current assets of \$127.359M with total current liabilities of \$44.218M (working capital ratio YTD of 2.88 to 1) depicts a satisfactory financial position.

Schedule of other reserves for March 2022

	Opening Balance 01/07/2021 \$'000	Transfer to reserve \$'000	Transfer from reserve \$'000	Closing balance 31/03/2023 \$'000
Statutory reserves				
Public resort and recreation	8,265	842	(984)	8,123
Subdivision roadworks	133	-	-	133
Infrastructure assets	74	-	-	74
Car parking	10	-	-	10
Total statutory reserves	8,482	842	(984)	8,340
Discretionary reserves				
Strategic asset reserve	28,953	-	(3,056)	25,897
MAV LGFV fund	12,204	629	-	12,833
Unexpended grant reserve	5,798	-	(3,067)	2,731
PARC asset management sinking fund	11,705	563	(530)	11,738
Capital projects reserve	4,459	-	(210)	4,249
Resource efficiency reserve	75	2	-	77
Total discretionary reserves	63,194	1,194	(6,863)	57,525
Total other reserves	71,676	2,036	(7,847)	65,865

Council has made the funding commitments of \$13.710M for Jubilee Park and \$1.065M for Centenary Park that will be drawn from the strategic asset reserve over the course of the projects.

Trade and other receivables	2020-21 \$'000	2021-22 \$'000
Current receivables		
Ratepayer receivables	11,980	14,619
Special rates & charges	123	227
Infringements	5,502	5,793
Provision for doubtful debts - infringements	(2,733)	(2,825)
Other receivables	4,266	3,512
Provision for doubtful debts - other debtors	(62)	(130)
	19,076	21,196
Non-current receivables		
Special rates & charges	661	568
Total receivables	19,675	21,634

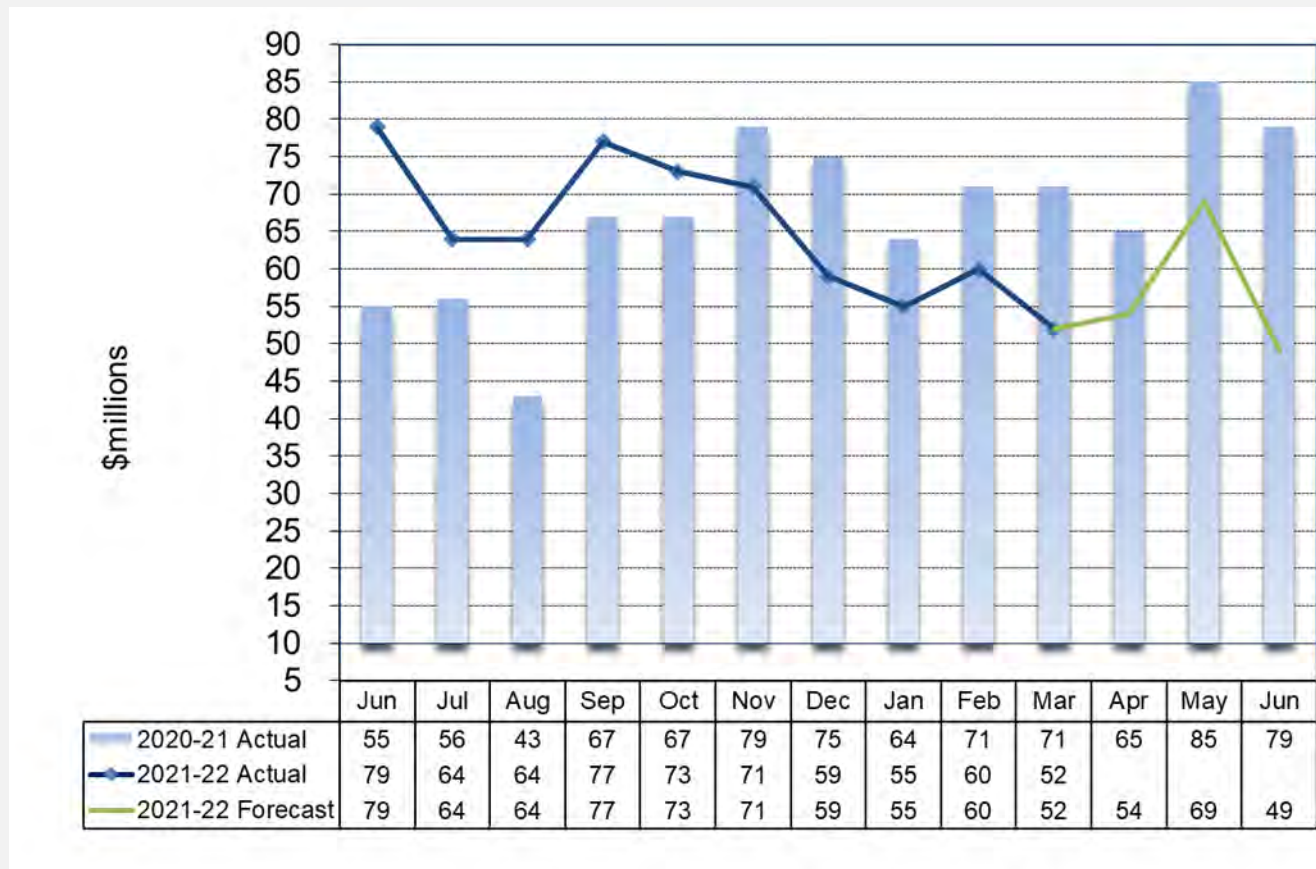
The increase in Ratepayer receivables is due to the impacts of COVID-19 and Council's decision to offer relief for ratepayers in terms of the payments of their rates.

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

Cash Flow

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 Attachment D for the cash flow statement.



Loans

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)
2019/20	-	320	1,479	27,748	3.09	21.56%	0.82%
2020/21	50	373	1,452	27,453	2.79	22.28%	0.83%
2021/22	4,450	947	1,533	32,750	2.61	24.24%	0.77%
2022/23	4,257	1,376	1,580	35,631	1.96	25.85%	0.79%
2023/24	5,000	1,717	1,626	38,914	1.65	27.59%	0.81%
2024/25	-	2,134	1,565	36,780	1.11	25.48%	0.78%
Victorian State Government Prudential Ratio Limits - Risk Assessment				High	Below 1.10	Above 80%	Above 10%
				Medium	1.10 - 1.20	60%-80%	5% - 10%
				Low	Above 1.20	Below 60%	Below 5%

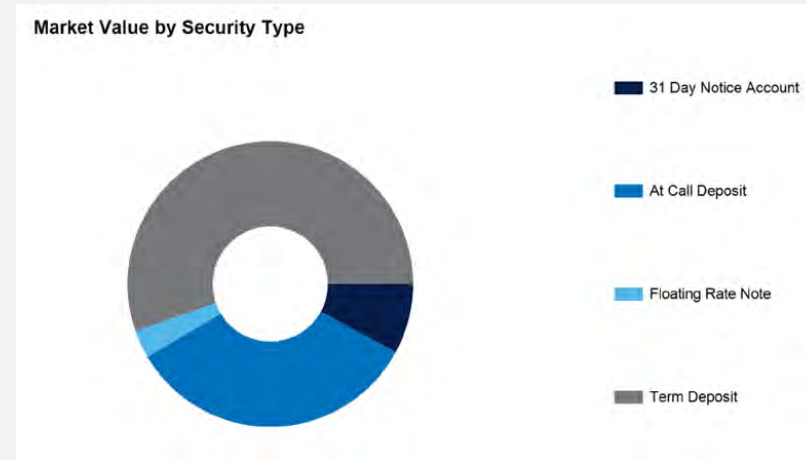
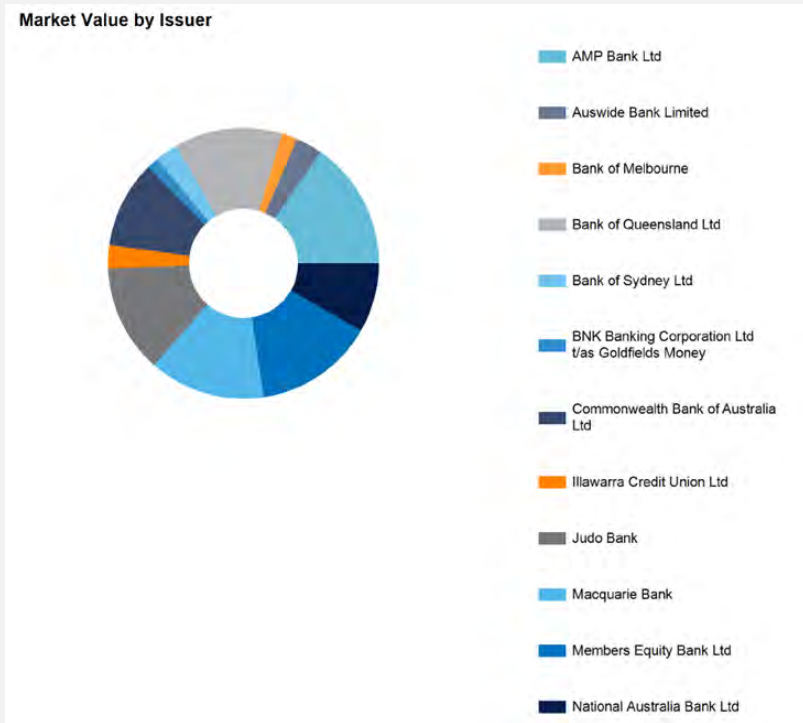
The status of Council's loan borrowings as at the 31 March 2022 are listed in the table below:

Financial institution	Debt principal @ 30-06-2021 \$'000's	Principal repaid \$'000's	New borrowings \$'000's	Debt principal @ 31-03-2022 \$'000's	Interest \$'000's	Loan repayments due over next 12 months \$'000's
National Australia Bank	11,861	276	-	11,585	612	1,183
National Australia Bank - MAV	15,542	-	-	15,542	462	-
Treasury Corporation Victoria	50	-	-	50	-	-
Total	27,453	276	-	27,177	1,074	1,183

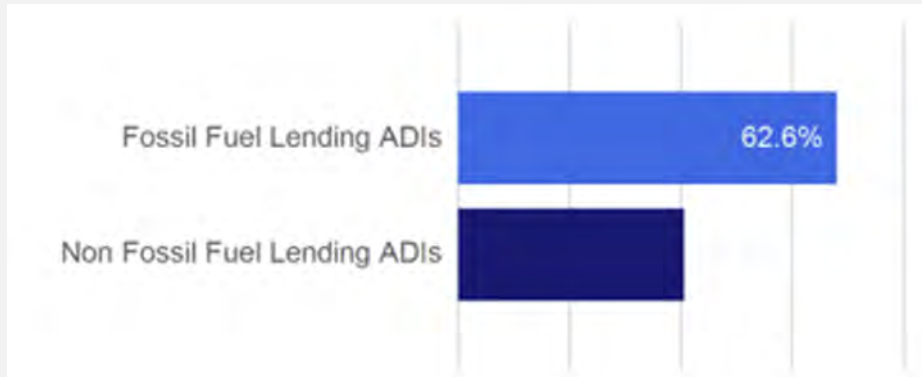
Investments

Council is complying with its Investment Policy (adopted by Council on 16 December 2019) that ensures effective and responsible utilisation of Council’s surplus cash funds within the government legislative framework and applicable Federal and State regulations. Council’s investment holdings as at 31 March 2022 were \$108.595M.

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



Portfolio Fossil Fuel Summary



Performance Statistics for Period Ending 31 March 2022

Trading Book	1 Month	3 Month	12 Month	Since Inception
Frankston City Council				
Portfolio Return (1)	0.01%	0.07%	0.32%	0.66%
Performance Index (2)	0.00%	0.01%	0.04%	0.37%
Excess Performance (3)	0.01%	0.06%	0.28%	0.29%
Notes				
1 Portfolio performance is the rate of return of the portfolio over the specified period				
2 The Performance Index is the Bloomberg AusBond Bank Bill Index (Bloomberg Page BAUBIL)				
3 Excess performance is the rate of return of the portfolio in excess of the Performance Index				
Trading Book	Weighted Average Running Yield			
Frankston City Council	0.52			

Appendix A – 2021-2022 Council Plan Performance: Quarter three

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 reporting 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 three 2021-2022)*

	2021-2022	2022-2023	2023-2024	2024-2025
✓ Initiatives completed	10	-	-	-
■ Completion deferred to following year	3	-	-	-

January - March 2021 Council Plan Initiatives

This table provides a summary of Council’s performance against its Council Plan Initiatives. In 2021-2022 there are 135 Initiatives. Progress by each of the Council Plan Outcome’s is show below:



	Completed ✓	On track ●	At risk ●	Critical ●	Deferred ●
Healthy and safe communities	-	22	-	-	-
Community strength	2	25	-	-	-
Sustainable environment	2	18	6	1	-
Well planned and liveable city	1	13	6	-	1
Thriving economy	2	14	-	1	1
Progressive and engaged city	3	16	-	-	1
TOTAL %	7%	80%	9%	1%	2%





1 Healthy and safe communities




Strategic indicators






If we are successful we will see	Code	Outcome measures	Progress Comments	Directorate	Status
Increased active and healthy lifestyles that support residents living independently for longer	SI-1.1	Proportion of adults who are sufficiently physically active compared to the Victorian state benchmark (Victorian Population Health Survey)	Indicator reported annually	Communities	-
	SI-1.2	Chronic disease levels compared to the Victorian state benchmark (Victorian Population Health Survey)	Indicator reported annually	Communities	-
	SI-1.3	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	SI-1.4	Proportion of students achieving literacy benchmarks (Victorian Child and Adolescent Monitoring System)	Indicator reported annually	Communities	-
	SI-1.5	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	SI-1.6	Proportion of residents who feel a safe in public areas in Frankston City (Community Satisfaction Survey)	Indicator reported annually	Communities	-
	SI-1.7	Rate of hospital admissions due to family violence, alcohol and other drugs (Turning Point)	Indicator reported annually	Communities	-
	SI-1.8	Rate of reported family violence incidents (Crimes Statistics Agency)	Indicator reported annually	Communities	-
Improved education outcomes through better engagement of young people	SI-1.9	Rate of participation in further education (.id)	Indicator reported annually	Communities	-

Initiative progress comments

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	<p>Aligning with the public health Code Brown Response, Frankston City Council was asked to prioritise Maternal and Child Health service delivery towards the youngest and most vulnerable. In addition, some of the Maternal & Child Health nurses were re-deployed to the Peninsula Health hospital to support maternity services. Frankston's nurses have now returned and full services are incrementally returning to normal.</p> <p>Supported Playgroups continue to deliver face-to-face delivery in outdoor environments only. There is a reluctance or inability for community to return, and groups are currently operating at around 80%. Kindergarten registrations opened in February for three and four year old kindergarten. This is the first year of funded three year old kindergarten in Frankston City.</p> <p>Mahogany Rise commenced the New Year mid-January 2022, and utilisation is building and is currently at around 90%.</p>	Communities	
	CP-1.1.2	Co-ordinate Central Registration of enrolments for community kindergartens	<p>Central Kindergarten Registration for both three and four year old funded kindergarten opened in February. There are currently 158 registrations for three year old and 196 for four year old. Four year old registrations are down approximately 50% compared to the same time last year, however we expect this to increase in the coming month prior to the on-time period closing. With COVID-19 restrictions easing, we are looking for opportunities to commence outreach to playgroups, schools and and community events to promote kindergarten and support registration for dis-engaged families and children.</p>	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-1.1.3	Implement Council's Early Years and Best Start Plans	The MEYP is now published and available on Council's website, and all actions for implementation in Year 1 (2022) are now in progress. A copy of the Municipal Early Years Plan has been provided to key stakeholders and also placed in community facilities across the municipality. The 2022 Best Start Action Plan has been finalised, new partnership opportunities have been identified and expression of interest has been distributed to grow the partnership.	Communities	
	CP-1.1.4	Implement Council's Child Safe Policy	Policy has been drafted and is being presented to the staff consultative committee in March 2022	Customer Innovation and Arts	
Maintain systems and capacity to manage and respond to emergency events	CP-1.2.1	Monitor and mitigate key emergency risks	The proactive fire inspection program is complete for the season and compliance officers continue to respond to fire risk complaints as required. The fire season has seen one significant event occurring in Lyppards road Langwarrin affecting our municipality. The property, at the time of the fire had a fire prevention notice against it and was due to be compulsory cleared by our contractor. Upon inspection the following day other areas of Council and government were alerted to non compliance in health, planning and child protection, warrants were issued and executed shortly afterwards. The global pandemic space continues to be monitored and reporting to EMT is occurring daily to inform Council business and decision making. Food and other relief referrals have declined as case numbers fall across the municipality.	Communities	
	CP-1.2.2	Maintain up to date emergency management plans	The Municipal Emergency Management Plan (MEMP) has been re written to align with changes to the EM Planning legislation, machinery of government changes, sector updates and new data available. A significant amount of operational	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			content specific to Council has been removed as the Plan is now a collaborative multi agency document. The Committee met in late February and agreed in principle to the changes of the document and the Plan has been submitted to the regional tier for formal approval. All deadlines have been met and compliance with the Act maintained.		
	CP-1.2.3	Leverage partnerships with key agencies and community groups to improve response to and recovery from emergency events	As the pandemic environment stabilizes the emergency management focus has shifted back towards maintaining systems and capacity building to manage and respond to emergency events. Discussions have occurred with neighboring Councils to arrange collaborative training opportunities for the set up and running of emergency relief centres for Council staff. Consistent training allows for resource sharing across boundaries if and when required. Council and Victoria Police have commenced the development a Frankston specific emergency management exercise to test the Frankston Municipal Emergency Management Plan, this will involve multiple support agencies across the municipality.	Communities	
	CP-1.2.4	Provide financial support for material aid through eligible emergency relief and recovery organisations	Community Support Frankston (CSF) continued to provide financial support and material aid to Frankston residents experiencing financial hardship. A growing number of new clients, including local families that haven't needed support before, were included in those assisted.	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. Lady Emily Reserve Skye, Brolga Reserve Carrum Downs, Orwill Reserve, Frankston play upgrades on	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			track with construction commencing. Sandfield Reserve Master Plan and Carrum Downs Recreation Reserve Master Plan implementation are also progressing with improved accessibility features and enhanced community recreational value.		
	CP-1.3.2	Promote and deliver more diverse play and leisure opportunities for residents of all ages to encourage active lifestyles	The play strategy has been completed and adopted along with Leisure Strategy and priorities will be developed through the budget process	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	Officers have been working the St Kilda Football Club and Monash University as well as a range of providers on delivering the Healthy Futures Hub. Officers are also working with Thrive and Good Sports through a range of sports clubs to develop healthy initiatives	Communities	
	CP-1.3.4	Deliver first year actions for Council's Health and Wellbeing Plan	Implementation of the Health and Wellbeing Plan 2021-2025 Year One Action Plan is progressing.	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	The lead tender for the Men As Role Models programs has been awarded to Whitelion and the contract has been signed. Whitelion are currently in the process of recruiting and employing an employee to oversee the implementation of the program. Jesuit Services were awarded the tender as the training provider for the MARM project and have signed a contract. Discussions are currently occurring between all key stakeholders regarding the Men As Role Models forum potentially to be scheduled in late May early June 2022.	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 partner with these two agencies through quarterly meetings, advocacy and on the ground activities. This quarter has been reasonably quiet; due in part, to the high number of COVID-19 positive cases to the early part of this quarter. This saw Peninsula Health, pharmacies and		

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			other medical professionals divert much of their attention to these cases and vaccination programs. The RAD-FMP (Responding to Alcohol and Other Drugs - Frankston Mornington Peninsula) met on 22 February 2022. The EPIC MATOD (Enhancing Pharmacist Involvement in Care in Medication Assisted Treatment of Opioid Dependence) Project Steering Group did not meet in March 2022 as planned, however a change in State Government funding meant that Peninsula Health has taken over as chair of this group in place of the previous Primary Care Partnership.		
	CP-1.4.3	Implement Council's Gender Equity Policy	This action has been replaced with the development and implementation of the Gender Equality Action Plan which aligns with the requirements for defined entities under the Gender equality Act 2020.	Customer Innovation and Arts	
	CP-1.4.4	Work with Alliance partners to deliver the Frankston City Strategic Housing and Homelessness Alliance Five-Year Strategic Plan	The Alliance steering group met in February and members continue to make progress on the delivery of the 5 year strategic plan. The Frankston Zero workshop initiative was successfully delivered which brought a range of stakeholders and participants together to align their activities with the aim of achieving the ultimate goal of functional zero homelessness (for rough sleeping) in Frankston.	Communities	
Engage young people to support their educational outcomes	CP-1.5.1	Partner with the Department of Education and Training on Frankston North Strategic Education Plan	Council 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 adapt our youth engagement programs and support according to COVID restrictions and community needs, to ensure they are accessible and young people continue to receive ongoing support during this	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			challenging time. We also continue to work closely with our partnering schools to promote student engagement and support, as well as assertive outreach with our Project-Y partners to identify gaps and support needs for our most 'at risk' young people in the local area. Now that we've started to transition back into the community and our partnering schools, we have had some great outcomes in engaging young people through our Youth Hangouts, outreach both with and without the What Bus, at events, and also through sessions and activations at schools and in the community.		
	CP-1.5.3	Enable young people to have a voice through Youth Council and youth events	Youth Council, as well as our other youth groups, including Fresh Entertainment, have really started to pick up for the new year. We have continued to work closely with our events team to ensure we are able to deliver major face2face events, such as Waterfront Festival, as safely and effectively as possible in order to continue to provide support, opportunities, as well as social and recreational outlets for our young people. We have received some really positive feedback regarding recent events and activations, with high levels of engagement from young people and the broader community.	Communities	
	CP-1.5.4	Deliver Library Action Plan	Work on the Action Plan has progressed this month, with a number of programs undertaken in libraries, and the commencement of work on library website.	Customer Innovation and Arts	
	CP-1.5.5	Increase work experience, traineeship and student placement opportunities	Despite the challenges of COVID-19, Community Centres have continued delivery of adult funded Community and further Education programs. Amongst some recent successes celebrated, one of the students completing a an 8-week hospitality course at Frankston South Community &	Communities	


Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			Recreation Centre was successful in obtaining employment at a local café in Frankston.		
	CP-1.5.6	Provide grants to support students in participating in formal education and recreational programs	Means-tested scholarship and inclusion grants have continued to be delivered via the grants program to support young people to access educational and sporting opportunities. The continued provision of these grants was supported by Council following a recent review of the community grants program.	Communities	





2 Community strength





Strategic indicators

If we are successful we will see	Code	Outcome measures	Progress Comments	Directorate	Status
Improved accessibility of services to enhance social inclusion and mental wellbeing	SI-2.1	Percentage of participation rates of gender diversity, disability and Aboriginal and Torres Strait Islander communities in structured sport (sporting clubs)	Indicator reported annually	Communities	-
	SI-2.2	Proportion of people who have ever been diagnosed with depression or anxiety (Victorian Population Health Survey)	Indicator reported annually	Communities	-
	SI-2.3	Proportion of residents who agree Frankston City is responsive to local community needs (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased volunteering to build connections and resilience within the community	SI-2.4	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	SI-2.5	Proportion of residents who are satisfied with Arts and cultural events, programs and activities (Community Satisfaction Survey)	Indicator reported annually	Customer, Innovation and Arts	-





Initiative progress comments




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	Achievements relating to key initiatives included the delivery of the Waterfront Festival and Ventana with an expanded site, higher profile performers and wide ranging media attention coupled with positive feedback from the community. In addition theatre performances, hospitality events and	Customer Innovation and Arts	





Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			exhibitions are increasing activation and utilisation of FAC as the centre operates with less COVID restrictions. The Library is welcoming back programs and activities with patrons enjoying the access to on site opportunities. In addition the Public Art portfolio is continuing to grow with new sculptures available for lease from Sculpture by the Sea under consideration for five sites within the municipality. Tourism is working a new Destination event initiatives to increase the City's calendar of events, enhance visitor experiences and elevate Frankston's profile as an Arts & Culture destination.		
	CP-2.1.2	Build capacity and partner with local creatives and the community to deliver high quality events and art experiences	One Artist Grant recipient had an opportunity to share their performance work created as part of the Artists Grants program. This performance work will continue to be developed with potential for future programming at Frankston Arts Centre in 2023.	Customer Innovation and Arts	
	CP-2.1.3	Deliver festivals and events to improve precinct activation and build on destination tourism	The Waterfront Festival was delivered in February with an expanded event site, which included the Ventana Fiesta precinct in addition to increased programming throughout the site and stages.	Customer Innovation and Arts	
	CP-2.1.4	Develop sculpture and eclectic street art culture	Fabrication of the gateway sculpture at Eel Race Road is progressing well, installation is predicted for August. Discussions are continuing with Sculpture by the Sea regarding a new lease program for five sites within the municipality. Re-fabrication of sculpture Mirage is due to commence. The sculpture Sentinel is currently being restored due to rotting from weather. Preparation for The Big Picture Fest is on track with 15 new artworks scheduled and with three schools participating in the event.	Customer Innovation and Arts	
Enrich the lives of older residents and people with disabilities with opportunities to enable	CP-2.2.1	Deliver Council's annual Seniors Festival, programs and activities to enhance participation and social inclusion	The Positive Ageing team attended a number of local and state wide Seniors Festival planning meetings. In light of potential COVID restrictions,	Communities	





Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
participation and independent living			the team are exploring different formats to ensure broad community participation will be possible.		
	CP-2.2.2	Promote University of the Third Age (U3A) and its diversity of programs	The operations of the Frankston U3A continues to be supported through the Karingal PLACE Community Hub. Planning is presently underway to install a seniors-friendly outdoor exercise equipment in the neighboring park, which will further support U3A program delivery to enhance the health of older persons in the Frankston community.	Communities	
	CP-2.2.3	Develop and deliver Council's Disability Action Plan	Carers Walk is now occurring off line and in person and is being supported by a community service group. Discussions occurring regarding the inclusion of a Changing Places (a bathroom for people with disability who cannot independently toilet) at George Pentland Botanic Gardens -with regards to the current Masterplan Implementation for the park.	Communities	
	CP-2.2.4	Facilitate improved access for people with disabilities to services and transport options	Discussions have been had regarding providing increased disability access in the Coastal and Marine Management Plan Also discussions occurring regarding the promotion of Universal Access Information eg Our people with a disability in the community (and tourists) need more information from Council to help them plan their local outings so they can be active members of the community. The project team currently looking at access and feature information to be mapped of our parks/reserves/play spaces. The Disability Access and Inclusion Committee whom meet monthly eight times per year, are also involved in providing support and advice with the implementation of the Disability Action Plan	Communities	
	CP-2.2.5	Support and promote Culturally and Linguistically Diverse (CALD) seniors groups	The Positive Ageing Team provided support for bi-cultural workers and community health champions	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			to support community to book their third dose of COVID-19 vaccine and 5-11 appointments online. The team continued to promote opportunities for CALD groups and places of worship to host Peninsula Health's pop-up vaccine clinics or have Monash Health's vaccine bus attend their meeting location. Monash Health were supported with the distribution of Rapid Antigen Tests to three CALD community groups and places of worship in Frankston, community mobilisers were recruited in each of the CALD groups and places of worship to support future distribution and training for the Rapid Antigen Tests. Promotion continued for photos and information regarding the Enchanted Forest child friendly section at the Frankston Community Vaccination Hub for the 5-11 vaccination roll out to local cultural community groups, language schools, places of worship, Bi-cultural workers and Community Health Champions.		
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 continues to be refined to support reporting requirements	Communities	✓
	CP-2.3.2	Continue to build volunteering diversity in community organisations	Now that the community is emerging from COVID restrictions, there is a renewed focus on supporting the re-engagement of volunteers. The 2022 volunteer expo is currently in the planning phases which will serve to expand the promotion of volunteering opportunities to diverse community members. The L2P program specifically works alongside organisations such as - Brotherhood St Laurence and Salvation Army (salvo care youth services unit). Some of the clients of the above organisations are At Risk young people. Therefore, L2P are aware that volunteers/ Mentors ideally should be reflective of some of the learners backgrounds.	Communities	●

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			This should potentially allow for better engagement into the program. This will be the focus for the quarter ahead.		
	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	Gender assessment tool officially launched on International Women's Day with special guest Sharni Norder. This tool has now been circulated to all clubs and officers will now work with clubs to implement this tool	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 made significant progress in the development of our Respectful Relationships/Choose Respect resource for young people. After recently completing both our youth and stakeholder/professional workshops to gain relevant feedback and insights, IMC will soon come back to us with the draft concept, which is extremely exciting. Youth Council will also provide additional feedback and guidance through this next stage of development to ensure the resource is meaningful and engaging for our target audience.	Communities	
	CP-2.3.5	Coordinate activities to celebrate International Women's Day	Council promoted and delivered an extensive range of events and activities to celebrate International Women's Day in March 2022. These activities included: Youth woodworking activities & BBQ (breaking the bias), Free Sessions at PARC, Local Business woman showcase event, delivery of 460 #BreakThe Bias cookies delivered to a large variety of non-profit services, the launch of a gender inclusive sporting club self assessment tool, jobs advocate forums, and the soft launch of Council's Gender Equality Action Plan.	Communities	
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 continues to maintain effective engagement with many community groups, through a range of activities including projects,	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			grants, seasonal tenancies, volunteering support, events, meetings, etc. These opportunities provide Council with a greater understanding of the needs of the groups and the community. Specifically, Council recently completed a review of its Community Grants program and adopted a range of recommendations for improvements to the grants program which were identified through extensive engagement with community stakeholders and grant recipients.		
	CP-2.4.2	Promote Community Centres and their programs	Following the significant COVID-19 restrictions, the Community Centres across Frankston are generally in a 'reassessment and rebuild process', in order to understand and respond to what the local community needs in the short and medium term. All Community Centres are now open with programs operating and being promoted - which play an important reconnection opportunity for residents.	Communities	
	CP-2.4.3	Deliver Council's grants programs	Council's Community Grants program has continued to be successfully delivered to strengthen the Frankston community. A review of the Community Grants program was recently completed which included a range of recommendations to further improve the program. Council supported these changes and the revised policy is now being placed on public exhibition for comment before final determination.	Communities	
	CP-2.4.4	Build connections between volunteers and volunteer organisations through Impact Volunteering	Now that organisations and community members are re-emerging from COVID-19 lock downs, this re-engagement of volunteers is becoming a key focus. Impact volunteering team continue to build connections with organisations and businesses to support initiatives that support the community and contribute the wellbeing of the volunteers themselves.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-2.4.5	Promote library programs to engage the community	Story times delivered at Frankston, Carrum Downs and Seaford libraries in February were well attended, and a number of programs undertaken at libraries after dark. The Community Room will also be available for loan soon, after being re-purposed during Covid.	Customer Innovation and Arts	
Deliver essential advocacy, support and referral services for residents in need	CP-2.5.1	Monitor demographic data trends to inform service plans meet the future needs of the local community	Demographic data trends from various sources, including the Household Survey, are monitored on a regular basis and used to inform the development Strategies and Plans.	Communities	
	CP-2.5.2	Deliver a community call centre to triage service system support, referrals and the funded job advocacy program	Calls continue from residents for a wide range of needs: information with navigating the My Aged Care system, supports with mental health or substance abuse are common enquiries. Vulnerable members of the community continue to benefit from wellbeing calls reducing social isolation. Older residents who are still expressing concerns about getting back out into the community are suggested social activities and supports to get them re-engaged. Frankston Jobs Advocates continue at community centres, shopping centres, libraries, International online sessions, Women's Day and Building Connections - Career & Development Expo. More than 350 people have been provided with assistance and referrals across January and February.	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 remains slightly under target, however has now stabilised. The My Aged Care portal remains temporarily closed for the acceptance of CHSP Domestic Assistance referrals. Active recruiting and on-boarding of new Direct Care Workers, along with capacity building within service teams will support the re-commencement of domestic care services in the near future. Meals on Wheels has continued to provide fresh cooked,	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			nutritional meals. In consultation with a registered Dietician and in partnership with Environmental Health the Allergen Management Plan final testing phase has commenced. Surface and food swabbing was conducted at the kitchen and pending results the Plan will be formally adopted. Community Transport and Planned Activity Outings have resumed full bus limits and staff are contacting community to now provide additional opportunities for socialisation and engagement.		
	CP-2.5.5	Partner with the Housing and Homelessness Sector to deliver the Frankston City Strategic Housing and Homelessness Alliance 5-Year Strategic Plan	Whilst made more challenging by the impacts of COVID-19 on the community and its most vulnerable members, work has continued at all levels of Frankston City Strategic Homelessness Alliance to progress delivery against the 5-year Strategic Plan.	Communities	
	CP-2.5.6	Provide referral services through our Neighbourhood house programs and youth services	Referral services continue to be conducted through both the Neighbourhood House programs and the Youth Service programs. This has been particularly important given the community as been re-emerging from COVID-19 restrictions, and there have been observable impacts on the mental health and wellbeing of many residents.	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)	Delivery is progressing well. Cultural Training is being coordinated at FCC and will be available to staff in conjunction with Council's online learning. A new online training program that both new and current staff will be able to undertake will also provide them with a grounding of the Aboriginal Culture and history. This will also support the Cultural Bus Tour for the Councillors and Management Team where they will visit significant Aboriginal sites and Nairn Marr Djambana.	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	Dates are now locked in for Councillors to attend a bus tour of key local aboriginal sites followed by meeting at Nairn Marr Djambana (the local	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
		and Islanders Day Observance Committee (NAIDOC) week activities	Gathering Place) for afternoon tea. This will be an important opportunity for Councillors to learn more about the indigenous history of the area and to connect with local aboriginal community members.		
	CP-2.6.3	Project manage the redevelopment of the Nairn Marr Djambana gathering	Council has worked in collaboration with Nairn Marr Djambana and the State Government to develop a proposal and project plan to utilise a successful State Government grant to develop a masterplan and construction designs for the Nairn Marr Djambana site. This work would then well position Nairn Marr Djambana to reapply for future grant funding to build a new facility and undertake landscaping activities. This proposal is now under consideration by the Minister.	Communities	






3 Sustainable environment






Strategic indicators









If we are successful we will see	Code	Outcome measures	Progress Comments	Directorate	Status
Increased climate emergency response and leadership	SI-3.1	Council greenhouse gas emissions (Emissions register)	Indicator reported annually	Infrastructure and operations	-
	SI-3.2	Community greenhouse gas emissions per capita (Emissions register)	Indicator reported annually	Infrastructure and operations	-
	SI-3.3	Community satisfaction with Council meeting its responsibilities towards the environment (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased protection, access and connection to the natural environment	SI-3.7	Proportion of beach water quality samples at acceptable Environmental Protection Authority levels (EPA)	Indicator reported annually	Communities	-
	SI-3.8	Proportion of local biodiversity that is thriving and safeguarded (Flora and Fauna Surveys)	Indicator reported annually	Communities	-
	SI-3.9	Proportion of community satisfied with Open space, natural reserves and foreshore (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased diversion of waste from landfill	SI-3.6	Proportion of collection waste diverted from landfill (LGPRF)	Indicator reported annually	Corporate and Commercial Services	-
Increased tree canopy cover and reduced urban heat	SI-3.4	Percentage of tree canopy cover (DELWP)	Indicator reported annually	Communities	-
	SI-3.5	Urban temperature (DWELP)	Indicator reported annually	Communities	-

Initiative progress comments

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	The Seaford and Carrum Downs Urban Forest Precinct Plans were completed in March. Tree planting locations for the 2022-2023 planting season are being finalised utilising the high priority areas identified in these plans.	Communities	
	CP-3.1.2	Develop precinct planting plans to identify opportunities for planting in high priority areas	Seaford and Carrum Downs Urban Forest Precinct Plans have been completed.	Communities	
	CP-3.1.3	Implement the tree protection local law and planning scheme	70 local law application have been received and completed for 2021 (compared to 50 applications for 2020) Planning referrals numbers relating to removal and protection of trees remain high and are ongoing.	Communities	
	CP-3.1.4	Support the volunteer indigenous nursery to encourage indigenous planting	Recruitment for new nursery positions is complete. Additional security has been installed to support staff and volunteers at the nursery. Nursery is on track for the upcoming opening day and to meet all plant orders and targets for 2021/22	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	Community engagement to inform the development of the Coastal and Marine Management Plan is currently open, seeking feedback from the community on their values and vision for the foreshore area. Engagement was also undertaken at the Waterfront Festival in February with more than 400 people providing input. The Foreshore Advisory Committee had their first meeting on 17 March 2022.	Communities	
	CP-3.2.2	Adopt the Biodiversity Action Plan	This action was completed in Quarter two.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-3.2.3	Deliver the Native Vegetation offset Program	The Department of Environment Land Water and Planning has provided feedback that the existing 'title instrument' relating to the transfer of land for Studio Park, which outlines that the land (in its entirety) must be available for public recreation and playing fields, is not suitable for a third party offset site. Officers are seeking further legal advice as to a way forward.	Communities	
	CP-3.2.4	Update management plans for natural reserves	An initial review and of existing Management Plans is currently being undertaken by Council Officers.	Communities	
	CP-3.2.5	Maintain natural and coastal reserves	Some services fell behind due to storm clean-up coinciding with fire management works, a mild summer and vacancies in the natural reserves teams. Additional contractor support has been engaged to work alongside rangers to get priority weed control and restoration projects back on track	Infrastructure and Operations	
	CP-3.3.3	Work with local and regional partners to deliver environmental and climate action projects	Meetings were held in February with the South East Councils Climate Change Alliance (SECCCA) and its member councils to commence development of a regional climate action advocacy campaign. SECCCA received \$965,000 from the Minderoo Foundation to support member councils and their communities on a new project to better prepare for climate change.	Infrastructure and Operations	
	CP-3.3.4	Implement energy efficient upgrades to Council assets	A \$394,000 financial rebate was secured from the Victorian Government for Council's bulk street light upgrade project which is now completed. Lighting upgrades and rooftop solar works for Council facilities were delayed, however the contractor was appointed for the PARC solar project and work on the RFQ for the other solar and lighting projects progressed. These projects are now scheduled for completion in 2022/23. Redevelopment of the Kevin Collopy Pavilion commenced including	Infrastructure and Operations	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			electrification and solar works to reduce emissions and transition the facility to renewable energy.		
	CP-3.3.5	Research ways for council to support the use and uptake of electric vehicles across Frankston City	Research and data analysis was completed for development of the Electric Vehicle (EV) Charging Roadmap for south east Melbourne. Council's pedal assisted e-bike trial was launched in January. Council's trial of public EV charging stations progressed with a briefing session for prospective tenderers in February.	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	Two local businesses were approved under Council's Environmental Upgrade Finance program for low interest loans to upgrade their buildings with rooftop solar. Fifty one local businesses were engaged through the Small Business Energy Saver Program, with eight businesses so far upgrading to energy efficient appliances through a financial rebate. Development of the Home Energy Saver Toolkits was behind schedule but is expected to be completed by June.	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 project has commenced with appointment of a consultant.	Communities	
	CP-3.3.2	Ensure Environmentally Sustainable Design (ESD) principles are achieved for new developments, buildings, public realm and places	An Environmentally Sustainable Design (ESD) officer is working across relevant areas within Council to ensure ESD principles are integrated and achieved. Council has subscribed to the Built Environment Sustainability Scorecard (BESS) to support Sustainable Design Assessment in the Planning Process and the ESD officer is providing internal training to relevant departments. ESD fact sheets are currently being drafted to assist in providing information on ESD standards and requirements.	Communities	
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	Council's commitment to the final tender process has been deferred to the April Council meeting.	Corporate and Commercial Services	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-3.4.2	Deliver a standardised waste and recycling system to all households to maximise diversion of waste from landfill	Standardisation of waste bin lids is planned for 2022, progressing to align with the commencement of the Kerbside Collection Contract. Funding has been received from the Victorian Government as part of the Kerbside Reform Fund.	Corporate and Commercial Services	
	CP-3.4.3	Implement the Waste Circularity Master Plan	The draft Waste Circularity Master Plan is currently being developed to align with the budget timeline for 2022-2023 funding.	Corporate and Commercial Services	
	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 has increased with 22% of the community currently utilising a council supplied food caddy. The awareness of the service has remained the key communication focus.	Corporate and Commercial Services	
	CP-3.4.5	Implement the Kerbside Reform Transition Plan	The draft Kerbside Reform Transition Plan is currently being developed to align with the budget timeline for 2022-2023 funding.	Corporate and Commercial Services	
	CP-3.4.6	Introduce waste minimisation initiatives	Initiatives on programs to improve recycling and minimisation of waste have been delayed due to re-directing focus towards the procurement of kerbside collection processing services that was unplanned.	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 grow programs that enable residents to enjoy flora and fauna	The development of programs for quarter 4 program has been completed which includes the Indigenous Nursery Open Day and involvement in the iNaturalist City Nature Challenge.	Communities	
	CP-3.5.3	Ensure reserves are accessible while still protected	Vandalism and damage occurring in reserves has reduced since lock downs have been wound back. Regular maintenance is still required, but this is back to more normal levels. Some high priority natural reserves have been temporarily closed to	Infrastructure and Operations	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			undertake fox control programs to reduce impacts of predation on native wildlife.		
	CP-3.5.4	Deliver community tree planting programs and education	GIS systems and planting sites continue to be updated to assist with planting plans focusing in Carrum Downs and Seaford areas to ensure infill planting to replace losses is a priority. Planting program is on track to commence in winter.	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	The next meeting of the Kananook Creek Governance Group will be a planning session to identify key opportunities and actions for Kananook Creek. This will also identify advocacy opportunities and actions to be implemented in the short term.	Infrastructure and Operations	
	CP-3.6.2	Progress Council's recycled water projects in partnership with key stakeholders	With the business case developed in partnership with South East Water and other stakeholders, officers are awaiting information about the success of a funding opportunity to supplement contributions to construct a recycle water project in the Monterey area.	Infrastructure and Operations	

4 Well planned and liveable city






Strategic indicators





If we are successful we will see	Code	Outcome measures	Progress Comments	Directorate	Status
Urban design renewal of places and spaces	SI-4.1	Proportion of open space and infrastructure that is fit for purpose (Internal report)	Indicator reported annually	Communities	-
	SI-4.2	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	SI-4.3	Proportion of residents who are satisfied with travel options around the municipality (Community Satisfaction Survey)	Indicator reported annually	Infrastructure and operations	-
	SI-4.4	Proportion of residents living within 200m of public open space	Indicator reported annually	Communities	-
Frankston City's identity as a liveable city	SI-4.5	Proportion of residents who are proud and enjoy living in their local area (Community Satisfaction Survey)	Indicator reported annually	Communities	-




Initiative progress comments

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. 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, White Street Mall, Fletcher Road Creative Gateway, Monash Greenlink Improvements.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-4.1.2	Develop an integrated Housing strategy, Neighbourhood Character study and design guidelines	The preparation of the Frankston Housing Strategy has been deferred to 2022-2023 as additional resources are required for this priority work to be undertaken.	Communities	
	CP-4.1.3	Finalise and implement Frankston Metropolitan Activity Centre (FMAC) Structure Plan	A draft Emerging Ideas Paper has been prepared. Public Consultation on this document is being planned for April and May 2022.	Communities	
	CP-4.1.4	Review Kerbside Trading Guidelines	A project scope has been prepared to assess the success of the outdoor dining program and to provide recommendations for the future of the initiative, this project will consider the Kerbside Trading requirements. Funding for the Kerbside trading guidelines has been approved at Midyear review.	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	This action was completed in quarter 2.	Communities	
	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	Initial consultation for the Integrated Transport Strategy has been completed and an issues paper prepared to inform the draft strategy. The consultant is now reviewing feedback, data and background issues to draft a first cut of the Integrated Transport Strategy.	Infrastructure and Operations
CP-4.2.2		Review Council's Bicycle Strategy and develop a Cycle Improvement Plan to encourage and facilitate transport choice	With the Integrated Transport Strategy officers are now reviewing the existing Bicycle Strategy to inform an updated plan.	Infrastructure and Operations	
CP-4.2.3		Advocate to State Government for improvements to bus and rail public transport services	Initial consultation for the Integrated Transport Strategy has been completed and an issues paper prepared to inform the draft strategy. The consultant is now reviewing feedback, data and background issues to draft a first cut of the Integrated Transport Strategy. This will include focus areas for advocacy to improve public transport services	Infrastructure and Operations	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-4.2.4	Develop open space walking and cycling connections	Work is progressing 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	An issues and opportunities plan has been prepared for Monterey Reserve Master Plan following community engagement. Development of a draft Masterplan is currently underway. The endorsed Frankston Play Strategy and Local Parks Action Plan is currently being implemented.	Communities	
	CP-4.3.2	Deliver annual capital works program including key major projects: Jubilee Park and activation of Yacht Club Restaurant	<p>The annual capital works program is tracking well. 31 projects of 246 are complete with 70% of the total program budget committed with contractors. However, some delays in delivery and cost escalations are now being experienced due to COVID related factors.</p> <p>Major projects are progressing as scheduled. The Jubilee Park Stadium is well into the construction phase with all earthworks near complete and the stadium car park available for use in March 2022. The Frankston Yacht Club ground floor café will open in March 2022 and the first floor restaurant is currently in the design phase.</p>	Infrastructure and Operations	
	CP-4.3.3	Develop the Public Toilet Action Plan	Project has commence with appointment of a consultant to review and develop the plan and initial consultation underway with key stakeholders.	Communities	
	CP-4.3.4	Develop the Baxter Park Master Plan	Development of the Master Plan is underway. Research, collection of information on uses and activities and investigation of constraints to activities within the space has been completed along with extensive community and stakeholder consultation. Additionally, a draft Equestrian Master Plan for the equestrian area at Baxter Park has been prepared.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-4.3.5	Review maintenance and asset renewal programs to enhance safety and presentation of the City	FMAC and the Boardwalk Keats Park and boardwalk scheduling has been amended and current advertising to on-board 2 x New EFT. Still awaiting arrival of new ute and high pressure unit. Power Bi- Reporting has been implemented by IT team which gives Operations a high level dashboard view of FAMIS defects from Initial inspections, RW's and TW's. This implementation provides clear vision of all works to be scheduled and not become over due to the Road Management plan with financial forecasting more accurate. Within the next quarter more improvements will continue here with continuous improvement and measures are constantly tested to improve community needs and services to a high and programmed level. - Moving away from been re-active.	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 deployed a fleet of ~150 e-bikes in the municipality at no cost to Council with good take up seen so far, early success is prompting us to investigate the use of e-scooters too. For residents who own their own e-bikes we have installed charging infrastructure at the foreshore.	Customer Innovation and Arts	
	CP-4.4.2	Investigate parking technology and way finding to make it easier for people to make smart parking choices	Quotation have been assessed and a contractor is being selected for the delivery of a trail of smart parking technology and hardware in a section of FMAC. It will include providing information to people about parking choices. Once installed this will be trialled and evaluated.	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. This is due to be completed this financial year and is on track to meet this target.	Customer Innovation and Arts	



Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-4.4.4	Develop a transport plan for the City Centre as part of the development of the Frankston Metropolitan Structure Plan	Initial consultation for the Integrated Transport Strategy has been completed and an issues paper prepared to inform the draft strategy. The consultant is now reviewing feedback, data and background issues to draft a first cut of the Integrated Transport Strategy. This will also feed into the FMAC Structure Plan Refresh.	Infrastructure and Operations	
	CP-4.4.5	Develop a Municipal Integrated Transport Plan which addresses emerging technologies in transport planning.	Initial consultation for the Integrated Transport Strategy has been completed and an issues paper prepared to inform the draft strategy. The consultant is now reviewing feedback, data and background issues to draft a first cut of the Integrated Transport Strategy.	Infrastructure and Operations	
	CP-4.4.6	Smart Cities data collection, reporting and insights	Council continues to collect a host of data sets for reporting and insights relating to Smart City activities. We have continued 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. The data collected has been used to evaluate the impact of our initiatives such as shopping strip redevelopment.	Customer Innovation and Arts	

5 Thriving Economy

Strategic indicators





If we are successful we will see	Code	Outcome measures	Progress Comments	Directorate	Status
Increased business and industry investment	SI-5.1	Number of commercial building approvals (ABS)	Indicator reported annually	Communities	-
Rejuvenated activity centre precincts	SI-5.2	Gross local product of the municipality (\$m) (.id)	Indicator reported annually	Communities	-
	SI-5.3	Percentage of retail vacancy rates (Economic Development Scorecard)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI-5.4	Proportion of residents who are unemployed (.id)	Indicator reported annually	Communities	-
	SI-5.5	Proportion of residents who are underemployed (ABS)	Indicator reported annually	Communities	-
	SI-5.6	Proportion of residents with a qualification (.id)	Indicator reported annually	Communities	-
	SI-5.7	Proportion of residents employed locally in Frankston City (.id)	Indicator reported annually	Communities	-

Initiative progress comments

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	The draft Revitalisation Action Plan is has been prepared for stakeholder consultation which are being planned for quarter 4.	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 recover to issues caused by the COVID-19 restrictions and isolation requirements. Extended Outdoor Dining activation's have been delivered along Nepean Highway Frankston and a	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			further round of funding has been received from the Victorian Government for delivery by end of June 2022. Vacant shop front grant program is currently open seeking submissions on suitable business proposals that will activate vacant premises.		
Remove complexity and provide planning certainty to attract economic investment	CP-5.2.1	Expand Council's Business Investment Attraction Program	Invest Frankston promotion and marketing campaign has been developed and will launch in April 2022. Invest Frankston Business Grants were open throughout February and applications have been assessed to be awarded in quarter 4.	Communities	●
	CP-5.2.2	Promote Invest Frankston and precinct opportunities	A number of grant programs that seek to activate retail precincts (Seaford, Nepean Highway, Stieble Place, City wide Facade improvements) have been promoted throughout March. An EOI seeking suitable operators of high end hospitality has been launched for the Yacht Club and will close April 2022.	Communities	●
	CP-5.2.3	Complete the Statutory Planning Business Improvement Program to streamline online planning permits applications	New planning permit applications are online, but the overall Business Improvement Program to streamline assessment of planning applications has been impacted by increased application workload and the core application management system upgrade. The focus of last quarter was change management, particularly supporting internal referral providers by ensuring the developed improvements were implemented and maintained.	Communities	■
	CP-5.2.4	Maintain and promote Council's business concierge	The business concierge service continues to be an extremely valuable service to the business community with 77 enquiries received in Q3. This is down on previous quarters with January enquires low as people began to travel again.	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 strategic approach to attracting major and seasonal events to Frankston City was endorsed in principle at the Council meeting on 31 January 2022. The Destination Event Attraction Program	Customer Innovation and Arts	●

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			Guidelines are currently being finalised and designed, scheduled to be released in early March. The program will enable small, medium and large scale community and commercial events to apply to Council for support in a single process.		
	CP-5.3.2	Research and develop opportunities for a vibrant night time economy	A Council resolution to support a grant program for After Dark Activation has been determined. The program will commence in 2022-2023 Financial Year.	Communities	✓
	CP-5.3.3	Engage local and international creatives to enhance Frankston as an arts hub	Frankston Arts Centre Season Programming resumed with a national tour of 'Magic Beach' presented, as well as a national tour of the stage adaptation of the internationally recognised television program, 'Bluey'; which presented multiple performances for families. David Hobson, a well known Australian tenor, presented two performances as part of Frankston Arts Centre's Daytime Music and Theatre program.	Customer Innovation and Arts	●
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	A review of the draft Strategies for consultation is underway and engagement activities are being planned.	Communities	●
	CP-5.4.2	Develop and Implement the Frankston Industrial Strategy	Development of the strategy has commenced with a discussion paper being prepared.	Communities	●
	CP-5.4.3	Further develop the feasibility for a Business Innovation Centre in the city centre	The feasibility report for the Business Innovation Center at Keys Street site was completed and a decision was made not to progress.	Communities	✓
	CP-5.4.4	Deliver the Strategic Partnerships and Advocacy Framework	The Strategic Partnering and Advocacy Framework has been drafted - due to Federal Government election resource needs this work will be resumed in April 2022.	Customer Innovation and Arts	●
	CP-5.4.5	Re-establish a Frankston Business and Industry Council and pursue partnership and innovation opportunities	Planning for Business Chamber well under way with launch expected in June/July. Work has been done on naming, branding, Board and membership structure, inclusive of tiers of payment structures where appropriate. An extensive working group of business owners in Frankston are highly engaged in	Customer Innovation and Arts	●



Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			the project - with key sponsors interested post launch of the Chamber.		
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	Nepean Highway expanded Outdoor Dining complete. Design for creative tree lighting and median improvements are underway. Phase 1 Issues and opportunities analysis for the development of a Nepean 'Boulevard' vision is underway.	Communities	
	CP-5.5.2	Explore support for permanency of outdoor dining initiatives	A project scope has been prepared to assess the success of the outdoor dining program and to provide recommendations for the future of the initiative.	Communities	
	CP-5.5.3	Embed place-making and activation programs in key precincts	The Do It Outdoors 2.0 place activation program has now been complete, the program included music performances as part of outdoor dining interventions and yoga/zumba in parks within the municipality. A analysis of the program is now being undertaken.	Communities	
	CP-5.5.4	Program improvements to precinct streetscapes	Outdoor dining interventions in planning for White Street Mall, Frankston Yacht Club, Mc Clelland Gallery Cafe, Banyan Reserve and Monterey Park. Planning and design is underway for improvement to Railway Parade Shops, Seaford and Fairway Street Shops, Frankston.	Communities	



6 Progressive and engaged city




Strategic indicators





If we are successful we will see	Code	Outcome measures	Progress Comments	Directorate	Status
Increased engagement with our community	SI-6.1	Community satisfaction with Council's community consultation and engagement (Community Satisfaction Survey)	Indicator reported annually	Customer, Innovations and Arts	-
	SI-6.2	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, Innovations and Arts	-
Service delivery that frequently meets the needs and expectations of the community	SI-6.3	Proportion of residents satisfaction with the overall Council performance (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-
	SI-6.4	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	-
	SI-6.5	Percentage of capital work program delivered (Capital Works Delivery Program)	Indicator reported annually	Infrastructure and operations	-
Increased satisfaction with the integrity and transparency of Council	SI-6.6	Community satisfaction with Council implementing decisions in the best interests of the Community (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-
	SI-6.7	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	-





Initiative progress comments

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	Council adopted the 10 year financial plan at the 11 October, 2021 meeting. The plan outlines strategic actions to ensure Council remains financially sustainable in maintaining infrastructure and delivering services into the future. COVID-19 continues to challenge the financial sustainability of the organisation, however close financial monitoring ensures an accurate reflection of the financial impacts and management's response to mitigate those impacts. The December 2021 Quarterly Consolidated Financial Performance Report documented the financial impacts of COVID-19 and Council's approach to funding those financial losses. The 2021-2022 Mid-Year Budget position was adopted by Council at the 21 February 2022 meeting. Council continues to remain in a cash surplus and financially sustainable.	Corporate and Commercial Services	
	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. Even though restrictions have primarily been lifted, opportunities to generate more revenue still remain difficult through this recovery phase. Council's commitment to advocacy has generated additional grant funding which will take pressure off rates funding and user fees and charges.	Corporate and Commercial Services	
	CP-6.1.3	Implement the Property Strategy and Plan to ensure property is managed for the broader community in a responsible way	Property Strategy implementation has progressed. Broad stakeholder engagement on a new suite of documents was undertaken from January to March, establishing non-negotiables for updated lease and license documentation, ahead of legal instruction.	Corporate and Commercial Services	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			Work has continued on the standardisation of processes, with a current focus on lease and license administration. These processes have been reviewed as part of an internal audit on Leases and Licenses throughout February and March.		
	CP-6.1.4	Review and adopt Procurement Policy; monitor, manage and refine processes to support collaboration, innovation, efficiency and agility	<p>Procurement processes and templates have been reviewed to reflect changes to the Procurement Policy. Planning has commenced for the introduction of a Procurement Toolkit which will be hosted on Council's intranet, providing process guidance and current documentation.</p> <p>Power BI Dashboards are in development, which will assist with data analysis from Council's Contract Management System (Open Windows) and Finance System (Tech One).</p> <p>Officers have been working on a regional collaborative procurement for the establishment of a Social Enterprise panel, which will give internal staff and contractor's access to a range of local social enterprises, to increase Council's social expenditure.</p>	Corporate and Commercial Services	
	CP-6.1.5	Oversee the reporting and governance of Council's subsidiary Peninsula Leisure Propriety Limited to ensure recovery and future growth	Navigating the financial impacts of the government restrictions due to the COVID-19 pandemic has been challenging however the Board has briefed Councillors, the Executive Management team and the Audit and Risk Committee in a timely manner. A report in October requested Council to provide financial support of \$2.25 million for operational and capital expenditure to address the COVID-19 financial challenges during 2021-2022. Due to the re-opening of the facility in November/December, the forecast has improved with anticipated draw-down of \$1.75 million. However the outbreak of	Corporate and Commercial Services	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			<p>Omicron had an impact on the recovery number of membership resulting in a carry-over of the \$500,000 to be required for the 2022-2023 financial year.</p> <p>Reporting during the third quarter included the 2020-2021 Business Plan and Quarter Two Performance Report including additional governance information as requested by Council's Audit and Risk Committee.</p>		
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. This quarter 2021-2025 Service Plans were finalised and informed the 2022-2023 planning cycle, including the budget. Cross-functional Service Governance groups were established to assist with the prioritisation of 2022-2023 initiatives.	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 2021-2031 Long Term Infrastructure Plan (LTIP) which was adopted by Council on 11 October 2021. Work is well advanced on the development of the 2022-2032 LTIP and the 2022/23 Capital Works Program with a draft ready at end March 2022 for the Councillor workshop in April 2022. On track for completion at end April 2022.	Infrastructure and Operations	
	CP-6.2.3	Develop and implement Enterprise, Risk, Opportunity Management Framework	<p>The draft Risk Management Policy was updated with feedback from the Audit and Risk Committee, and was re-issued in March with no further feedback received.</p> <p>The Risk Management system has been populated with the organisational strategic risks. The operational risks have been captured during service</p>	Corporate and Commercial Services	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			<p>planning and are being reviewed as part of the service initiative process.</p> <p>Councillors were asked to review Council's Risk Appetite in February as part of the Planning Cycle engagement. Work has now commenced on reviewing the overarching risk management framework.</p>		
	CP-6.2.4	Develop and implement Governance and Integrity Framework to enable open, transparent and accountable decision-making	The development and implementation of the Governance and Integrity Framework has been deferred to 2022-2023 as resources are required for this priority work to be undertaken.	Corporate and Commercial Services	
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	The Strategic Partnering and Advocacy Framework has been drafted - due to Federal Government election resource needs this work will be resumed in April 2022.	Customer Innovation and Arts	
	CP-6.3.2	Develop and deliver annual advocacy campaign plan	Council's flagship and opportunistic priorities have been adopted by Council for 2022. Additionally, Council has a process for developing an annual budget submission to state and federal governments to respond to the immediate and changing needs of the community. This is published on Council's corporate website.	Customer Innovation and Arts	
	CP-6.3.3	Build the profile of advocacy priorities through implementation of a communication and engagement plan	Council has a robust calendar of advocacy, engagement and public relations tactics presented to Councillors in January 2022 that will be implemented throughout the year depending on the audience and outcome required. This includes meetings with local politicians and candidates, state and federal ministers and shadow ministers, advocacy pop-up events to engage with community members, social media campaigns and more. Council met with Minister for Community Sport and Minister for Environment and Climate Change in March 2022 to discuss advocacy priorities, with further meetings to occur.	Customer Innovation and Arts	

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 continued its redesign of the navigation of its websites and rewriting of its content to ensure accessibility for all. Council has continued to digitize high impact transactions. Council has started work on its content strategy and have added project resources to re-write its content to ensure accessibility through what we write. The team have uplifted the quality assurance metrics with the site up to 97% with only a small amount of changes required to achieve 100%.	Customer Innovation and Arts	
	CP-6.4.2	Implement the Customer Experience Strategy	The Customer Experience Strategy has been drafted - it is now being phased into a staged delivery project plan running over three years. Once the project plan is complete it will be endorsed by EMT prior to external consultation with key stakeholders.	Customer Innovation and Arts	
	CP-6.4.3	Implement the Community Engagement Framework	Framework delivery complete, with community engagement now being coordinated and reported on centrally, with staff using approved model and processes. Online engagement being delivered on the Engage Frankston! website with good community response and interaction. In person engagement now also being coordinated and delivered according to the Framework. Mini Frankston City is now active with 520 members, who are participating in online engagements and deliberative workshops.	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 operations, spending and work across Frankston City in a way that is meaningful and simple to understand	Council received the audited 2020-2021 consolidated financial accounts at its meeting on the 20 September 2021. The December 2021 Consolidated Financial Performance Report was presented and noted by Council at the 21 February, 2022 meeting. COVID-19 has impacted our financial position, however management has responded by taking action to offset these losses, whilst continuing to deliver services within	Corporate and Commercial Services	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			community expectations. Council's cash position remains strong and in surplus.		
	CP-6.5.2	Implement a transparency hub	The project to develop a transparency hub is progressing. A public tender process for a solution closed in February, 2022. This project will provide improved access to relevant financial information by the Community.	Corporate and Commercial Services	
	CP-6.5.3	Proactively increase access to Council's open data to maximise new opportunities for release of records	Council has selected a preferred supplier for their Transparency Hub solution and will be awarding the contract soon. Consultation with staff, community and Councillors is underway. We expect to deliver the minimum viable product of this project by the end of the financial year.	Customer Innovation and Arts	
	CP-6.5.4	Progress the data protection and security plan	Information Security plan continues to progress. The development of Council's Information Asset Register is the primary delivery progressing this quarter with expected completion next quarter.	Customer Innovation and Arts	
	CP-6.5.5	Enhance public transparency, in line with Council's Public Transparency Policy, to maximise council decision making	Work to review and expand the categories of information and documents which are made public continues to progress, informing the development of a Transparency Hub.	Corporate and Commercial Services	

Appendix B – Financial Statements

Income Statement

For the quarter ending 31 March 2022

Description	Year to Date			Full Year		
	Actual	Budget	(Fav)/Unfav	Forecast	Budget	(Fav)/Unfav
	\$'000	\$'000	Variance \$'000	\$'000	\$'000	Variance \$'000
Revenue						
Rates and charges	101,389	101,133	(256)	135,346	135,258	(88)
Government grants - operating	14,031	13,251	(780)	20,715	19,958	(757)
User fees and charges	9,427	9,251	(176)	12,283	12,963	680
Statutory fees and fines	3,619	3,231	(388)	4,820	4,597	(223)
Other Income	2,242	2,953	711	2,957	3,557	600
Proceeds from sale of property, infrastructure, plant and equipment	326	430	104	511	574	63
Total income	131,034	130,249	(785)	176,632	176,907	275
Expenditure						
Employee costs	56,688	56,577	111	75,210	77,012	(1,802)
Materials and services	42,185	44,753	(2,568)	66,262	66,744	(482)
Depreciation	23,747	23,409	338	32,003	31,209	794
Amortisation - intangible assets	637	637	-	850	850	-
Amortisation - right-of-use assets	282	248	34	330	330	-
Finance costs	1,074	1,076	(2)	1,427	1,435	(8)
Finance costs - leases	24	30	(6)	33	40	(7)
Bad and doubtful debts	90	164	(74)	147	220	(73)
Other expenses	2,636	3,343	(707)	3,650	4,790	(1,140)
Total expenditure	127,363	130,237	(2,874)	179,912	182,630	(2,718)
Underlying surplus / (deficit)	3,671	12	(3,659)	(3,280)	(5,723)	(2,443)
Contributions - capital	535	120	(415)	234	120	(114)
Government grants - capital	8,744	13,378	4,634	23,100	25,824	2,724
Contributions - non monetary assets	-	600	600	800	800	-
Contributions - cash	841	750	(91)	1,000	1,000	-
Surplus / (deficit) for the period	13,791	14,860	1,069	21,854	22,021	167

Capital Works Statement

For the quarter ending 31 March 2022

	Year to Date			Full Year		
	Actual \$'000	Rev. Budget \$'000	Variance \$'000	Forecast \$'000	Rev. Budget \$'000	Variance \$'000
Property						
Buildings	9,576	13,276	3,700	26,348	29,248	2,900
Total property	9,576	13,276	3,700	26,348	29,248	2,900
Plant and equipment						
Plant, machinery and equipment	1,801	2,210	409	3,991	4,766	775
Fixtures, fittings and furniture	120	327	207	697	557	(140)
Computers and telecommunications	1,882	2,696	814	3,574	4,082	508
Library books	529	522	(7)	726	726	-
Total plant and equipment	4,332	5,755	1,423	8,988	10,131	1,143
Infrastructure						
Roads	4,695	7,213	2,518	8,606	8,684	78
Bridges	182	159	(23)	203	200	(3)
Footpaths and cycleways	1,901	3,194	1,293	3,944	4,278	334
Drainage	541	971	430	1,484	1,401	(83)
Recreational, leisure and community facilities	2,405	4,095	1,690	6,385	6,775	390
Waste management	109	440	331	728	795	67
Parks, open space and streetscapes	3,580	4,926	1,346	8,618	9,166	548
Off street car parks	152	155	3	886	883	(3)
Other infrastructure	831	1,122	291	2,024	2,155	131
Total infrastructure	14,396	22,275	7,879	32,878	34,337	1,459
Total capital works expenditure	28,304	41,306	13,002	68,214	73,716	5,502
Represented by:						
Asset renewal expenditure	10,361	18,652	8,291	24,217	24,869	652
New asset expenditure	3,961	7,465	3,504	17,586	19,602	2,016
Asset upgrade expenditure	13,036	13,866	830	21,831	24,326	2,495
Asset expansion expenditure	946	1,323	377	4,580	4,919	339
	28,304	41,306	13,002	68,214	73,716	5,502
Funding:						
External						
Government grants	8,744	5,256	(3,488)	23,100	21,541	(1,559)
Contributions	545	120	(425)	234	120	(114)
Proceeds from sale of assets	466	643	177	961	1,024	63
Other income	-	-	-	-	30	30
Total external funding	9,755	6,019	(3,736)	24,295	22,715	(1,580)
Internal						
Reserve funds	5,436	8,622	3,186	15,189	14,833	(356)
Loan borrowings	-	543	543	750	2,393	1,643
Rates funding	13,113	26,122	13,009	27,980	33,775	5,795
Total internal funding	18,549	35,287	16,738	43,919	51,001	7,082
Total funding	28,304	41,306	13,002	68,214	73,716	5,502

Balance Sheet

As at 31 March 2022

	Actual 2020-2021 \$'000	Year to date 2021-2022 \$'000	Revised Budget 2021-2022 \$'000	Forecast 2021-2022 \$'000
Assets				
Current assets				
Cash and cash equivalents	76,843	50,222	47,142	48,953
Trade and other receivables	23,234	21,233	23,043	22,722
Other financial assets	36,517	54,019	34,017	34,017
Inventories	124	157	125	129
Other assets	2,803	1,728	2,913	2,874
Total current assets	139,521	127,359	107,240	108,695
Non-current assets				
Trade and other receivables	613	568	488	488
Investment in subsidiary	300	300	300	300
Other financial assets	-	7,507	-	4,500
Intangible assets	1,001	569	2,340	1,939
Right of Use	637	356	273	277
Property, infrastructure, plant and equipment	1,755,576	1,758,300	1,794,688	1,789,173
Total non-current assets	1,758,127	1,767,600	1,798,089	1,796,677
Total assets	1,897,648	1,894,959	1,905,329	1,905,372
Liabilities				
Current liabilities				
Trade and other payables	19,211	4,231	19,709	19,700
Trust funds and deposits	6,705	10,183	6,883	6,876
Unearned income	18,932	13,940	2,160	2,185
Provisions	15,175	15,164	15,706	15,706
Lease liability	370	311	253	224
Interest-bearing loans and borrowings	370	389	592	589
Total current liabilities	60,763	44,218	45,303	45,280
Non-current liabilities				
Provisions	1,424	1,997	1,470	1,474
Interest-bearing loans and borrowings	27,084	26,787	28,409	28,609
Lease liability	301	84	48	76
Total non-current liabilities	28,809	28,868	29,927	30,159
Total liabilities	89,572	73,086	75,230	75,439
Net assets	1,808,076	1,821,873	1,830,099	1,829,933
Equity				
Accumulated surplus	743,815	763,424	775,186	774,229
Other reserves	1,064,263	1,058,450	1,054,913	1,055,704
Total equity	1,808,078	1,821,874	1,830,099	1,829,933

Cash Flow Statement

As at 31 March 2022

Description	2020-2021	2021-2022	2021-2022	2021-2022
	Actual \$'000	Actual \$'000	Revised Budget \$'000	Forecast \$'000
Cash Flow from operating activities				
Rates and charges	127,295	101,816	135,895	136,146
Grants - operating	22,410	13,323	15,386	16,580
Grants - capital	18,896	5,170	13,596	10,872
User fees	10,422	10,577	13,062	13,210
Statutory fees and fines	4,581	3,432	4,093	5,061
Contributions - monetary	1,858	1,377	1,120	1,240
Interest received	815	281	1,021	571
Other receipts	2,100	1,929	2,990	2,709
Net GST refund	9,236	-	-	-
Net movement in trust funds	(11,652)	3,478	178	10,614
Employees costs	(65,782)	(58,736)	(76,281)	(75,004)
Materials and services	(58,317)	(53,777)	(67,030)	(77,958)
Other payments	(2,460)	(1,604)	(4,789)	(3,795)
Net cash provided by/(used in) operating activities	59,402	27,266	39,241	40,246
Cash flows from investing activities				
Payments for fixed assets	(49,342)	(27,848)	(72,126)	(67,014)
Proceeds from sale of assets	533	465	1,024	961
Payments for Investments with greater than three months maturity	15,498	(25,009)	2,500	(2,000)
Net cash provided by/(used in) investing activities	(33,311)	(52,392)	(68,602)	(68,053)
Cash flows from financing activities				
Finance costs	(1,542)	(920)	(1,478)	(1,427)
Interest paid - lease liability	(49)	(24)	(40)	(30)
Repayment of lease liability	(351)	(275)	(369)	(370)
Proceeds of borrowings	50	-	2,114	2,114
Repayment of borrowings	(345)	(276)	(567)	(370)
Net cash provided by/(used in) financing activities	(2,237)	(1,495)	(340)	(83)
Net increase (decrease) in cash and cash equivalents	23,854	(26,621)	(29,701)	(27,890)
Cash and cash equivalents at the beginning of the year	52,989	76,843	76,843	76,843
Cash and cash equivalents at the end of the year	76,843	50,222	47,142	48,953

Appendix C – Consolidated Income Statement – Peninsula Leisure Pty Ltd

Income Statement

For the quarter ending 31 March 2022

Description	Year to Date			Full Year		
	March-22 Actual \$'000	March-22 Rev. Budget \$'000	(Fav)/Unfav Variance \$'000	March-22 Forecast \$'000	March-22 Rev. Budget \$'000	(Fav)/Unfav Variance \$'000
Revenue						
Rates and charges	101,389	101,133	(256)	135,346	135,258	(88)
Government grants - operating	14,077	12,822	(1,255)	20,779	20,013	(766)
User fees and charges	13,994	9,246	(4,748)	18,954	18,918	(36)
Statutory fees and fines	3,619	3,231	(388)	4,820	4,597	(223)
Other Income	2,912	2,953	41	3,843	4,323	480
Proceeds from sale of property, infrastructure, plant and equipment	326	430	104	511	574	63
Total income	136,317	129,815	(6,502)	184,253	183,683	(570)
Expenditure						
Employee costs	60,518	56,577	3,941	81,586	83,159	(1,573)
Materials and services	43,644	41,193	2,451	67,573	67,397	176
Depreciation	23,871	23,409	462	32,269	31,524	745
Amortisation - intangible assets	718	544	174	850	850	-
Amortisation - right-of-use assets	282	65	217	547	547	-
Finance costs	1,074	1,076	(2)	1,427	1,435	(8)
Finance costs - leases	24	30	(6)	33	40	(7)
Bad and doubtful debts	90	164	(74)	147	220	(73)
Other expenses	2,973	3,342	(369)	3,973	5,133	(1,160)
Total expenditure	133,194	126,400	6,794	188,405	190,305	(1,900)
Underlying surplus / (deficit)	3,123	3,415	292	(4,152)	(6,622)	(2,470)
Contributions - capital	535	120	(415)	234	120	(114)
Government grants - capital	8,744	13,378	4,634	23,100	25,824	2,724
Contributions - non monetary assets	-	600	600	800	800	-
Contributions - cash	841	750	(91)	1,000	1,000	-
Surplus / (deficit) for the period	13,243	18,263	5,020	20,982	21,122	140

Appendix D – Consultant expenditure

Frankston City Council

Operating expenditure on consultants

For the quarter ending 31 March 2022

	2021-2022 July - Mar	Full year revised budget	% of budget spent	Note
CEO				
Chief Executive Officer	-	100	0%	
Total CEO	-	100		
Corporate and Commercial Services				
Waste and Recycling Services	132,595	176,300	75%	
Financial and Corporate Planning	46,835	70,650	66%	
Governance and Information	2,194	2,000	110%	
Procurement, Property and Risk	62,456	95,013	66%	
Peninsula Aquatic Regional Centre	-	56,478	0%	
Total Corporate and Commercial Services	244,080	400,441		
Customer Innovation and Arts				
People and Culture	68,708	182,486	38%	
Business and Information Technology	239,028	400,000	60%	
Business Transformation	172,633	330,000	52%	
Arts and Culture	7,175	102,200	7%	
Total Customer Innovation and Arts	487,545	1,014,686		
Communities				
Communities Directorate Management	12,300	25,000	49%	
Community Strengthening	15,877	26,859	59%	
Family Health Support Services	13,550	6,200	219%	1
Safe r Communities	15,209	12,275	124%	
Development Services	51,969	137,000	38%	
City Futures	194,186	635,100	31%	
Total Communities	303,091	842,434		
Infrastructure and Operations				
Operations	-	9,000	0%	
Engineering Services	33,117	86,317	38%	
Building and Facilities	111,799	23,501	476%	2
Capital Works Delivery	-	199,000	0%	
Sustainable Assets	57,523	48,637	118%	
Total Infrastructure and Operations	202,439	366,455		
Non-Departmental Areas				
Overheads	-	27,500	0%	
Total Non-Departmental Areas	-	27,500		
Total expenditure	1,237,155	2,651,615	47%	

Notes

1. Consultant engaged to conduct fit for purpose audits on early years facilities and maternal and child health centres.
2. Consultants engaged to deliver geotech services, structural reports and facility contract review services.



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