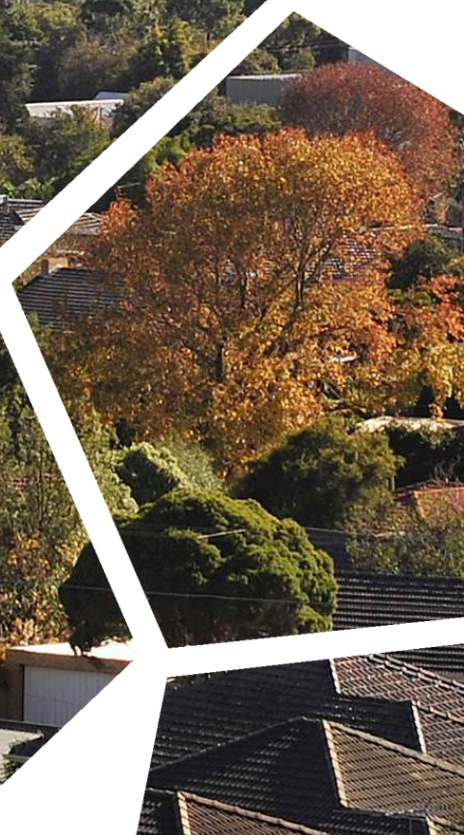


Frankston City Council

2017-2021 ADVOCACY STRATEGY



Frankston City Council

2017-2021 Advocacy Strategy

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Why does Frankston need an advocacy strategy?

The 2017-20 Frankston City Council Advocacy Strategy has been developed to provide direction to Councillors and Officers in their efforts to secure positive outcomes for the Frankston community.

As expected with most advocacy strategies, this document identifies priority projects and provides a rationale for why the initiatives are beneficial to residents, business operators and community organisations. However, Frankston's advocacy strategy goes further.

It provides an implementation framework that coordinates, for greatest effect, the combined efforts of the community and council in advocating for meaningful outcomes from state and federal governments.

It is hoped that this strategy will be regularly updated to reflect the changing external environment to ensure Frankston's approach to advocacy is timely, relevant and effective.

Advocacy: getting things done

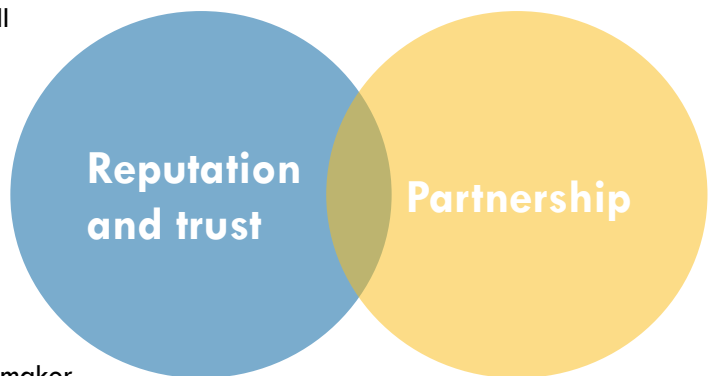
Advocacy at its heart is about influencing change: change in policy, attitudes and practice.

For Frankston, this often means advocating to other levels of government for funding and commitment to specific projects and initiatives.

However, advocacy does not occur in a vacuum. Rarely is an organisation's advocacy one dimensional. It is presented, and listened to, in the context of previous and other requests, the personality, reputation and credibility of the person and the organisation and most importantly, relationships.

Large organisations, like Frankston City Council, will always have multiple advocacy efforts running alongside one another. The current negotiation will not be the last one that Frankston engages in with policymakers and the community. Even though it may sometimes seem it, **advocacy is not transactional: advocacy is relationship-based.**

Effective advocacy is built on the reputation of the advocate and the trust that inspires in the decision-maker, reinforced by the alliances and the reputations of partners in that advocacy.



Reputation and trust

Success in advocacy depends on an advocate's reputation: the beliefs or opinions that are generally held about a business, its staff and its activities. This holds true for government bodies as well, with earned reputation a powerful source of strength for local councils when they conduct their business in the community and lobby other levels of government.

The time when lobbying could be seen as a single transaction or exchange has passed. Lobbying is a relationship market, where policymakers and lobbyists are repeat players that respect 'the rules of the game'. This includes understanding that as advocates there is no abiding enemy, everyone is at one time or another a potential ally with whom you may want to form alliances in the future.

For council, establishing a reputation for credibility is the first step towards preserving already recognised relationships as well as assist in building new ones. Credibility increases your political power building trust

among decision-makers that council provides expertise, strong research and analysis, complemented by partnerships with government and other organisations.

Councils committed to building credibility use consistent and transparent communications. Council must therefore more and more represent itself as a trusted advisor and an educator rather than an adversary when lobbying on behalf of their communities.

As an advocate, it is crucial for council that other levels of governments, institutions and the communities trust the organisation and value what council has to say. Council officers and councillors must come together to share ownership of the city's reputation among the community they serve but also among decision-makers in state and federal governments.

To work with those in government (rather than against) and within their rules and customs sends a message of respect. Over time that will bring respect to council and invite council's inclusion in issues that matter to your community.

Elements to consider:

- Can Frankston City Council legitimately speak on behalf of those affected by the issues?
- Is Frankston City Council known and respected by decision makers?
- Is Frankston City Council perceived as trustworthy?

Partnerships

The ability to build relationships - personal, public and institutional – is central to effective advocacy. By inviting corporate organisations and non-profits who have shared interests in policy positions that council is trying to pursue, council can create a coalition of supporters that build greater momentum for policy change.

Not only do these partnerships increase the likelihood of reaching target audiences, they can mobilise people and public opinion in greater scale than if council pursues the issue on its own.

Partnerships also provide council with opportunities to combine the strengths of each partner. Sometimes this is knowledge and expertise, but often bringing partners on board in a coalition or alliance can fill the gaps in reputation and trust that Council relies on to push a project across the line.

State and federal governments are used to saying no to councils. It is much more difficult for government to ignore a united group of likeminded stakeholders pursuing a common goal.

CREDIBILITY AND EVIDENCE

As state and federal governments grapple with increasing expectations from communities and decreasing resources, evidence of value for money has become a pre-requisite for policy change and project funding.

Not only does evidence provide credibility and authority to council, but it also clearly highlights that the needs or problems council want to address are real and serious, and that the methods recommended to address these have been successful in the past.

When developing a strategic advocacy approach to a public policy initiative, data collection, research and analysis can all provide the basis for solid evidence. This evidence, however, must also be interpreted and then communicated at the correct time, to the relevant audiences and in the appropriate manner. Good evidence highlights the problem, the causes of the problem, and benefits to solving the issue, the solution and its merits

If the evidence base is weak, the approach needs to be adjusted to be persuasive. You can reframe the issue, or personalise it by collecting testimonies or stories of individuals affected.

Evidence on its own does not persuade: it's what you do with the evidence that matters.

Advocacy: the Frankston way

Every advocacy activity contributes to Frankston's long-term reputation, and each advocate, whether they be the Mayor, Councillors, the CEO or council officers contributes to the perception of Council in the policy-makers mind.

It is therefore crucial to carefully examine the possible impacts of advocacy activity on Council's reputation and the pursuit of its long-term goals. Too much scattered advocacy interaction without a clear uniting goal can damage Council's credibility.

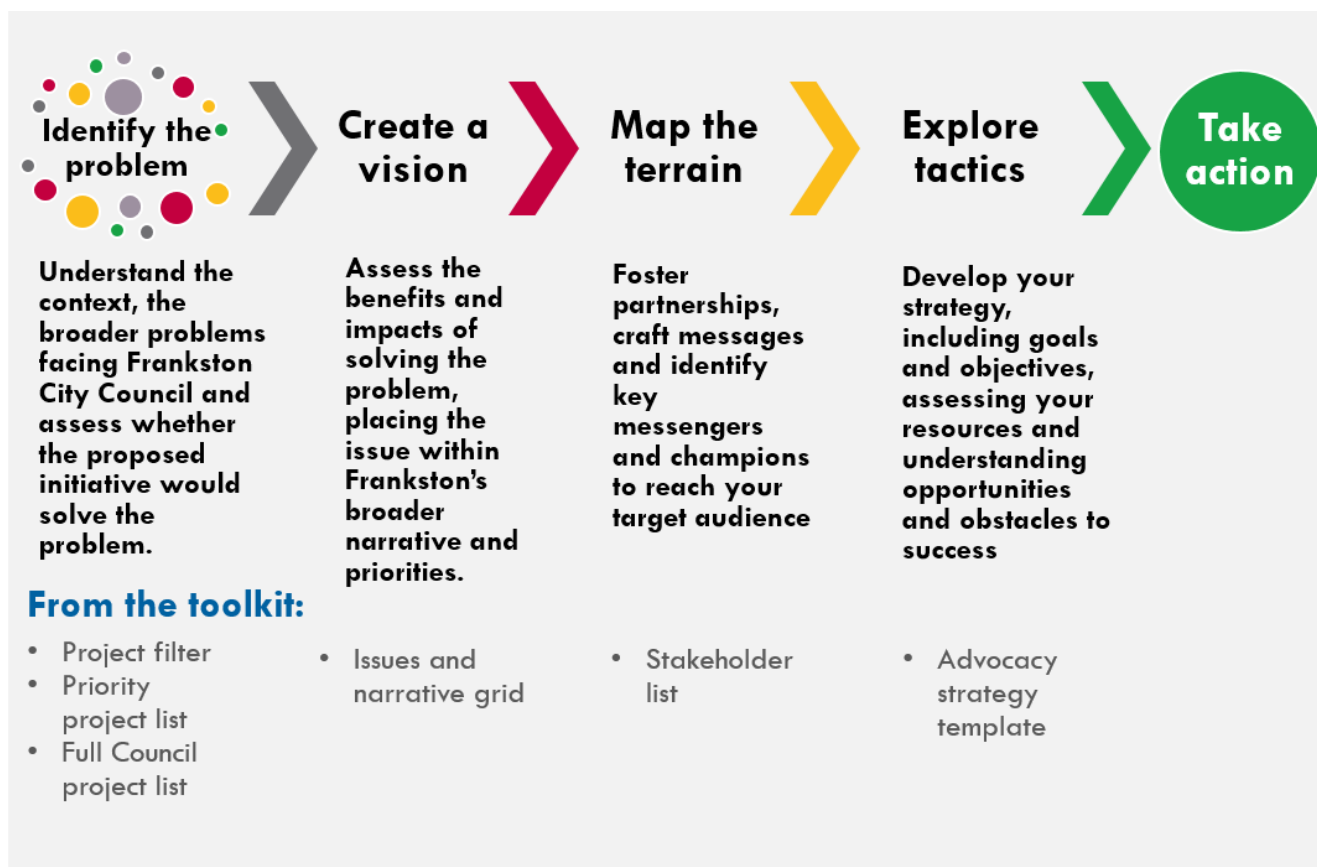
Council must demonstrate that each of its requests to policymakers is in the service of a greater purpose, or solution of a bigger problem. Otherwise each request becomes easier and easier to ignore. Policymakers are led to think, "Frankston is asking to fund this project now, but next week they'll come to me with something different – so why act now?"

Put simply: is it worth it? Will this activity jeopardise a larger, long-term goal?

Aside from consulting an agreed list of Council's top priorities, the easiest way to assess the worthiness of project advocacy is to develop understanding of what broader problem the initiative solves. Issues-based advocacy cultivates trust that Council has a long-term plan to achieve its vision.

Policy-makers also have their own goals and KPIs. Couching advocacy in terms of the broader issue makes it clear to the Minister, MP or policymaker which of their own goals the project could deliver upon. Issues-based advocacy can answer the ever-present question: **"what's in it for me?"**

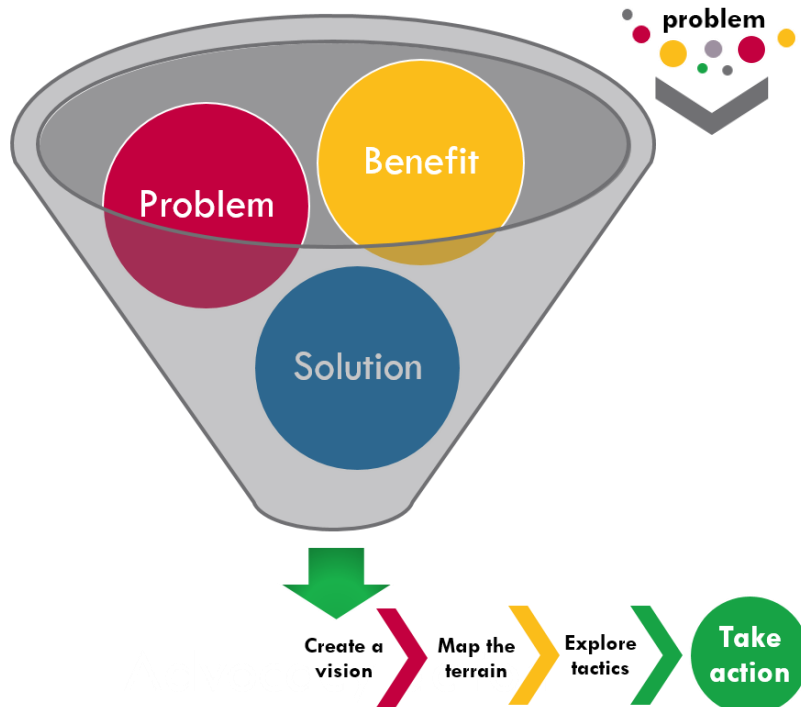
This is Frankston's formal process for all advocacy, whether for new ideas or existing Frankston priorities:








Project filter

Before Council embarks on advocacy for a specific project or initiative, it is important to place the project within a broader context, narrative and assess whether it is viable to progress to the advocacy stage. Each interaction with decision-makers contributes to Council's overall reputation. It is essential to carefully consider whether there will be sufficient return to Council's effort and expense of political capital.



	<p>What problem does the initiative solve?</p> <p>Which of Council's listed priorities does the initiative deliver?</p> <p>Is there evidence of the problem?</p> <p>Does the problem need to be solved now? Is it urgent?</p> <p>Does this problem need to be solved by Council?</p>
	<p>What is the benefit of solving the problem?</p> <p>Who will benefit?</p> <p>How many people are affected? How many jobs? Is there supporting evidence?</p> <p>Is it a local, regional, metropolitan or statewide problem? Who else supports the project? Who opposes it?</p> <p>What State or Federal Government priority does it deliver?</p>
	<p>Has the solution been proposed before by Council? If a new idea, is there Council agreement?</p> <p>How much does it cost? Is Council prepared to share the cost?</p> <p>Is the solution feasible? Can it be delivered in the timeframe? What are the risks?</p> <p>Is Council the best messenger for this advocacy? Are there other alliances or networks to leverage? Coalition partners?</p> <p>What decision-maker and policy-maker priorities does it deliver?</p>

Frankston's challenge

"Shopping lists" of issues for advocacy are still present in modern advocacy and intergovernmental relations, but far more effective in the long term is **issues-based advocacy**.

Framing advocacy for projects and initiatives within the context of the broader problems and issues it solves bolsters Frankston's reputation and adds credibility.

Within the latest Frankston City Council Plan, the priorities for Frankston City to work diligently to advocate to all levels of government for, include:

- 1 Developing the Centenary Park regional tennis facility
- 2 Constructing a safe boat refuge at Olivers Hill and a new Coast Guard building
- 3 Electrification of the rail line to Baxter, including train stabling and maintenance facilities
- 4 Relocation of a State Government department to the city centre, to complement the redeveloped Frankston Station Precinct
- 5 Delivering stage two of the Frankston Station Precinct redevelopment
- 6 Further developing Frankston City as a premier arts and culture destination and sculpture city
- 7 Ensuring the timely delivery of the National Broadband Network across Frankston City.

Couching these priorities as well as the dozens of other projects listed in the Council Plan in terms of broader problem solving gives Council credibility in advocacy activities and helps policy makers and government stakeholders more easily understand how the advocacy initiative delivers on their own objectives, putting Frankston closer to a positive outcome.

The narrative

The tagline of the Frankston Council 2017-22 Plan: "Opportunity, growth and lifestyle" remains a valuable positive



starting point for developing the overarching Frankston narrative. However, Frankston faces a number of issues and challenges that will shape advocacy efforts.

The top issues facing Frankston have been stepped out by:

- Problem (what is the nature of the issue and its causes)
- Benefit of solving the problem and opportunities stemming from the issue, the message.
- Solutions (proposed in prior Frankston plans as well as other possible priorities)

Problem	Message	Solutions*
<p>Frankston has serious long-term unemployment and underemployment.</p> <ul style="list-style-type: none"> Frankston has consistently had unemployment rates higher than the state average for well over a decade, and employees being forced into retirement and single-income households are not even reflected in these high unemployment figures. According to the 2011 Census, population in Frankston is growing at 5 times the rate of jobs growth. [more recent and relevant evidence to come from the 2016 Census and the Labour Force Study conducted with the Skills Commissioner] In 2016 there were 0.29 jobs in the municipality for every resident. There has been no change in this indicator over the past year. Youth disengagement and unemployment is consistently high, near the highest in the city and state. Disengaged youth data identifies that up to 27% of 15-24yo young people within Frankston City are recipients of Newstart allowance (at a postcode level). Frankston has higher rates of disengagement of young men and women aged 15 -24 in employment or education (14.8%) compared to the rest of Victoria (10.7%). Whilst greater proportions of Frankston year 12 completers are attending university, a persistent gap of approximately 15% continues to be recorded between the Frankston and Victorian rates of university attendance. As of the 2011 Census, the rate of young people (aged 15-24) not engaged in either education or employment (10.4%) outstripped both state and federal percentages (8.1% and 9.6% respectively). The local area of Frankston North represented almost treble these State/Federal averages for disengaged youth, at 27%, and Karingal represented over double the State/Federal average of disengaged youth at 17.2%. Only 52% of jobs in Frankston are held by Frankston residents. Frankston also has an <i>underemployment</i> problem: Health, manufacturing, retail are the biggest employers in Frankston, and most of these employees are in non full-time work. 	<p>Better aligning job provision with local skills would mean Frankston residents could work where they live, putting less stress on metropolitan transport systems and infrastructure.</p> <p>The liveability impacts of higher employment and business investment could ameliorate other pressing issues facing Frankston.</p>	<ul style="list-style-type: none"> Electrification of the rail line to Baxter Relocation of a State Government department to the city centre, to complement the redeveloped Frankston Station Precinct Delivering stage two of the Frankston Station Precinct Redevelopment Ensuring the timely delivery of the NBN Attract industry and employment in the health and education fields Advocate for five-star hotel accommodation development Strengthen Frankston's visitor economy
<p>There is a critical mismatch in skills and educational attainment with job provision and jobs of the future in Frankston.</p> <ul style="list-style-type: none"> There is very low access to tertiary education at a bachelor level in Frankston. Compared to other areas of Melbourne, Frankston is critically underserved. Just 11.9% of Frankston residents have a bachelor degree or higher. As of the 2011 Census 15.4% of Frankston residents were employed in the highly skilled 'managerial or professional' roles, compared to 24.0% of metropolitan Melbourne. Monash Peninsula campus offers just 7 courses, all with 80-plus required ATAR scores. 	<p>The only way to solve long-term unemployment is with long-term solutions. Matching skills with jobs and jobs of the future would help break intergenerational cycles of unemployment and reduce dependence on government resources.</p>	<ul style="list-style-type: none"> Facilitate industry informed and led education courses in Frankston City Establish a knowledge, creativity and skills based economy that generates employment opportunities Attract niche industry in the medical and education fields Develop an education and library

Problem	Message	Solutions*
<p>Even with the Special Entry Access Scheme which adjusts ATAR scores for disadvantaged students up to 10 ATAR points, these courses are still out-of-reach for many Frankston students. Frankston has similar levels of ATAR achievement as other outer suburbs of Melbourne, but proximity to a high ATAR university like Monash means just 20% of Monash Peninsula students are from Frankston.</p> <ul style="list-style-type: none"> • Courses offered do not match the jobs and industries of the future: there are no STEM courses offered in the region, and local secondary schools are not encouraging students to study the courses and industries of the future. 		<p>hub in Langwarrin</p> <ul style="list-style-type: none"> • <i>Accessible tertiary courses that are in line with job provision</i>
<p>Changing development patterns and demographics are putting increased pressure on infrastructure.</p> <ul style="list-style-type: none"> • Frankston LGA is far more economically diverse than just the Frankston city centre. In fact, since EastLink was constructed, there are now more people employed in Carrum Downs than in the Frankston MAC, with double the income and growing advanced manufacturing and professional services industries. • Transport and telecommunications infrastructure has not kept up with demographic and development shifts. Approximately 40 buses travel to Frankston, but none to the more job-dense area of Carrum Downs. • Much of the growth in Carrum Downs has come at the cost of the Frankston activity centre. There has not been significant private investment and development in the city centre, there is a 14% vacancy rate in Frankston centre, and roughly 30 of 400 shops in the city are listed as destination retail. • Frankston Station Precinct Redevelopment is not the silver bullet to save the city centre's issues, and more parking is desperately needed around transport centres for the majority of residents who must leave the region for jobs and study. 	<p>Liveability is at the core of Frankston's offering to residents, and therefore providing infrastructure to support jobs in growth areas ensures those jobs stay in Frankston over the long term.</p>	<ul style="list-style-type: none"> • Electrification of the rail line to Baxter • Delivering stage two of the Frankston Station Precinct Redevelopment • Ensuring the timely delivery of the NBN • Attract high density residential apartments and commercial office accommodation • <i>Additional bus services to connect Frankston City with Carrum Downs industrial area</i> • Establish Frankston Regional Recycling and Recovery Centre FRRRC as a regional solution • Improve public car parking options
<p>Frankston faces competing priorities of liveability and sustainability versus economic growth.</p> <ul style="list-style-type: none"> • Sustainability and liveability are crucial to the lifestyle offered in Frankston, yet there is ongoing tension between preserving the amenity and biodiversity of Green Wedges and converting that land into valuable industrial precincts. • There is evidence to show that there is only 12-18 months of land left in Carrum Downs available for development, because roughly 30% of the area is tied up in Green Wedges. 	<p>Council is working hard to get the right balance between improving liveability and sustainability, while also creating much needed new job opportunities.</p>	<ul style="list-style-type: none"> • Develop the Centenary Park regional tennis facility • Construct a safe boat refuge at Olivers Hill and a new Guard building • Further developing Frankston City as a premier arts and culture

Problem	Message	Solutions*
<ul style="list-style-type: none"> In 2011 50.5% of Frankston residents attended an Arts or Cultural Event. This is significantly lower than the Victorian rate of 63.6%. 		<p>destination and sculpture city</p> <ul style="list-style-type: none"> Redevelop the existing Frankston Arts Centre and Civic Centre precinct Undertake a feasibility study to relocate Council's Operations Centre and allow for an exemplar urban renewal project Attract five star hotels Develop a Green Wedge management plan
<p>There is localised and intergenerational disadvantage in areas of the Frankston LGA.</p> <ul style="list-style-type: none"> Areas of Frankston such as Frankston North have some of the worst SEIFA scores in the state, and the rank in the top 10 most disadvantaged areas in Jesuit Social Services 2014 <i>Dropping Off The Edge</i> report. 19.9% of Frankston households are on incomes of less than \$600 per week. Frankston North has long been known to face issues of disadvantage, but neighbouring areas facing similar issues such as Karingal and Belvedere have not received the same attention or funding. Youth disengagement and lack of educational aspiration has persisted through generations. In 2011 the rate of young people (aged 15-24) not engaged in either education or employment (10.4%) outstripped both state and federal percentages (8.1% and 9.6% respectively) In 2011 the most extreme local areas had 27% and 17.2% youth disengagement (Frankston North and Karingal) representing over double and almost treble the State/Federal average of disengaged youth (8.1% and 9.6% respectively). These issues are multifaceted, encompassing family violence, multicultural and indigenous issues, housing stress and homelessness (the central Frankston area has one of the highest volumes of single-member households in the state). Police data illustrates that in 2015 family violence incidents continued to grow in the Frankston municipality. In 2015 Frankston continued to have the highest rate of police callouts to family violence incidents in Metropolitan Melbourne (1,873 callouts per 100,000 persons). Violence against women and children in Frankston cost \$85.5M in 2015. The Rental Affordability Index shows that there are currently less than 200 properties 	<p>These pockets of severe disadvantage in Frankston have a great effect on the region's overall SEIFA rankings and its reputation. Small but visible changes, possibly reflected in media reports, to this long-term disadvantage could greatly improve Frankston's reputation – cementing the focus on liveability, as an area on the rise.</p>	<ul style="list-style-type: none"> Ensure community infrastructure and services match community need Establish a knowledge, creativity and skills based economy that generates employment opportunities Identify service assets and service levels required to meet future community needs Optimise the community's ability to access services and information <i>Develop initiatives that balance increasing property values with housing affordability for tenants and those in crisis accommodation</i> <i>Work with other levels of government for more housing support and crisis/homelessness accommodation</i>

Problem	Message	Solutions*
<p>with affordable rent in Frankston City. Frankston is one of the top six areas nationally for homelessness. This equates to approximately 1 in every 65 members of our community requiring emergency accommodation in any given year.</p>		
<p>Frankston city centre in particular faces a growing drugs problem.</p> <ul style="list-style-type: none"> • The area surrounding Frankston station continues to draw drug users. There are increasing rates of ice and other drug usage, and where police used to be able to track the trajectory of drug users, the problem is escalating in criminal scale. • Males represented 57% of young people 15-24 reporting drug use as the primary reason for seeking crisis homelessness services. The data below from Crime Statistics shows an increase in the rates of drug use across 9 of the 13 suburbs within Frankston City from Dec 2015 – Dec 2016. • Illegal drug use in possession hotspots has increased from Dec 2015 to Dec 2016 in Frankston North by 37.8%. The number of drug manufacturing hotspots has increased in Frankston Central by 128.6%, in Frankston North by 300% and in Frankston South by 100% from Dec 2015 to Dec 2016. • In 2011/12 Frankston was in the top 10 LGAs in Victoria for ambulance call out rates for every drug category (licit and illicit) except heroin. 	<p>Relocating the epicentre of visible drug use would maximise the benefit from the Frankston Station Precinct Redevelopment as well as improving Frankston's reputation in the region.</p>	<ul style="list-style-type: none"> • Ensure community infrastructure and services match community need

Advocacy toolkit

Governance and process

For each new idea and already agreed upon project for Frankston advocacy, the following broad process will be followed:



At the second, 'Create a vision,' stage a project team will need to be established in Council, or at the very least, a point-person. A project team should be set up immediately for all of the 7 top Council priorities listed on the following page.

If the project is a high-level project, the project team should include someone from Executive Management Team authorised to co-ordinate with Council.

At each stage of the process, there are elements from the toolkit to assist in developing and implementing the final advocacy strategy, for which there is a template at the end of this guide

Roles

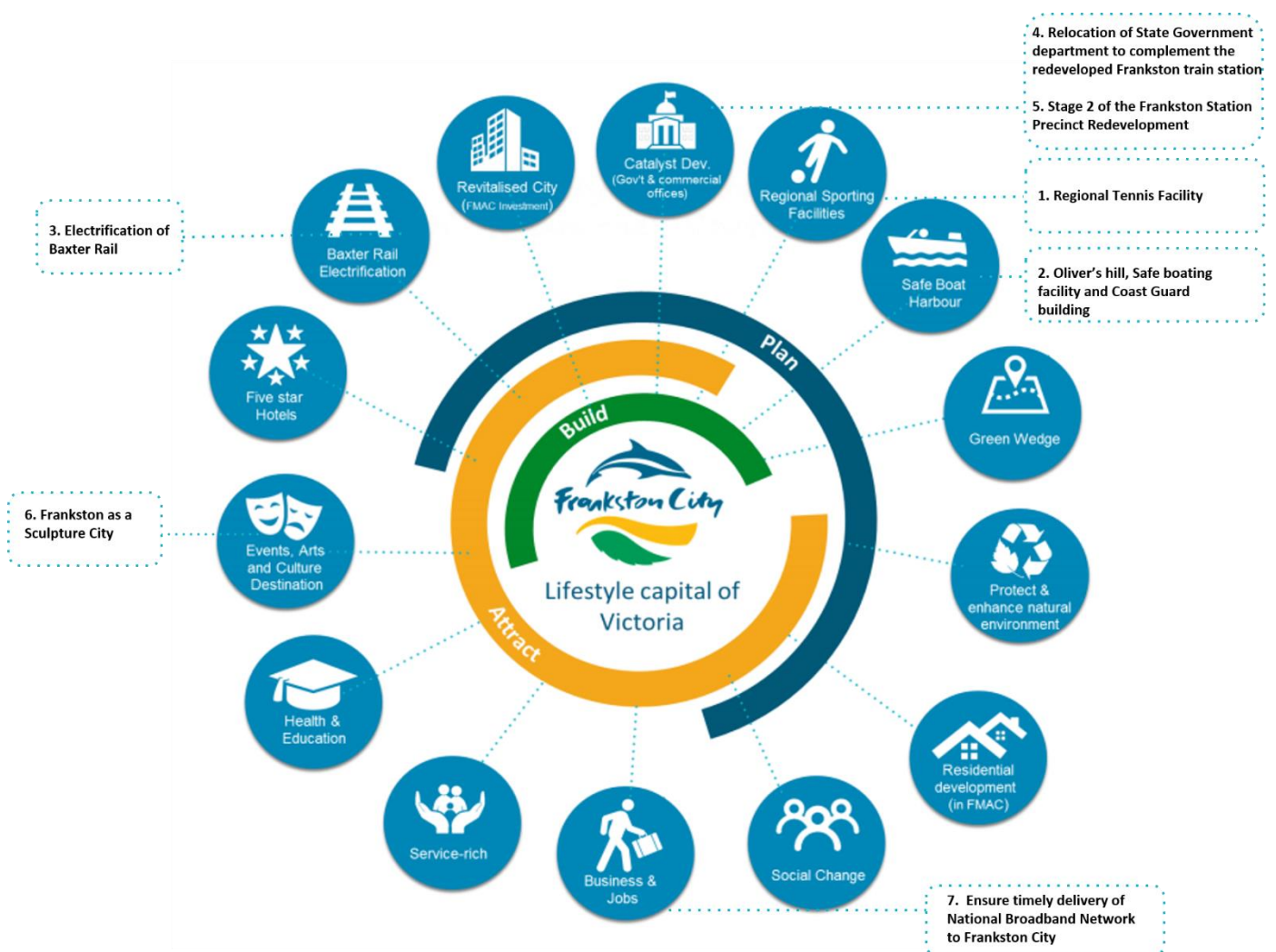
For each priority project a member of the Executive Management team will be appointed as Project Sponsor who will be supported by a Project Manager. Officers will be responsible for completing background research, engagement with relevant internal and external stakeholders and organising issue campaigns.

The Project Manager will update Councillors when required and outline advocacy opportunities for Councillors to implement. Councillors will rally the wider community around priority advocacy issues.

7 Priority projects

The seven priorities for Frankston City advocacy as laid out in the latest Council plan include:

- 1 Developing the Centenary Park regional tennis facility
- 2 Constructing a safe boat refuge at Olivers Hill and a new Coast Guard building
- 3 Electrification of the rail line to Baxter, including train stabling and maintenance facilities
- 4 Relocation of a State Government department to the city centre, to complement the redeveloped Frankston Station Precinct
- 5 Delivering stage two of the Frankston Station Precinct redevelopment
- 6 Further developing Frankston City as a premier arts and culture destination and sculpture city
- 7 Ensuring the timely delivery of the National Broadband Network across Frankston City.



Priority projects

Project	Description	Funds sought/source	Timeframe	Problem being addressed	Benefits from solving the problem	Evidence base	Alignment to govt policy	Supporting Partners	Government Advocacy Status
1. Developing a regional tennis and gymnastics facility Project Sponsor: Gillian Kay Project Manager: Byron Douglas Champion Councillors: Cr Mayer Cr O'Reilly <div> LIKELIHOOD Medium </div>	Multi use facility at Centenary Park for tennis and gymnastics.	Partial Amounts from government stakeholders have been identified. Council has allocated \$3M in funding towards this project. Incomplete It is unknown whether funding will come from existing sources or whether a budget bid will be needed.	Identified In 2018 Frankston Public Hospital will start their expansion and will take over the land.	Identified Tennis club has no alternative site to operate. Gymnastics has a waiting list because they can't meet capacity.	Identified Increased sporting participation and uptake in the Frankston area.	Completed Combined tennis and gymnastics club's 1,500 members will have access to sporting facilities.	Yes	Partial Gymnastics Victoria, Tennis Victoria have all been consulted. The process to secure formal stakeholder support is continuing.	Commenced (18-21 June 2017) Spoke to Shadow Labor Minister for Sport, Senator Don Farrell who was supportive of the multi-use aspect. Senator Fiona Nash's advisor agreed it's a good idea.
2. Improving marine safety and constructing a new Coast Guard building Project sponsor: Gillian Kay	Constructing a safe boating refuge at Olivers Hill and a new Coast Guard building.	Planning funding Fed Govt has committed \$500K for planning and design.	Identified 2017-18	Identified No safe anchorage for Coast Guard, police and smaller craft in heavy weather.	Limited Improved response times	Limited	No	Partial Police and emergency services	Commenced (18-21 June 2017) Low interest from Fiona Nash and Anthony Albanese, considered it a

Project	Description	Funds sought/source	Timeframe	Problem being addressed	Benefits from solving the problem	Evidence base	Alignment to govt policy	Supporting Partners	Government Advocacy Status
Project Manager: Michael Rathbone Champion Councillors: Cr Bolam Cr Cunial Cr Toms <div>LIKELIHOOD</div> <div>Low</div>									local project with low appetite among constituents.
3. Electrification of the rail line to Baxter Project Sponsor: Dennis Hovenden Project Manager: Kate Jewell Champion Councillors: Cr Hampton Cr Bolam Cr Cunial Cr McCormack Cr O'Connor <div>LIKELIHOOD</div> <div>Low</div>	Electrification of the rail line to Baxter, including train stabling and maintenance facilities	Unknown Fed Govt has committed \$2M for a project business case and \$2M towards the railway line duplication	Any time	Incomplete	Limited	Incomplete	No The Victorian Govt does not support the project	Limited	Ongoing (18-21 June 2017) Spoke to Darren Chester, Fiona Nash and Anthony Albanese Even Fed Labor Ministers that Council spoke to agreed it shouldn't be at impasse. Agreed it won't cost \$25M for business case. They agreed to put pressure on State Govt, but importantly State Govt will ultimately make

Project	Description	Funds sought/source	Timeframe	Problem being addressed	Benefits from solving the problem	Evidence base	Alignment to govt policy	Supporting Partners	Government Advocacy Status
									the decision.
4. Relocation of a State Government department to complement the redeveloped Frankston Station Precinct Project Sponsor: Dennis Hovenden Project Manager: Tim Frederico Champion Councillors: Cr Hampton Cr Cunial Cr Toms Cr O'Connor <div> LIKELIHOOD Medium </div>	Attracting a major government department or agency to stimulate economic activity.	State Government has already committed \$63 million funding towards revitalising the Frankston Station Precinct	Any time	Incomplete Lack of high-skill jobs in the city centre.	Limited Would stimulate jobs growth in the city centre, with attendant flow-on benefits to local business. South East Water has re-activated the city centre.	Unknown	No	No	Commenced (18-21 June 2017) Gained the most traction of all priority projects Spoke to Stephen Jones MP and Fiona Nash Darren Chester MP and Paul Fletcher MP encouraged Council to nominate itself as a city deal partner (local, state, fed) and model our proposal on Launceston's. If we can get Vic Gov on-board, Fed Gov will follow. Shadow Minister Anthony Albanese also on board Paul Fletcher MP - Urban Infrastructure
5. Delivering stage two of the Frankston Station	Implementation of the redevelopment	Funded	Construction to start late 2017	Identified	Identified	Completed	Yes	Yes	Commenced

Project	Description	Funds sought/source	Timeframe	Problem being addressed	Benefits from solving the problem	Evidence base	Alignment to govt policy	Supporting Partners	Government Advocacy Status
Precinct redevelopment. Project Sponsor: Dennis Hovenden Project Manager: Kate Jewell Champion Councillors: Cr Toms Cr O'Connor	will include: - Rebuilding Frankston station, consolidating the buses on Young Street and upgrading the subway - Improving Young Street by creating a high-quality pedestrian streetscape - Providing better pedestrian connections with key destinations - Creating new public plazas								
6. Further developing Frankston City as a premier arts and culture destination and sculpture city	Multiple projects, including: - Govt recognition of Frankston as an	Unknown	Ongoing	Unknown	Unknown	Unknown	Yes	Unknown	Commenced (18-21 June 2017) Mitch Fifield's advisor positive about this one

Project	Description	Funds sought/source	Timeframe	Problem being addressed	Benefits from solving the problem	Evidence base	Alignment to govt policy	Supporting Partners	Government Advocacy Status
Project Sponsor: Gillian Kay Project Manager: Andrew Moon Champion Councillors: Cr Aitken Cr Mayer <div> LIKELIHOOD Medium </div>	exhibition centre. - Attracting art exhibitions to McClelland Gallery and Sculpture Park								
7. Ensuring the timely delivery of the National Broadband Network across Frankston City. Project Sponsor: Dennis Hovenden Project Manager: Sam Jackson Champion Councillors: Cr O'Reilly	Already a priority area for roll out. Requested NBN rollout for the industrial area of Carrum Downs and Seaford and also the health and education precincts.	Funded	Unknown	Identified Poor, slow and patchy internet connections across the region. High prices for commercial internet.	Identified Better connections for local businesses, job growth in higher-tech industries	Incomplete	Yes	Yes	Commenced (18-21 June 2017) Mitch Fifield's advisor. We probably won't get it brought forward but we should push for FTTR (fibre to the road). Back-end technology isn't even developed to connect fibre from the road to the premise...? Planning to commence roll-out in mid-2018. Also spoke to Shadow Minister for

Project	Description	Funds sought/source	Timeframe	Problem being addressed	Benefits from solving the problem	Evidence base	Alignment to govt policy	Supporting Partners	Government Advocacy Status
<div> <div>LIKELIHOOD</div> <div>Medium</div> </div>									Communications, Michelle Rowland
8. Additional bus services to connect Frankston City with Carrum Downs industrial area, and upgraded bus services throughout the entire municipality Project Sponsor: Gillian Kay Project Manager: Michael Rathbone Champion Councillors: Cr Hampton Cr Mayer <div> <div>LIKELIHOOD</div> <div>Medium</div> </div>	This was a priority in the 2013-2017 Council Plan but is yet to be achieved.	Unknown	ASAP	Identified	Identified	Incomplete	Unknown	Unknown	Not yet commenced
9. Accessible tertiary courses that are in line with job provision. Project Sponsor:		Unknown	ASAP	Unknown	Identified	Incomplete	Unknown	Unknown	Not yet commenced

Project	Description	Funds sought/source	Timeframe	Problem being addressed	Benefits from solving the problem	Evidence base	Alignment to govt policy	Supporting Partners	Government Advocacy Status
<p><i>Tim Frederico</i></p> <p>Project Manager: Sam Jackson</p> <p>Champion Councillors: Cr Aitken Cr O'Reilly</p> <div> <p>LIKELIHOOD</p> <p>Medium</p> </div>									
<p>10. Work with other levels of government for more housing support and crisis/homelessness accommodation.</p> <p>Project Sponsor: <i>Gillian Kay</i></p> <p>Project Manager: <i>Liz Daley</i></p> <p>Champion Councillors: Cr Bolam Cr Aitken Cr McCormack</p> <div> <p>LIKELIHOOD</p> <p>Medium</p> </div>	<p>Council must leverage opportunity the funding opportunity to ensure social housing growth fund is spent in Frankston City.</p> <p>Council should also advocate for Frankston to be chosen as the location of one of the Family Violence Support and Safety Hubs promised by the State Government,</p>	Funding available	ASAP	Housing affordability and homelessness	Identified	Completed	Victorian Minister for Housing offering \$1B Social Housing Growth Fund	Yes	Commenced

Project	Description	Funds sought/source	Timeframe	Problem being addressed	Benefits from solving the problem	Evidence base	Alignment to govt policy	Supporting Partners	Government Advocacy Status
	to address the fractured social services sector.								
11. Health hub including expanded services for addiction and mental health Project Sponsor: <i>Gillian Kay</i> Project Manager: <i>Liz Daley</i> Champion Councillors: <i>Cr McCormack</i>	Council should also advocate for Frankston to be chosen as the location of a health hub to address rising addiction rates and growing mental health issues in the area.		ASAP	Addiction and mental illness	Identified	Completed			Commenced
<div>LIKELIHOOD</div> <div>Medium</div>									



Stakeholder list

			Priorities and projects	Partner, Supporter, Opponent	Key messages
State Government	Political	Ministers			
		Shadow Ministers			
		MPs			
	Govt	Department			
		Secretary			
		Deputy Secretary			
		Other stakeholders			
	Agency	CEO			
		Officers and stakeholders			
Federal Government	Political	Ministers			
		Shadow Ministers			
		MPs			
	Govt	Department			
		Secretary			
		Deputy Secretary			
		Other stakeholders			
	Agency	CEO			
		Officers and stakeholders			
Local govt networks	Group	CEO			
		Members			
Community groups	Group	CEO			
		Members			
Other organisations	University, hospital etc	CEO			
		Other stakeholders			
Individuals	Title	Name			

Advocacy strategy template

BACKGROUND

- Brief context and situational analysis – what's the problem?
- Why advocate on the issue? Commitments, accountability, outcomes...

AIM

- Long-term goal that want to contribute towards? What broader Frankston problem does it solve?

OBJECTIVES

- Specific Measurable Attainable Realistic Time-bound change objectives
- Do these contribute to the realisation of your aim?

TARGETS

- Who has the power to make the necessary changes?
- Who influences those people?

KEY MESSAGES

- For each audience

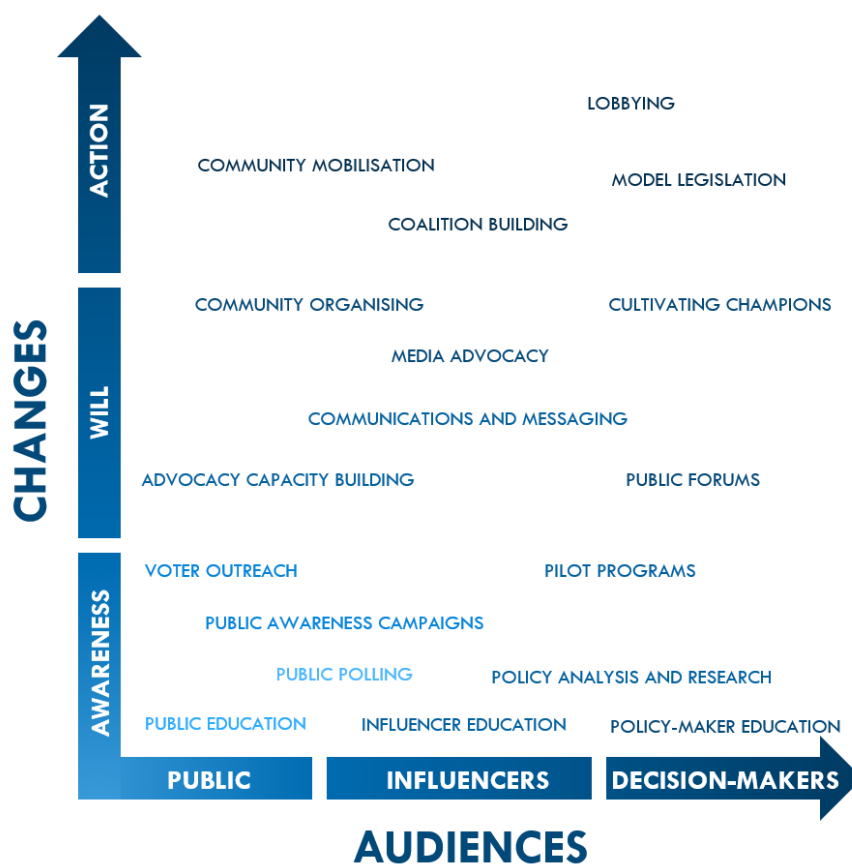
ROLES, RESPONSIBILITIES AND BUDGET

- What gaps (incl. capacities)? How fill them?

ALLIES/PARTNERS

- Who can you work with to build momentum and support?

TACTICS AND ACTIVITIES



TIMELINE

- Moments/opportunities for influence? How to be prepared for these with evidence and advocacy needed?