



# Public - Chief Executive Officer's Quarterly Report

Period reporting – January to March 2026 (public version)

I am pleased to present the Chief Executive Officer's Quarterly Report for the period ending on the 31 March 2026 (public version).

The information within this public document represents the period from 1 January 2026 to 31 March 2026 inclusive providing transparency and a more comprehensive overview of the organisation and its key activities.

Key topic areas include:

- People and Culture;
- Organisational Highlight;
- Fit for the Future;
- Financial and Corporate Planning;
- Planning Progress;
- Accountability and Transparency;
- Key Meetings and Activities;
- Advocacy; and
- Audit and Risk.

Thank you to the Mayor, Councillors, Council's staff, volunteers and contractors who continue to actively support our municipality. Over the last 3 months, it has been an honour to be the newly appointed first female CEO of Frankston City Council.

I look forward to continuing to work with the Council to deliver for our Community.

Regards

Tennille Bradley

**Chief Executive Officer**

*Frankston City Council acknowledges and pays respect to the Bunurong People, the Traditional Custodians of these lands and waters.*

## **PEOPLE AND CULTURE**

### Weekly communication

The CEO distributes an all-staff email every Monday providing advice on key achievements, sections thanking staff and well-done commentary, along with other news and items relating to Council briefings/meetings. The email is then uploaded onto Council's internal website portal called Frankly.



### Work Ready Program

The Work Ready Program remains an important contributor to Council's workforce development efforts by providing practical pathways into employment and enhancing skills for residents studying or living across the Frankston municipality. During this quarter, Council employed one apprentice within Operations and three trainees across Capital Works, Financial and Integrated Planning, and a shared role between the Youth and People & Culture teams. These roles provided structured, paid pathways combining training with hands-on workplace experience aligned to Council workforce needs.

In addition, the program supported 15 local secondary and tertiary students through supervised work placements delivered in partnership with education providers and community organisations. Student placements were hosted across Meals on Wheels, Arts, Library, Centenary Golf Course, Youth Services, and Information Management. The placements also included participation in the MiLife 'WorkLink' Program, with students completing a 12-week supported placement at Meals on Wheels. These opportunities enabled participants to gain hands-on experience, build workplace skills and explore potential career pathways while supporting broader community workforce development across the municipality.

### Leadership Development

The 2026 Fit for the Future Kickstart Program is now well underway. Delivered through Council's Emerging Leaders Program, it provides a structured development pathway designed to build leadership capability, strengthen organisational culture, and support long-term workforce sustainability.

The 2026 program launched in late February and continues to focus on collaboration, professional development, and the application of practical leadership skills aligned with Council priorities. The program will conclude in August 2026, with participating teams presenting their key learnings and outcomes to the Executive Management Team (EMT).

In addition, the Operations Mate to Manager Program will launch in 2026, targeting frontline employees transitioning from team member roles into leadership positions. This program focuses on developing the mindset and capabilities required to move from an operational contributor to a performance-focused people leader, with an emphasis on accountability, leadership behaviours, and effective team management within the Operations environment.

## **ORGANISATIONAL HIGHLIGHTS**

### Internal Awards

Plans are underway again in 2026 for each Directorate to host their Internal Staff Award ceremonies at the Frankston Arts Centre involving a crossover of breaks to allow Directorates to network with each other, helping to build relationships and connections across Council.

### Corporate donations and fundraising

Prior to Easter, Council's Staff Social Club organised a raffle raising over \$1200 for the Good Friday Appeal. Staff are also being encouraged to donate old blankets, towels and sheets to the Lost Dogs Home in Cranbourne collected by the Safer Communities Department. At Council, staff can elect to donate an amount directly from their pay to the Frankston Community Support Fund with new staff provided information on this option during induction.



## ***FIT FOR THE FUTURE***

### Capital Works updates

The 2025/26 Capital Works Program is progressing well, delivering key infrastructure to the community including major projects Frankston Stadium, Seaford and Langwarrin Place, Frankston Arts Centre Forecourt and Frankston Arts Trail. Other key projects recently completed include Ballam Park lighting, Monash Green Link Shared User Path, Skye Road rehabilitation works, Ballam Park East Oval reconstruction and drainage projects in Forest Drive and Violet Street.

As of 1 April 2026, Council has delivered actual expenditure of \$44.20M, with a forecast expenditure of \$75.30M against the Adjusted Capital Works Budget of \$76.23M. This forecast equates to 98.8% delivery of the Annual Capital Works Program, which is on track to meet the Council Plan KPI for capital works delivery of 90%.

### Seaford Place

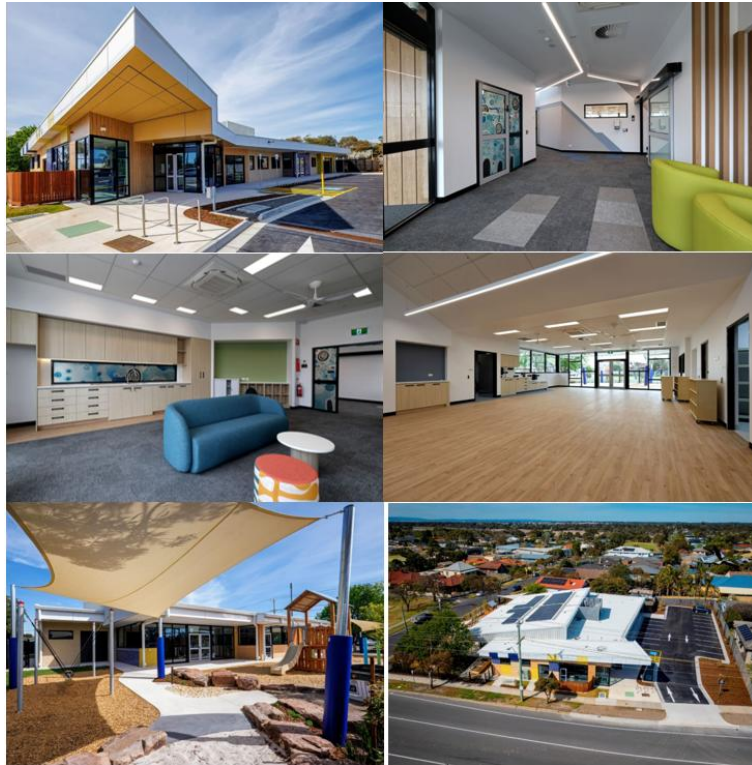
The Seaford Child, Youth and Family Centre project, officially named 'Seaford Place' is now complete, with Maternal Child Health MCH and Youth using the facility with the kindergarten opening in term one 2026. The date of the formal opening of Seaford Place is to be determined.

The new, purpose-built facility replaced the former Seaford Maternal and Child Health (MCH) and Kindergarten. The \$6M project has been jointly funded by the Victorian Government and Frankston City Council through the Building Blocks Partnership Agreement.

The Facilities upgraded centre feature's:

- Two kindergarten rooms for up to 66 sessional places
- Two Maternal and Child Health (MCH) consultation rooms and one Allied Health consultation room
- A youth hangout space with an outdoor breakout area
- A community room suitable for playgroups and parent education programs
- A large, shaded outdoor play area for kindergarten use
- Upgraded off-street parking for improved access and safety

For full project details visit <https://www.frankston.vic.gov.au/Planning-and-Building/Major-City-Projects/Seaford-Child-Youth-Family-Centre-Upgrade-and-Expansion>



### Langwarrin Place

The project is now complete. Stage One of the Langwarrin Community Hub, officially named ‘Langwarrin Place’, was completed in mid-2025, with the Langwarrin Community Centre relocating to its newly refurbished building in July 2025. Stage Two was finalised in late 2025, ready for term one 2026 commencement, delivering a new three-room kindergarten and Maternal and Child Health (MCH) facilities. The date of the formal opening of Langwarrin Place is to be determined. This \$8.6 million project, jointly funded by the Victorian Government and Frankston City Council through the Building Blocks Partnership Agreement, brings together key community services in one central location, improving access and convenience for local families.

Langwarrin Place features:

- Renovated Langwarrin Community Centre, including Occasional Care.
- New three-room kindergarten providing up to 99 sessional places.
- Two Maternal and Child Health consultation rooms.
- Separate entrance for kindergarten and MCH services.
- Multipurpose and staff rooms.
- Improved amenities and storage.
- Additional car parking.

For project information visit <https://www.frankston.vic.gov.au/Planning-and-Building/Major-City-Projects/Langwarrin-Community-Centre-and-Early-Years-Project>

Photos:



Frankston Stadium Project Update

Ireland Brown Constructions Pty Ltd commenced inground works on the Frankston Stadium redevelopment following the official sod-turning ceremony on 18 July 2025. The project, the largest infrastructure investment ever undertaken by Frankston City Council, will transform the Seaford site into a state-of-the-art, high-capacity sporting hub adjacent to the new Kananook Car Park. With construction underway and completion anticipated by mid-2027, the facility will become the new home of the Frankston & District Basketball Association (FDBA) and the Bayside Gymnastics Club (BGC).

Key Features of the Redeveloped Stadium Include:

- Two-storey stadium with 10 courts (6 new, 4 upgraded), including a show court with retractable seating for 1,000 spectators.
- Two multi-purpose courts for basketball, futsal, badminton, and volleyball.

- Frankston’s first purpose-built community gymnastics hall.
- Broadcast-ready infrastructure to host major regional and national events.
- New café, accessible changerooms, lift, and upstairs viewing areas.
- Improved landscaping, upgraded pathways, and a forecourt connection to Kananook Reserve.
- Sustainable design targeting a 5 Greenstar rating.

Works are progressing in line with the Contractor agreed program, with the following construction activities currently underway or completed:

- Replacement Rotary Shed and relocation of rotary club.
- Southern car park construction works; asphalt, civil drainage, footpath, public lighting and oval interface works.
- Replacement/strengthening of structural steel beams over existing courts (courts 3 to 6)
- Installation of in-ground services including fire, electrical, hydraulics, and stormwater.
- Installation of precast concrete panels to construct fire wall along grid E-E and along the northern perimeter of building.
- Erection of structural steel portal frame to show court volume (courts 1 & 2).
- Erection of structural steel to Gymnastics Hall.
- Roofing installation to show court underway.
- Detailed excavation, installation of screw piling, and pile caps to the central and Western expansion area.
- Site hoarding adjustments along Bardia Avenue underway to facilitate works abutting the road reserve.

For project information and 3D design flythrough visit: <https://www.frankston.vic.gov.au/Planning-and-Building/Major-City-Projects/Frankston-Stadium-Redevelopment>

Site photos from March 2026:



*Architect Drawing:*



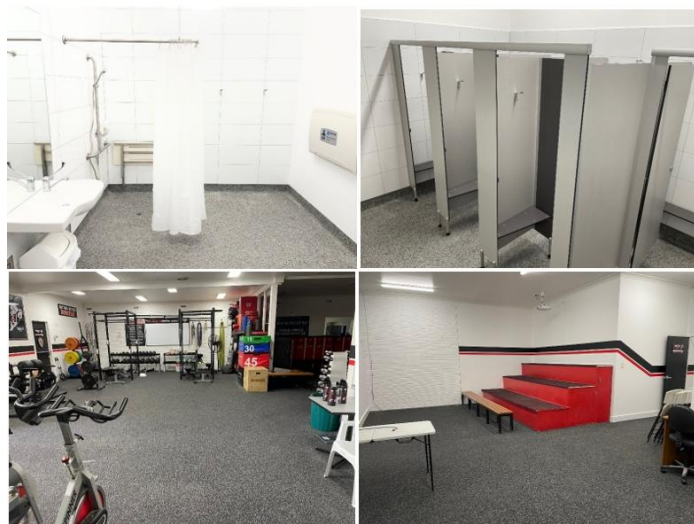
Frankston Park – Bryan Mace Grandstand Changeroom Amenities upgrade

The project upgraded the changerroom amenities in the Bryan Mace Grandstand to provide modern, female-friendly sporting facilities. Works included three new changerrooms designed in accordance with Sport and Recreation Victoria Female Friendly Sport Infrastructure Guidelines, aligning with the AFL’s facility standards and the Female Friendly Facilities Towards 2030 Plan.

The redevelopment also included upgraded umpire facilities, designed to provide inclusive, functional spaces suitable for both grassroots and elite level competitions. The new amenities support privacy, comfort and safety, encouraging greater participation by women and girls in sport.

Frankston Football Club competes in the Victorian Football League and plays its home games at Frankston Park (commercially known as Kinetic Stadium). The club has a long history dating back to 1887 and continues to rebuild both on-field and off-field performance within the evolving VFL competition.

The project was jointly funded by the Australian Football League, Sport and Recreation Victoria and Frankston City Council.



### Nairm Marr Djambana Aboriginal Association Development - 32R Nursery Ave, Frankston

Delivery of Stage 1A works as part of the broader Jubilee Park Master Plan, included construction of a new multipurpose community building and associated site improvements. The project creates a culturally safe, purpose-built gathering space to support programs, events and community services for Aboriginal and Torres Strait Islander peoples.

Stage 1A is supported by a \$850,000 investment from the Australian Government, in partnership with Frankston City Council. Council has also formalised a 50-year lease to support long-term community use of the site.

Works were completed end of March 2026, and the official opening will be on Thursday 23 April 2026.



### Council's Websites

This quarter, community members continued to rely on Council's website to find clear, practical information for everyday needs. With Food Organics and Garden Organics (FOGO) bins becoming compulsory, visits to waste-related pages increased significantly, particularly Bin collections and My bins, which more than doubled in views.

Strong use of the website's search function shows that many people are finding what they need quickly and directly. Interest in major community events also rose at peak times, reflecting the website's role as a trusted source for timely updates.

At the same time, reduced traffic on a small number of pages helps us identify where information can be made clearer or easier to find, guiding future improvements.

### **Core Services Delivering Value**

Several essential pages performed strongly this quarter, showing high engagement with key services:

- Bin collections - More community members visited this page as the community adjusted to compulsory FOGO bins. This highlights the importance of clear information about collection days and what belongs in each bin.
- My bins - Use of this personalised tool more than doubled. This indicates community members value being able to quickly access local, tailored information about their waste and recycling services.
- Website search - Many visitors go straight to search to find answers, with very strong engagement (around 95%). This reinforces the importance of clear page titles and plain-language content.

- Accepted items and prices - Continued strong interest shows community members are actively seeking straightforward guidance on disposal options and costs.
- Recycling and hard waste information - Recycling centre and hard waste pages remained well used, reflecting ongoing demand for reliable waste and recycling information.
- Events information - Visits increased sharply around major activities, including the Waterfront Festival. This demonstrates the website's role in sharing timely updates such as access changes and road closures.

### **Areas to Develop Further**

Free Annual Hard Waste Collection - Overall visits were slightly lower this quarter, however engagement was higher among those who reached the page. This suggests the content is helpful once found, and we can improve how easily community members discover it through related waste pages and search results.

### **Overall Insights**

This quarter's website activity shows community members are primarily seeking clear, practical answers, particularly about waste and recycling services. Increased use of bin-related pages was expected as the community prepared for compulsory FOGO bins, while strong growth in My bins highlights the value of personalised, location-based information.

High engagement with the website search function suggests many community members can reach the information they need efficiently. To support this, we will continue refining page titles, key terms and content consistency. Council will keep reviewing high-demand pages and focus future improvements on navigation and clarity, making it easier for community members to complete common tasks online.



# Corporate Website January – March 2026

Overall website data compared to previous year

## Pageviews

605,031

9.97% increase



## Users

276,852

54.83% increase



## Bounce Rate

53.48%

30.82% increase



## Engagement rate

46.52%

21.31% decrease



Most popular website section data compared to previous year

Page Path	Views	% Change	Users	% Change	Bounce Rate	% Change	Engagement Rate	% Change
Bin collections	39,874	▲19.4%	17,811	▲3.14%	43.92%	▼4.96%	56.08%	▲4.26%
Content search	23,963	▲2.25%	12,011	▲0.86%	5.29%	▼7.86%	94.71%	▲0.48%
Free Annual Hard Waste Collection	14,407	▼6.25%	8,482	▼16.86%	16.97%	▼37.06%	83.03%	▲13.68%
Accepted items and prices	14,391	▲9.6%	9,084	▲5.71%	22.27%	▼7.27%	77.73%	▲2.3%
Employment Opportunities at Frankston City Council	12,679	▼14.86%	6,924	▼16.14%	37.86%	▲14.42%	62.14%	▼7.13%
Frankston Regional Recycling and Recovery Centre (FRRRC)	12,457	▲0.14%	8,624	▼0.99%	14.95%	▼22.17%	85.05%	▲5.27%
My bins	12,338	▲103.97%	7,931	▲83.33%	6.35%	▲27.9%	93.65%	▼1.46%
Frankston's Waterfront Festival - fireworks, ramp and carpark closures	10,621	▲271.88%	7,346	▲258.52%	35.13%	▲11.25%	64.87%	▼5.19%
Hard waste collection	10,091	▲25.85%	6,551	▲7.53%	10.36%	▼0.45%	89.64%	▲0.05%



### Transparency Hub updates

This quarter, Council published a new Story page on asset maintenance to help customers better understand how Council maintains a safe and efficient road network across Frankston City.

The page explains Council's responsibilities under the Road Management Act 2004 (Vic) and outlines how these responsibilities are delivered through Council's Road Management Plan. This plan sets clear standards and obligations for the management and maintenance of roads and paths across the municipality, improving transparency about how decisions are made, and works are prioritised.

### **New Datasets Added**

Several new datasets were published to improve visibility of road and path maintenance activities:

- Pothole customer requests, by financial year and responsibility.
- Proactive pothole works, by financial year.
- Path customer requests, by financial year and path type.
- Proactive path works, by financial year and path type.

These datasets give customers clearer insight into both reported issues and proactive maintenance activity.

### **Quarter-End Data Refresh (Q3, FY 2025–26)**

Work is underway to refresh all datasets (around **30**) and statutory registers (around **15**) to ensure information remains current through Quarter 3 of the 2026–27 financial year. This ongoing refresh supports the accuracy and reliability of information published on the Transparency Hub.

### **Upcoming Dataset Pipeline**

Work is progressing on several high-value datasets planned for future release, including:

- Basic demographics – development complete; review in progress.
- Sensor data – development complete; review in progress.
- Building activity.
- Tree canopy and planting.

These upcoming releases will further strengthen the Transparency Hub by providing customers with broader and more detailed insights into Council activity and the local area.

### Customer Experience

Council continues to monitor and improve the customer experience across its services, with a focus on understanding customer needs and supporting consistent, high-quality service delivery.

During Quarter 3 of 2025–26, Customer Experience (CX) scores from Council's 'Rate It' program remained strong, increasing slightly to 8.9 out of 10, compared with 8.8 out of 10 in the same period last year. These results continue to reflect a high standard of service across Council's front counters and in-person service locations.



While a small number of customers rated their experience lower, most did not provide additional comments. This limits Council's ability to fully understand the reasons for dissatisfaction and identify root causes for improvement.

### **Voice of Customer Survey**

To strengthen insight into customer experiences, Council has commenced a targeted customer survey pilot using the Close the Loop functionality within Pathway, Council's corporate customer relationship management (CRM) system. This pilot supports a more structured approach to gathering feedback and identifying opportunities to improve service delivery. Due to current system limitations, the initial phase has been intentionally scaled to focus on a single request type *bin requests* and does not yet differentiate between requests lodged online and those submitted with assistance from frontline staff.

To date, the pilot has received 58 customer ratings, achieving a strong CX score of 9.0 out of 10. Early feedback indicates high levels of satisfaction with both customer service support and service delivery, across assisted and digital channels, with comments including:

- "Mel was very, very helpful, especially because I don't do websites. Thank you, Mel."
- "My interaction was all online and very good."

Council will continue refining and expanding this approach as system capability improves, supporting deeper insight into customer experiences and strengthening continuous improvement across services.

### **Digital Customer Experience Enhancements**

Council continues to improve how services are delivered by strengthening internal processes and supporting simpler, more consistent digital pathways for customers. This work focuses on making it easier for customers to access services, while also improving clarity, efficiency and reliability behind the scenes.

### **What Was Delivered This Quarter**

During Quarter 3 of 2025–26, Council completed several internal process improvements across key service areas to support more consistent and timely service delivery:

- Statutory Planning - A clearer process was implemented to help identify and prioritise time-critical planning applications. This supports more timely assessments and decision-making for customers.
- Safer Communities - A new process for managing skip bin requests was finalised and introduced, improving consistency and clarity for both staff and customers.

These improvements help reduce delays, improve transparency, and support more reliable customer outcomes.

### **What's Coming Next**

Council is also progressing planning and early work on further improvements to be delivered in upcoming quarters:

- Development Services - A new project will commence in April 2026 to introduce a clearer process for identifying Development Contribution Plan payments.

- Safer Communities - A draft process has been developed to support clearer and more consistent management of residential parking permits.
- Waste Circularity - A structured process has been drafted to manage exemptions to FOGO bin supplies, supporting fair and consistent outcomes.
- Engineering Services - Project work is commencing to develop a clearer process for managing customer refund requests.

### **Overall Impact**

These planned improvements will build on existing digital services and internal systems to reduce complexity, improve response times, and enhance the overall customer experience. By strengthening internal processes, Council is supporting more consistent, transparent and customer-focused service delivery across the organisation.

#### Council's Corporate Customer Service Performance

Council's Corporate Customer Service team continued to demonstrate positive momentum this quarter, with performance becoming more consistent across service delivery.

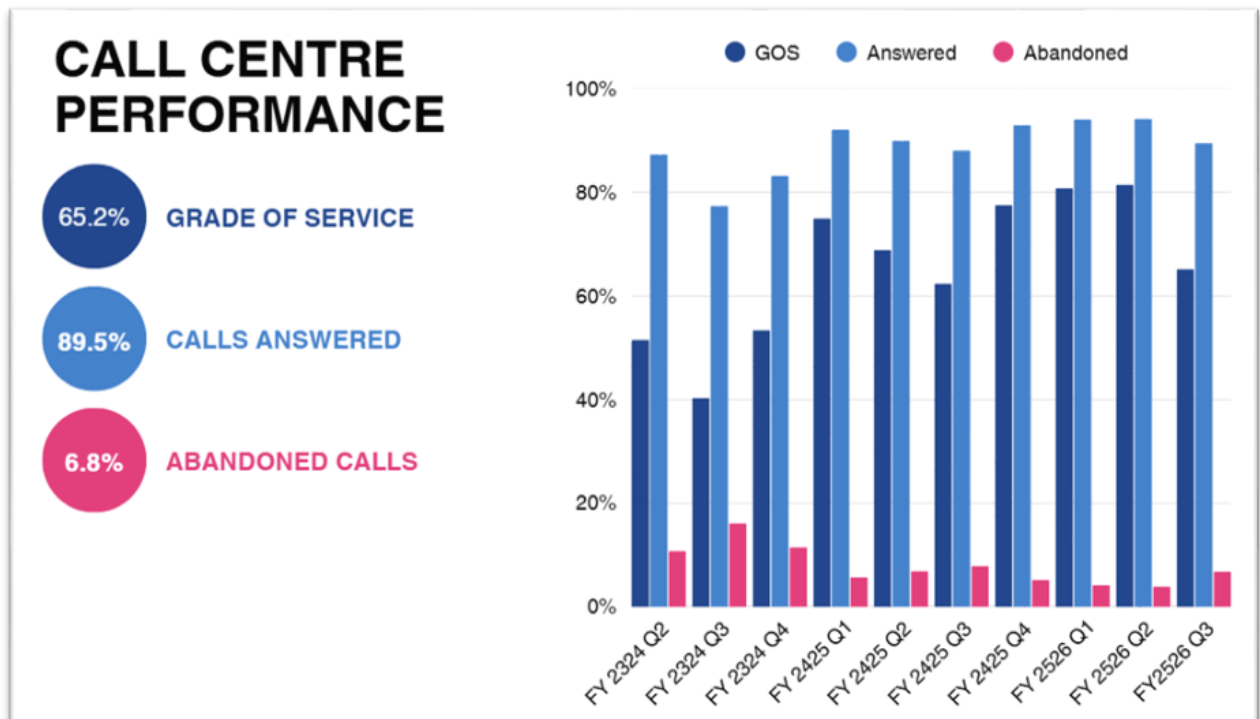
The Grade of Service result for the quarter was 65.5 per cent, an improvement on 62 per cent in Quarter 3 of 2025. While the result remains below the current target of 80 per cent, performance has improved consistently year on year. All three quarters this year have delivered stronger results than the same periods last year, indicating sustained progress.

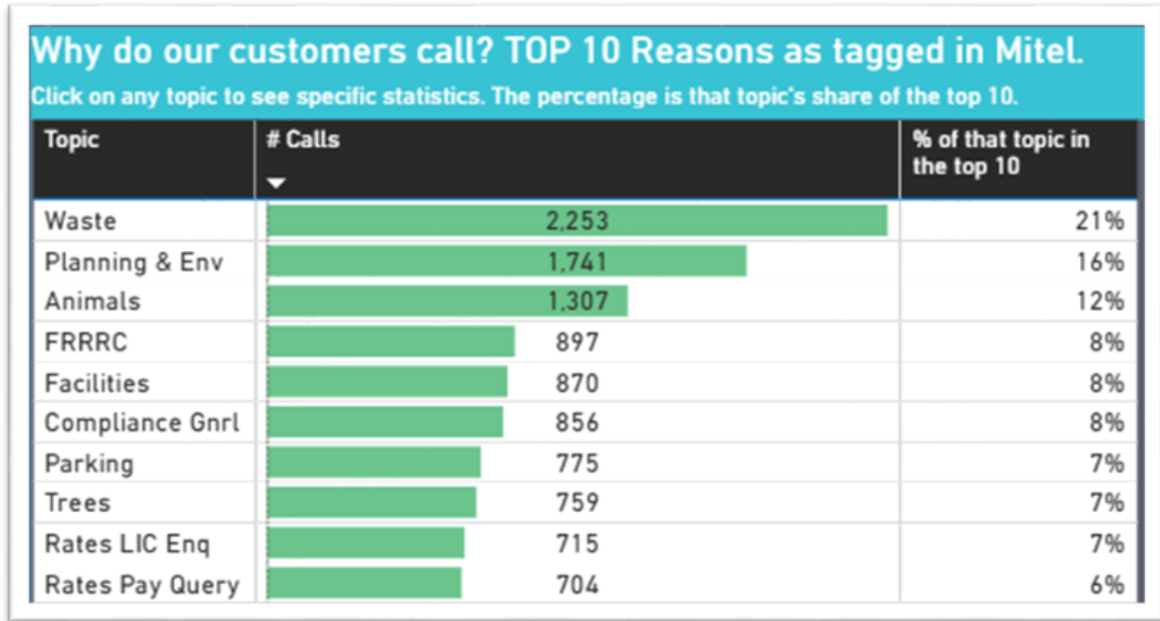
This improvement reflects a more consistent experience for customers, alongside better workload management for staff. Together, these outcomes support both improved customer experience and stronger employee engagement.

Average handling times remained stable this quarter, with expected variations driven by seasonal and organisational factors. Importantly, the Customer Service team successfully transitioned to the Pathway UX platform, Council's corporate customer relationship management system, with no customer-facing disruption and no increase in handling times. This indicates a well-managed training and rollout process.

Over the past four quarters, Customer Service performance has continued to strengthen and stabilise compared with previous years. This sustained improvement highlights the maturing of Council's operating model, improved resource alignment, and a growing capability to deliver dependable, high-quality customer service outcomes.

Council will continue to build on this progress by strengthening systems, supporting staff capability, and maintaining a focus on consistent and reliable service delivery for customers.





**Call trends and Opportunities**

Council continues to monitor customer contact trends to better understand demand and support consistent, reliable service delivery.

During the third quarter, waste-related enquiries were the most common reason customers contacted Council, accounting for 21 per cent of the top ten call types. Planning and Environment enquiries were the second highest, representing 16 per cent of the top ten call types. Together, these two service areas accounted for around 30% of all calls handled by the Customer Service team.

The increase in Waste-related calls followed the distribution of more than 8,000 letters advising customers of upcoming changes to the four-bin system and the requirement to have a FOGO bin. Customer Service and Waste teams worked closely to support customers through this change and manage increased demand. While this collaboration helped maintain service continuity, the higher call volumes placed pressure on overall call performance for the quarter.

To strengthen insight into customer needs, Council introduced additional call categorisation for Rates-related enquiries, expanding available options from four to thirteen. While this change temporarily limits direct year-on-year comparison, it provides clearer visibility of call drivers and supports more targeted service improvements over time.

Within Rates enquiries this quarter, the most common call type related to Land Information Certificates (LICs), typically requested during property transactions. Rates enquiries remained the largest combined reason for contact

overall, accounting for 18 per cent of all calls answered. Call volumes did not decrease year on year this quarter, likely influenced by increased Waste-related enquiries associated with the FOGO rollout.

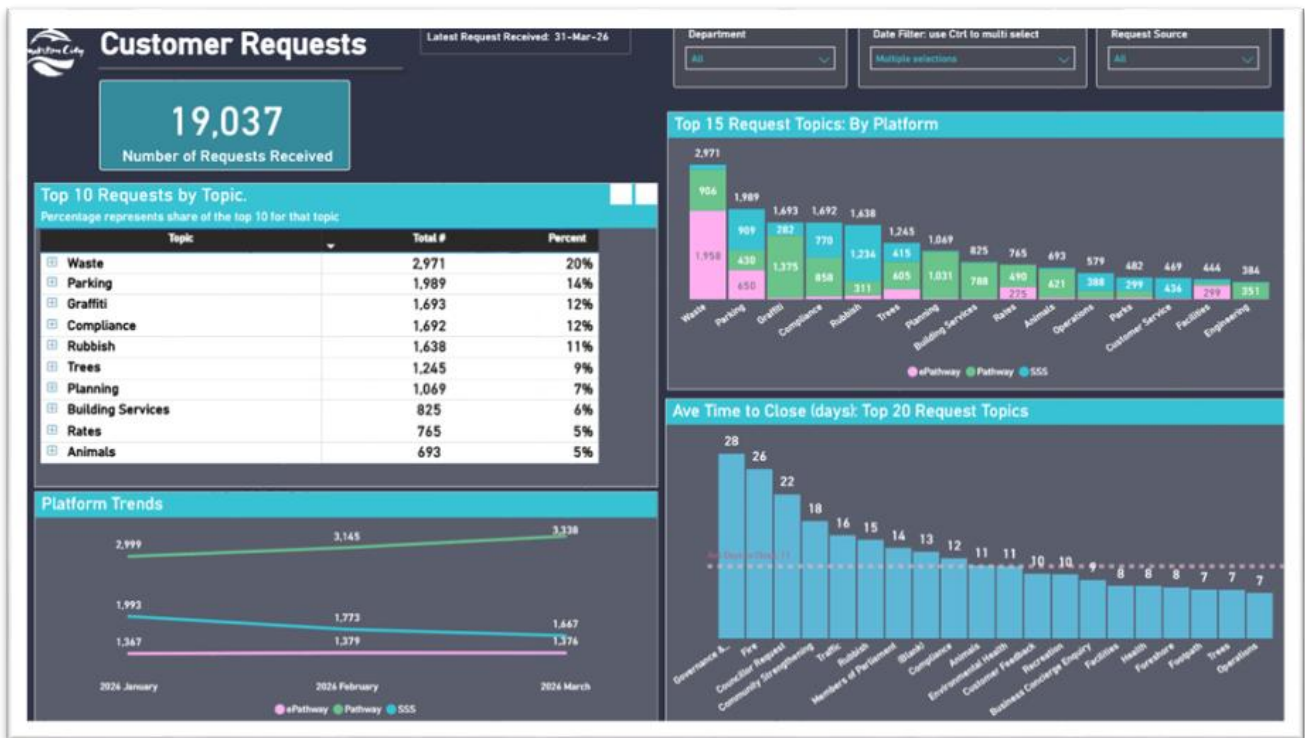
### Service Requests Received

Customers continue to use a mix of channels to access Council services, including phone, the corporate website and Snap Send Solve. Across the quarter, 19,037 service requests were lodged through these channels, representing a 2 per cent increase compared with the same period last year.

Clear patterns continue to emerge in how customers choose to engage:

- Snap Send Solve is most used to report public-space issues such as parking concerns, dumped rubbish, graffiti and trees overhanging footpaths.
- Council’s website remains the preferred channel for property-related services, including waste management and bin requests.

These trends indicate increasingly informed channel choice by customers, with people selecting the option that best suits their needs. This reinforces the value of maintaining multiple access points to Council services while continuing to strengthen digital pathways and improve clarity across all channels.



At the end of Quarter 3, there were 2,288 open service requests, representing a 17 per cent increase compared with Quarter 2 (1,953). This increase reflects higher customer contact volumes across the quarter.

Customer emails are recorded as ReM requests and form part of Council's overall customer request metrics. During Quarter 3, Council received 7,409 pieces of correspondence, a 14 per cent increase compared with the same period last year (6,486). Over the quarter, 6,025 requests were closed, which was lower than Quarter 2, reflecting increased demand and complexity of enquiries.

At quarter end, 1,382 ReM requests remained open, an increase of 7 per cent compared with Quarter 2 (1,295).

Council met its 10-day response benchmark for 77 per cent of requests this quarter, a slight decrease from 78 per cent in Quarter 2. The average response time increased to 11 days, compared with 10 days in the same period last year.

Ongoing internal communication and performance monitoring continues through Council's Customer Experience Report, supporting visibility of demand, workload trends and response times, and helping teams maintain a focus on timely and consistent customer responses.

#### Social media - Frankston City Community

During Q3, Council's media and communications work reinforced our strategic direction and investment in major events, community engagement, economic growth initiatives, and strengthened transparency with residents through over 250 posts across Instagram, Facebook, and LinkedIn.

#### *Content Summary:*

- Major Events and Community Activation – DEAP Program, Waterfront Fest, South Side Festival, Street Art Festival and various community events.
- Major Projects: Advocacy, Mobile Food Van Program, Frankston Basketball Stadium, Frankston Yacht Club, Community Care Package, Frankston Hospital, Welcoming Cities and Accessible Beach Program.
- Council Governance and Transparency – Council meeting summaries – move to video, New CEO and female leadership team (International Women's Day).
- Growth and Development – Priority Development Program and SEPA.
- Community Engagement – Tree Protection Local Law, Differential Rate, Municipal Early Years, Karingal PLACE.
- Environment and Lifestyle – Ride2school Day, FOGO, National Tree Register, Free Tree giveaway, inclusion grants, Neighbour Day, Seaford Beach Accessible Matting, Pines Pool Extension, Kitten Adoption Day, Clean up Australia Day, Community Group Annual Survey, International Wetlands Day, Australia Day Citizenship Ceremony, Citizen of the Year Awards, Sister Cities, FOGO. Emergency Management: Fuel Crisis.

#### *Media and Reputation*

During Q3, Frankston City Council received over 40 pieces of earned media coverage across Herald Sun, The Age, ABC Radio, Frankston Times, Inside Local Government and the Seven Network because of our social posts, media releases and media responses. There was positive sentiment across metro media (print and digital) and Council social media channels, with coverage and commentary largely reinforcing Frankston City as a destination for events, Frankston City as an accessible and welcoming city and cementing Council 2026 election priorities.

Council's Special Economic Priority Area, Priority Development Program and Differential rate generated discussion and debate around development, affordable housing and the future of development in Frankston City.



## City Positioning and branding

### **Metro PR**

Frankston City has captured headlines for all the right reasons this Quarter – from the accessible beach pilot program, to Frankston’s Waterfront Festival and Frankston Street Art Festival with the assistance of a PR agency commissioned by Arts & Culture.

### **Development and investment**

OYOB and Pace Development Group’s Nepean Highway projects were launched at groundbreaking ceremonies and community sentiment continues to be predominantly positive regarding developments. Several new businesses have opened or been announced this quarter (Rochella Lido, Zambreros, Bang Bang, Oshima, Henry’s, General Public at Karingal etc). A consultant has been engaged by Eco Dev regarding an Investment Attraction Strategy to target larger anchor institutions, big box brands and fill vacant shops.

### **Collateral**

Two major pieces of promotional collateral have made good progress this quarter. A new Prospectus has been drafted which now incorporates up-to-date stats as well as additional pages on sports & recreation, nature/open space, play spaces and industrial precincts. The Imagine Frankston website is also on track for a re-launch by the end of the financial year and will have four key focus areas: Live, Visit, Invest, Develop. The copy has been drafted and the wireframe is at the initial build stage.

### **Stakeholder engagement**

Strategic Development has attended, sponsored and presented at a number of developer forums this Quarter in order to continue building relationships and presenting Frankston City’s feasibility as a key destination for development.

### **Branding**

There are still a number of Arts & Culture brands which do not align to the corporate branding or Council’s endorsed Branded House approach, which aims to visually associate key services with Council. Libraries, Frankston Arts Centre, Frankston Arts Trail, each Council-owned festival. However, most of the print and digital collateral across the organisation is now utilising the corporate branding and updated monochrome logo.

## Destination Events

The Major events season continues to see fruit from the investment in media partnerships and PR agency, with extensive television and radio coverage of the Frankston Street Art Festival and Street Art Studio, as well as feature articles with Secret Melbourne.

Waterfront Festival was successfully delivered with increased attendance from last year. The Revive Live grant that was secured by the Major Events team was utilised for programming of elevated talent and activities, as well as improvements to stage production and accessibility.

The 2026/2027 round of the Destination Event Attraction Program was launched, with strong submissions from a combination of existing and new event organisers.

External event delivered include: The Blessing of the Waters, Frankston Swim Classic, Get Your Reconciliation On, as well as the final few Scullybug Market days (a new market that has been activated at Ballam Park this year, servicing the Karingal and Langwarrin areas), plus support for The Carrum Downs Market which is preparing for its first day in April 2026 (this is a new market servicing the Carrum Downs area, which is traditionally underserved by events).



## Community Engagement

Council endorsed the new Community Engagement Framework on 23 February 2026, which is now being implemented. Over two years, more than 2,000 community, staff, Mini Frankston City members and diverse stakeholders shared their ideas, hopes and lived experience to inform the new Framework and shape how we engage as a City. With more clearly defined processes and scope and more ways to engage, 2026 is already shaping up to be a defining year for engagement in Frankston City.

Between February-March 2026 (following a summer engagement 'pause'), the Community Engagement team supported Council to deliver meaningful and inclusive engagement opportunities across 8 diverse projects:

- Draft Tree Protection Local Law.
- Municipal Early Years Plan 2026 – 2030.
- Draft Revenue and Rating Plan (including proposed new vacant commercial rate).
- Karingal PLACE Neighbourhood Centre.
- Four draft Financial Policies.

The Community Engagement team kicked off the year with a very extensive amount of:

- In-person engagement – 80+ hours of intercept surveys and pop ups in February-March.
- Online engagement – resulting in 1,560 contributions from 9,474 visits to Engage Frankston.
- Data analysis and reporting – of over 1000+ free-text comments.
- New Engage Frankston members – 110 sign ups from residents with diverse demographics and engagement interests, adding to Engage Frankston's 5000+ members.
- Reporting – with seven engagement reports published on Engage Frankston and Community Engagement team attending three Council briefings on engagement results.

Planning is now underway for the next round of community engagement projects for April-June, including:

- Draft Paths Development Plan.
- Draft Contributory Scheme Policy.
- Draft Inclusion Action Plan.
- Youth Action Plan.
- Draft Governance Rules.
- Draft design for a new laneway at 76 Young Street.

## Fit for the Future Program Efficiencies

Council's Fit for the Future program continues to drive improvements in how services are delivered, how resources are used, and how Council prepares for future community needs. The program focuses on strengthening customer experience, improving efficiency, and supporting long-term financial sustainability.



## Progress This Quarter

The Year 2 Fit for the Future program is now well established and includes 18 projects and two programs progressing across Council. These initiatives are focused on improving service quality, simplifying processes, strengthening digital capability, and making better use of public resources.

During this quarter, the program continued to deliver measurable financial and operational benefits.

- \$432,000 in efficiencies were delivered and embedded in the 2024–25 financial year.
- In 2025–26, approximately \$980,000 in financial benefits have been realised to date, with further benefits expected as remaining projects are completed.

These efficiencies support Council’s ability to continue delivering services while managing costs responsibly. In addition to financial benefits, process improvement initiatives have delivered thousands of hours in efficiency gains, enabling staff to focus more time on direct service delivery and customer support.

## Building Capability and Responsible Use of Technology

As part of Fit for the Future, Council is also strengthening organisational capability and governance to support modern, responsible service delivery.

This includes:

- Establishing a cross-functional working group to guide the ethical and responsible use of artificial intelligence, ensuring new technologies are applied safely and appropriately.
- Building staff capability through targeted training and learning programs, supporting consistent and informed use of digital tools.
- Testing and exploring new digital solutions, such as automation and assisted service tools, to help improve response times and reduce manual effort where appropriate.
- 

These activities are focused on supporting better customer experiences while maintaining strong governance, privacy and accountability.

## Looking Ahead

The Fit for the Future program will continue to progress over coming quarters, with a strong focus on:

- Improving service reliability and responsiveness for customers.
- Supporting simpler, more consistent digital and in-person service pathways.
- Strengthening transparency, performance reporting and accountability.
- Ensuring Council remains financially sustainable and well-positioned for future growth.

By continuing to invest in service improvement, capability and smarter ways of working, Fit for the Future is helping Council deliver practical, long-term benefits for customers and the community.

## **FINANCIAL AND INTEGRATED PLANNING**

### Financial and Integrated Planning update

Following the budget engagement process in late 2025, 40 community submissions were received and a hearing of submitters was held on 18 February 2026 where 28 submitters were heard. These submissions are being considered as part of the Budget 2026-2027 development. Community engagement was also open on the Engage Frankston page between 2 February and 4 March 2026 on a proposed new differential rate on vacant commercial property. There were 230 responses received. A report on the results of the engagement will go to Council on 20 April 2026.

## **PLANNING PROGRESS**

### Statutory Planning data update – Quarter 3(Q3) (2025-26)

Statutory planning on-time delivery for Q3 at 61% for standard applications was below the target of 70 percent. Delivery at 64% for VicSmart applications was below the target. This reflects changes that have been made to the nature of applications able to be considered in the VicSmart category, which are more complex and thus more challenging to decide within 10 business days. The changes made to VicSmart application types, increases in enquiry and work relating to new canopy tree requirements also introduced in Q2, and time involved in training new team members are also now impacting timeframe delivery for standard application types. Work will occur during 2026 to adapt work systems with an aim to improve decision timeframes for VicSmart applications. It is anticipated that as planner and applicant understanding and capability to apply the new controls increases, timeframes for standard application types will reduce. Outstanding application volumes are within the target range (200-300), with 247 undecided planning permits, amendment to planning permits, and plan approval applications currently with Council.

The on-time delivery data is illustrated in the charts below (calendar year) as well as the volume of applications received per month over the last four years.

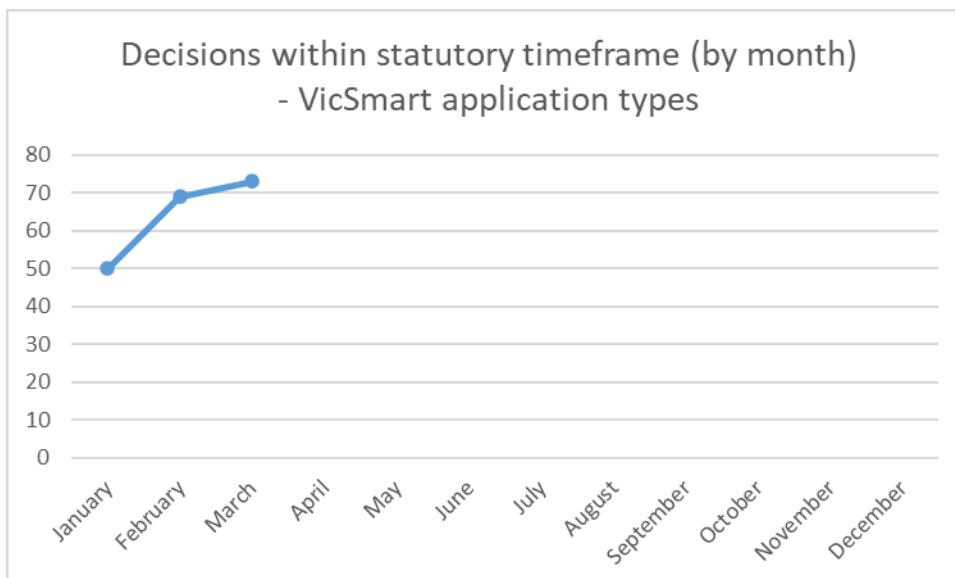
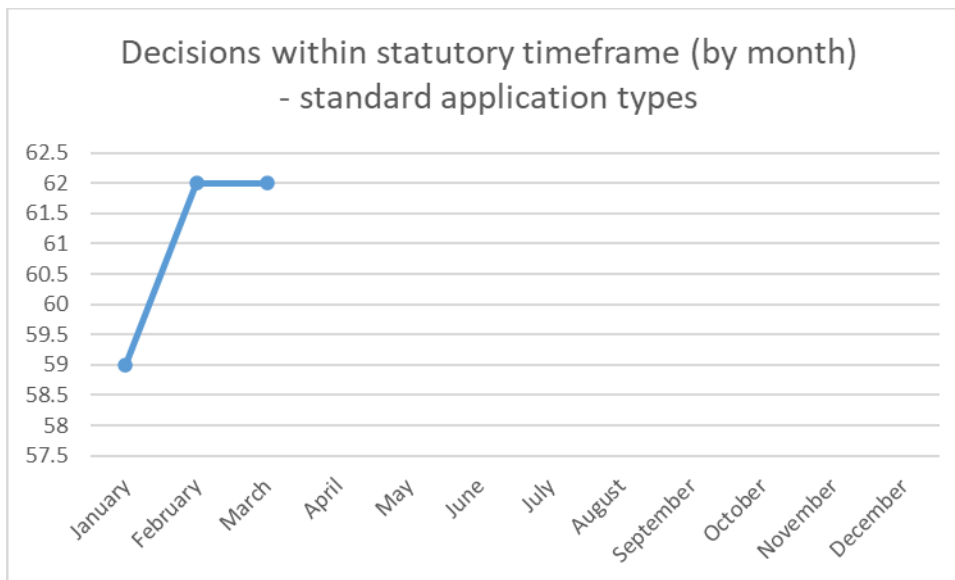
This demonstrates the consistent volume of applications received each month, noting that the lodgement volume includes new permit and amendment applications and other consent types, but is still not reflective of all work undertaken in the processing of planning permit applications.

Lodgements during 2025 have ended at the same level as 2024 volumes. This represents the 3<sup>rd</sup> highest volume of lodgements in the last 9 years. Application lodgements during the first 3 months of 2026 (Q3) have continued this trend – recording the 2<sup>nd</sup> highest volume of lodgement for this period ever (231, beyond the record of 243 in 2022).

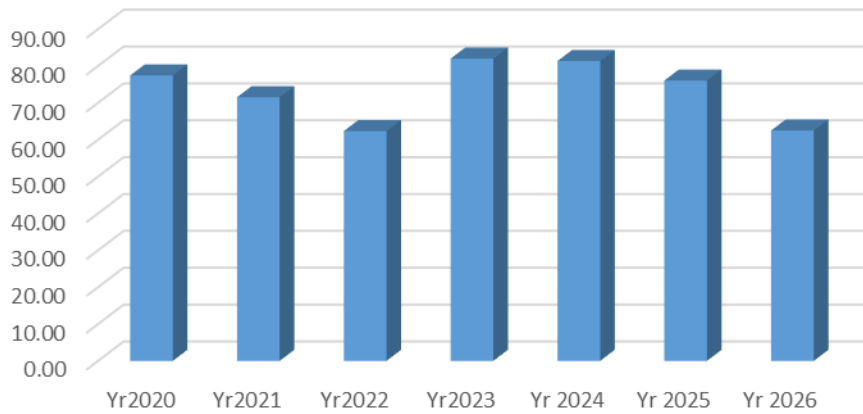
A summary of developer financial contributions received within the quarter is also detailed below.

Work has been practically completed for implementation of new 'workflow' processes which will improve the functionality of Council's application processing software and allow for efficient tracking of applications and reporting of live data and application statuses. However, further process and system adjustments are now required to respond to various State Government planning reforms which have been implemented and are to be legislated. This significant work will be undertaken over the balance of the financial year.

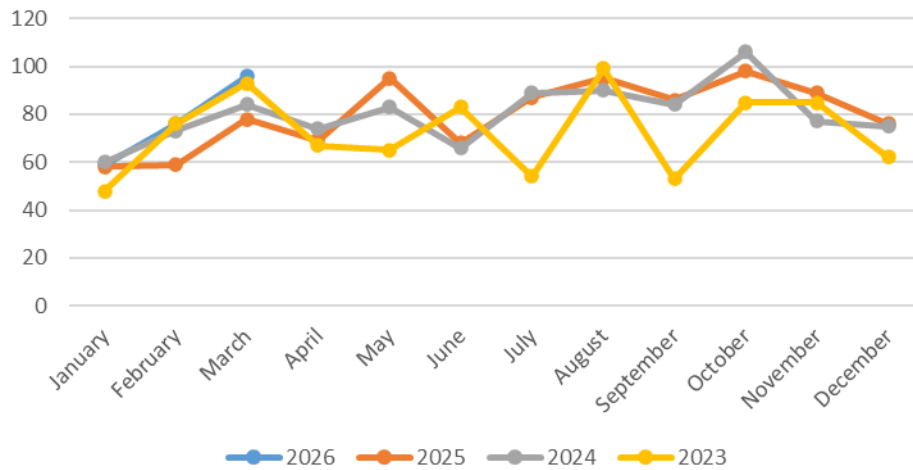
Developer Financial Contributions- Quarter 3 (2025-26)	
Contribution Type	Total Amount Received
Open Space Contributions	\$409,300
Car Parking Financial Contributions (cash-in-lieu)	\$0

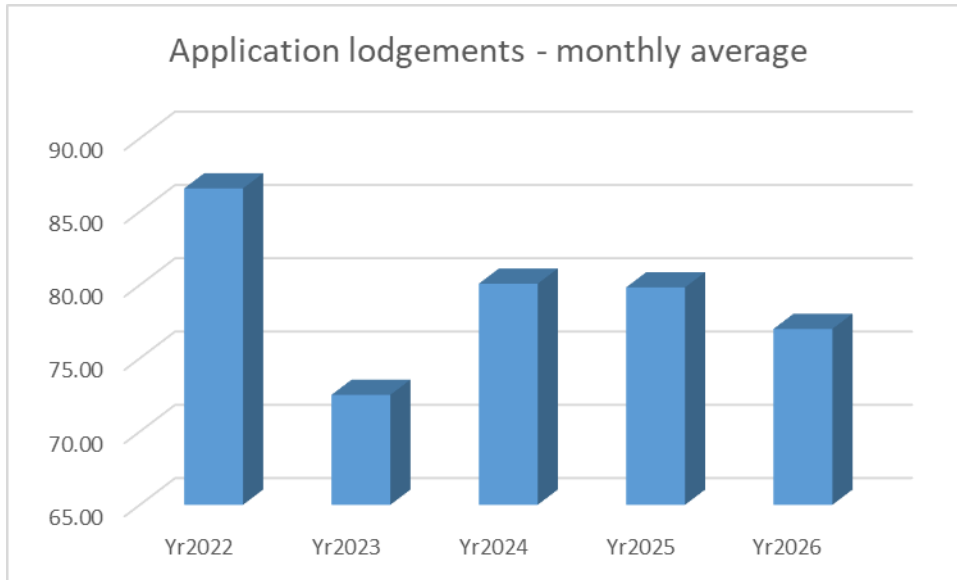


Decisions within statutory timeframe (annual avg %) - combined application types



Application lodgements by month





Environmental Health update- Food Business Inspection and Enforcement Outcomes Quarter 2 (Q2) (2025-26)

Environmental Health Officers delivered good performance this quarter, completing 145 statutory food business inspections and assessments—approximately 16.5% team’s annual target. Food safety compliance reached 77%, with 110 businesses meeting required standards.

Thirty-five inspections identified major or critical non-compliances, all of which were promptly addressed or will be followed up in a timely manner considering their allocated timeframes for compliance.

For eight consecutive quarters, the team has maintained a 100% follow-up rate on all major and critical issues, demonstrating their ongoing commitment to safe food practices across the sector.

During the quarter, officers issued one Food Act Order and three infringement notices in response to serious breaches, ensuring compliance and protecting public health.

Quarter 3 inspection and enforcement outcomes are summarised in the tables below.

# Environmental Health

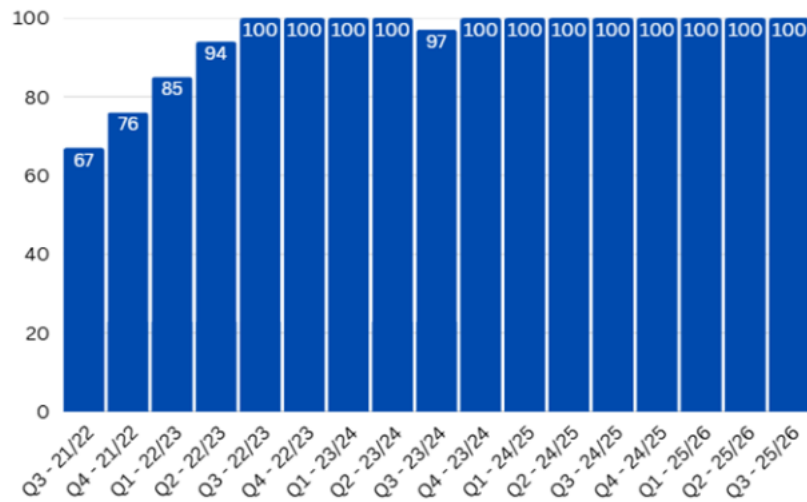
## QUARTERLY FOOD SAFETY OUTCOMES

**16.5%**  
statutory food inspections & assessments completed in Q3

**145**  
statutory food inspections & assessments completed in Q3

**77%**  
compliance rate

Percentage of all Critical and Major non-compliances followed up



# Environmental Health

## QUARTERLY FOOD SAFETY OUTCOMES

Food Business Inspection and Enforcement Outcomes

Measures	Monthly			Quarterly	
	Jan	Feb	Mar	QTR 3	Q2
Critical and major non-compliance notifications % follow up rate	100	100	100	100%	100%
Compliant statutory food premises inspections	19	41	50	110	222
Non-compliant statutory food premises inspections	4	8	23	35	5
Food Enforcement - Food Act Orders & Directions Issued	1	0	0	1	2
Food Enforcement - Penalty Infringement Notices Issued	0	3	0	3	2

### City Futures Department update

The following Policy and Strategy Development work occurred from January to March 2026:

- **Housing Capacity Confirmation:** The Minister for Planning advised in January that Council's planning scheme has sufficient capacity to meet the 33,000-home target by 2051.
- **Housing Strategy:** New Planning Practice Notes were released in January to guide development of the Frankston City Housing Strategy. Officers are reviewing previous work and preparing procurement to restart the project in Quarter 4.
- **Housing Capacity Assessment Platform (HCAP):** The State Government provided the HCAP tool in March, a required input for developing the Housing Strategy.
- **Amendment C148frn – Industrial Strategy & Urban Design Guidelines:** Gazetted on 27 February, providing clear planning scheme guidance for all industrial areas.
- **Amendment C167frn – Corrections:** Exhibition closed on 3 March with one objection. Council will consider the submission and next steps in Quarter 4.
- **FMAC Health & Education Precinct:** Development of the proposed precinct is progressing, with the Stage 1 report received in March.
- **Planning Scheme Review (Section 12B):** Stage 1 progressed this quarter, with organisation-wide input underway to ensure a contemporary and effective planning scheme.
- **Kananook Precinct Master Plan:** Received in-principle support from Melbourne Water; finalisation awaits updated flood-mapping data.
- **FMAC Urban Design Guidelines:** Draft guidelines were developed through internal workshops, Bunurong engagement and a Gender Impact Assessment. OVGAs and DTPs will now review the draft, with a Councillor briefing planned for June 2026.
- **76 Young Street Laneway:** Engagement planning progressed and design procurement preparation commenced. An independent cost review of the endorsed concept was completed to support future budgets and funding bids.
- **Seaford Connected Advocacy:** Council's urban design position for the Seaford Level Crossing Removal Project was finalised, providing an evidence-based platform to influence State design outcomes early.
- **Nepean Boulevard:** A project working group was established and detailed scoping commenced for power undergrounding, the Waterfront shared-use path and FMAC Streetscape Standards, applying a place-based approach to advance shovel-ready opportunities.
- **Waterfront Precinct Review:** The review was finalised with DEECA input, establishing a prioritisation framework for future open space investment and reported to Council in March.
- **CASBE Submission – Energy for Apartments Inquiry:** A draft joint submission was prepared by NAGA and circulated to CASBE and greenhouse alliances for member feedback ahead of the 27 February deadline.
- **Awards Nomination:** Urban Design submitted Sandfield Reserve Precinct Revitalisation for the Parks and Leisure Australia Awards (Park of the Year category).
- **Langwarrin District Play Project:** Stakeholder engagement was undertaken with Lloyd Park sporting clubs. Feedback will inform the next design stage to support advocacy ahead of the State election.

- **Wayfinding Strategy Implementation:** Key signage projects progressed, including Sandfield Reserve, Wilton Reserve, Municipal Gateway Signage and Frankston Civic Centre, ensuring alignment with branding, place-naming and compliance.
- **26/27 Capital Works Program Planning:** Scoping and Project Overview Sheets are underway for LTIP-identified projects. The team contributed to the 26/27 POS Integration Meeting to strengthen coordination and program delivery.
- **Pick My Park – Funding Success:** Six park projects secured \$790,000 in Round 1, to be matched by Council. Upgrades scheduled by June 2028.
- **Pick My Park – Round 2 Applications:** Six new submissions are being prepared for Burgess, Rotary, Cavill, Myrtle, Alicudi and Escarpment reserves, seeking matched funding for further play and park upgrades.
- **Tree Protection Local Law:** Public consultation ran 2 February 2026 to 5 March 2026 with strong support for stronger canopy protection. Implementation materials are being prepared. A report recommending adoption will go to Council on 20 April 2026.
- **Disaster Ready Fund:** Officers provided a project update to the Municipal Emergency Management Planning Committee on 18 February 2026.
- **Big Tree Giveaway:** Coordination is underway with the nursery team to deliver 14,000 trees to residents, launching at the Indigenous Nursery Open Day on 28 March 2026.
- **Statewide Planned Retreat Policy:** Officers contributed to all Stage 1 engagement rounds (Nov 2025–Mar 2026). DEECA will now progress project planning (May–Sept 2026) ahead of statewide guidance development.
- **Coastal Guardians – Drone Capability:** Training continued across key teams to enhance coastal monitoring, mapping and environmental assessments.
- **Electric Vehicle Public Charging:** No new sites installed this quarter. Six locations continue to provide 22 chargers across the municipality.
- **Environmental Friends Group Training:** The first of four leader training sessions commenced in February, with future sessions to cover safety, work planning and plant ID.
- **Environmentally Sensitive Lighting Review:** Assessments began on unmetered lighting in biodiversity areas to identify opportunities to reduce harmful light spill.
- **Significant Trees Register:** A Request for Quote was released for arborist assessment of community-nominated trees.
- **Investment Attraction:** The Bang Bang project progressed, expected to generate \$26.5 million in economic output and 30 ongoing jobs. The business has leased premises at 24 Playne St and plans to open in May 2026.
- **Young Street Uplift Project:** Completed in January, delivering visible improvements across FMAC, including pressure-washing 43 properties and uplift works to seven properties.
- **Affordable Housing Policy Implementation:** Analysis of key-worker housing affordability was completed, and assessment of vacant land for potential affordable housing outcomes is nearing completion.
- **Responding to Rough Sleeping Protocol:** Staff training and new operational tools are improving coordination and strengthening timely, safe and consistent responses.
- **Healthy Choices Policy Review:** A simplified, evidence-based food and drink framework is being piloted with Bayside Health across selected Council sites, with evaluation underway.
- **Health and Wellbeing Policy Update:** Work commenced on the updated policy, including staff engagement, research and a Gender Impact Assessment.

The following Programs and Events delivered:

- **Frankston City Housing Acceleration Taskforce:** An opening meeting with the Mayor and local MPs was held on 24 February. The Taskforce will provide coordinated strategic leadership to accelerate housing supply and support delivery of the 33,000 additional dwelling target by 2051.
- **Housing Advisory Committee Transition:** The Committee met on 16 February and recommended its dissolution, noting the Taskforce will lead future strategic housing work. The Committee reflected positively on its achievements, including contributions to Council's Affordable Housing Policy.
- **Zero Homelessness Initiative:** The Frankston & Mornington Peninsula Zero Committee met on 3 March, focusing on improving By-Name-List data quality, strengthening coordinated responses, and progressing advocacy for ongoing funding to achieve functional zero rough sleeping.
- **Entrepreneur Program:** The Frankston City Entrepreneur Program concluded on 17 March. Recommendations for five entrepreneurs to receive \$10,000 grants will go to the 20 April Council Meeting, with an awards ceremony scheduled for 28 April.
- **Environmental Education & Engagement:** The Summer School Holiday Rangers program engaged families at the Seaford Wetlands, while eleven Gardens for Wildlife visits and a 'Gardening for Biodiversity' workshop at Frankston Library supported residents to enhance habitat values.
- **Clean Up Australia Day:** On 1 March, officers supported 114 volunteers who collected over 115 kg of litter across the municipality.
- **Local Business Support:** Council delivered the Builders & Tradies Connect Event on 19 February 2026, bringing together 45 local businesses to network and build industry connections.

## ACCOUNTABILITY AND TRANSPARENCY

### Frankston Business Collective update

- The Frankston Business Collective continues to maintain a strong and constructive relationship with Frankston City Council through regular engagement with the Mayor, Councillors, Council leadership and the Economic Development team to support local business and economic development initiatives.
- The FBC commenced the year with well-attended business events, including the Leaders at Dawn Breakfast, which featured an address from Frankston City Council CEO Tennille Bradley and was attended by several Councillors and business leaders. FBC events continue to provide an important platform for dialogue between local government and the business community.
- Networking events also attracted strong attendance from both members and non-members, continuing to support business connections and engagement across the Frankston business community.
- The FBC continued its advocacy role on behalf of local businesses, including providing a submission to Council regarding the proposed Vacant Commercial Property Rate, outlining concerns raised by commercial property owners and encouraging further engagement with industry to explore solutions that support activation of vacant commercial spaces.
- The FBC also provided industry input into the development of Council's Destination Event Attraction Program (DEAP) Guidelines for 2026–2027, working with the hospitality sector and Council's Destination & Events Strategy team to ensure local business perspectives were represented in the planning process.

- FBC continues to support local businesses through direct advocacy and assistance with regulatory and operational matters, assisting several local businesses with enquiries and regulatory processes during the period.
- Collaboration with Monash University through the Monash Industry Group (MIG) also continued, creating opportunities for local businesses to connect with researchers and students to support innovation, workforce capability and industry collaboration. We will be meeting with Monash University to explore where we can collaborate further with the students who participated in this course.
- International engagement is also progressing, with the FBC continuing to strengthen relationships with chambers connected to Frankston's sister cities, while also commencing discussions with the Italian Chamber of Commerce and Industry in Australia regarding potential joint business initiatives and events.
- Membership of the FBC continues to grow strongly, reaching 400 members as at 28 February 2026, reflecting the Chamber's expanding role in connecting, advocating for and supporting businesses across Frankston and the Mornington Peninsula.

#### Sister Cities/Friendship Cities framework update

Council endorsed a new *Sister and Friendship Cities Framework* at the 23 February 2026 Council Meeting, with the Framework now publicly available on Council's corporate website. A copy of the Framework has been provided to the Department of Foreign Affairs and Trade for their information.

Council officers met with officers from the Department of Foreign Affairs and Trade and Home Affairs in March, which provided a thorough overview on the processes and systems available to support international engagement in a safe and meaningful manner.

Council hosted the Consul-General of Japan in Melbourne, Mr Tokuro Furuya, to discuss the benefits of the Susono Sister City relationship

#### Councillor Professional Development Training – annual ongoing mandatory training

The Councillors will continue to undergo mandatory professional development training throughout the calendar year, as per the requirements under the *Local Government Act 2020*, and in-line with the Local Government (Governance and Integrity) Regulations 2020, which outlines the prescribed matters for regular professional development training of Councillors.

There were no mandatory development sessions scheduled in the January - March 2026 quarter.

#### Interstate/International Travel Public Register (Councillor and Staff)

During the January – March 2026 quarter, there were no interstate travel trips undertaken by Councillors and one (1) instance of interstate travel by Council officers. The Travel Register for Councillors is available on Council's website under Documents available for public inspection and Council's Transparency Hub.

Training costs associated for staff

An action from Council’s Accountability and Transparency (ATR) project was to identify any staff member (de-identified) who has received greater than \$1000 for their professional development in a calendar year and the rationale for the approval. This information now forms part of the Chief Executive Officer’s quarterly report for each quarter. This information will also be reflected in a report to the Council’s Audit and Risk Committee.

For the previous quarter (January – March 2026) there were two training initiatives with a cost greater than \$1000 provided. The focus on implementing the corporate training program continues this quarter.

<b>Department</b>	<b>Directorate</b>	<b>Development Category</b>	<b>Date of start of Training</b>	<b>Total Cost</b>	<b>Rationale for Approval</b>
Arts & Culture	CIA	Leadership Development	19/2/2026	\$7500	LGPro Program - EOI Process for Leadership Development
City Futures	Communities	Leadership Development	5/2/2026	\$11200	LGPro Program - EOI Process for Leadership Development
Customer Experience & Transformation	CIA	Leadership Development	Feb 2026	\$1274	LGPro Program - EOI Process for Leadership Development
Customer Experience & Transformation	CIA	Leadership Development	Feb 2026	\$1274	LGPro Program - EOI Process for Leadership Development
People & Culture	CIA	Leadership Development	Feb 2026	\$1274	LGPro Program - EOI Process for Leadership Development
People & Culture	CIA	Leadership Development	Feb 2026	\$1274	LGPro Program - EOI Process for Leadership Development
Statutory Planning	Communities	Leadership Development	Feb 2026	\$1274	LGPro Program - EOI Process for Leadership Development

### Process for Councillors to seek advice from Governance on legal and administrative matters relevant to role

Council's Legal Advice Protocol was reviewed in early 2025-2026 to consider how the Mayor can request legal advice and a report was provided to the Audit and Risk Committee with considerations in response to this. The updated Protocol was authorised by the CEO on 15 October 2025, and a report was subsequently tabled for Councillors to note the updated Legal Advice Protocol at the 27 October 2025 Council Meeting.

### Notice of Motion process

The process for lodging a Notice of Motion (NOM), reasons for rejection and how it is considered in a Council Meeting is detailed under Rule 24 of the Governance Rules. Once a NOM is accepted by the CEO, the full text of the NOM is included in the agenda.

There was one (1) Notice of Motions tabled by a Councillor for quarter three (January – March 2026).

### Public petition process

The Governance Rules include amendments to Rule No. 58 for Petitions. This expresses Rule No. 58.10 "Electronic or online petitions, joint letters, memorials or like applications must contain the name and email address of each petitioner or signatory, which details will, for the purposed of this Rule 58, qualify as the address and signature of such petitioner or signatory."

Further changes to the Petition process were proposed in the draft amendment to the Governance Rules, which were endorsed by Council in December 2023. Community engagement on these changes were put on hold in February 2024 and only Chapter 8 Election Period Policy was released and adopted by Council in May 2024, due to IBAC's Operation Sandon Report recommendations to introduce Model Governance Rules and the announcement of reforms to the Local Government Act 2020.

On 31 December 2024 Local Government Victoria released a Bulletin announcing that seven of the Operation Sandon recommendations have been fully acquitted through the reforms to the Local Government Act 2020 and the Local Government (Governance and Integrity) Regulations 2020. Local Government Victoria have now commenced work to address the recommendations to develop and introduce Model Governance Rules and are working towards having these published by mid-2026. The Model Rules will be standard for all Victorian councils and negate the need for councils to develop and adopt their own set of Governance Rules.

The Petition Register, listing the summary of all petitions lodged with Council during this Council term, is available on Council's website under Documents available for public inspection and on Council's Transparency Hub.

There were no petitions tabled by Councillors for the January - March 2026 quarter.

### Councillor Appreciation awards process

The Councillor Appreciation Awards Protocol provides guidance on the nomination process for Councillors and the community. Councillors can present a Councillor Appreciation Award at each Council meeting to an individual/group for their extraordinary work in the community. These awards are recorded in the minutes of the Council meeting and are considered as nominations for the annual Citizen of the Year awards. The register of Councillors nominations for Councillor Appreciation Awards is available on Council's website.

There was one (1) Councillor Appreciation Award presented for the January – March 2026 quarter.

Accountability and Transparency Reform document update

Cr Bolam JP proposed an Accountability and Transparency Reform (ATR) in May 2018 with 160 items. These were considered by Council officers and where relevant were implemented with outstanding items presented to Council in June 2020. Cr Bolam introduced an ATR II with supplementary items in March 2022 and these were presented to Council at its meeting on 24 October 2022. The remaining items were monitored and reported via the CEO’s public quarterly report until complete and where appropriate considered for Council’s Transparency Hub.

All ATR items have been reported as complete and closed by Council.

Councillor Attendance

An original ATR item was to provide a quarterly status of Councillor Attendance at Councillor Briefings. The overall status is included in the Annual Report every year and updated quarterly on Council’s website. As resolved by Council on 11 September 2023, the record of Councillor briefings including the list of topics discussed, Councillors attendance and the ‘Conflict of Interest’ declarations, if any, are also being reported through the Governance Matters Report at each Council meeting. The status of Councillor Attendance at Council Meetings is also required for the Local Government Performance Reporting Framework indicators as part of reporting to Local Government Victoria (LGV). These are provided to the community via LGV’s Know Your Council website and in the Annual Report every year.

During 2025/2026 Quarter 3 (January – March 2026) there were four (4) Council Meetings and seven (7) Councillor Briefings.

*Table 1 titled, ‘Councillor Attendance at Meetings and briefings (January to March 2026)’ provides an overview of attendance for this period:*

<b>Councillor Attendance at Meetings and Briefings January 2026 - March 2026</b>				
<b>Councillor</b>	<b>Council Meetings Attended</b>	<b>Councillor Briefings Attended</b>	<b>Total Attended</b>	<b>Attendance</b>
Cr David Asker	4	7	11	100%
Cr Sue Baker	4	7	11	100%
Cr Kris Bolam	0	0	0	0%
Cr Nathan Butler	4	7	11	100%
Cr Steffie Conroy	4	7	11	100%
Cr Emily Green	4	7	11	100%
Cr Brad Hill	4	7	11	100%
Cr Michael O'Reilly	3	4	7	64%
Cr Cherie Wanat	4	5	9	82%
<b>Total</b>	<b>31</b>	<b>51</b>	<b>82</b>	<b>83%</b>

Table 2 below notes Councillor Attendance at Briefings only for the quarter is as follows:

<b>Councillor Attendance at Briefings only January 2026 - March 2026</b>		
<b>Councillor</b>	<b>Councillor Briefings Attended</b>	<b>Attendance</b>
Cr David Asker	7	100%
Cr Sue Baker	7	100%
Cr Kris Bolam	0	0%
Cr Nathan Butler	7	100%
Cr Steffie Conroy	7	100%
Cr Emily Green	7	100%
Cr Brad Hill	7	100%
Cr Michael O'Reilly	4	57%
Cr Cherie Wanat	5	71%
<b>Total</b>	<b>51</b>	<b>81%</b>

#### Reports presented to Council at meetings closed to the public

Council continues to serve its community with integrity through transparency, good governance and accountability. There has been an astounding reduction in the percentage of the reports presented to Council in a meeting closed to the Public, represented by 28% (2018-2019), 18.84% (2019-2020), 8.92% (2020-2021), 5.86% (2021-2022), 2.34% (2022/2023) and 2.12% in 2023/2024. There was a further reduction in the percentage of the reports presented in meetings closed to the Public in 2024/25, represented by 1.81%.

In 2021-2022, Council's result for the Local Government Performance Reporting measure 'Decisions made in Closed Council' was 5.86%, as against the average of 7.44% for all Victorian Councils, demonstrating the better transparent decision making for the community. The average for all Victorian Councils has been less than 10% since 2016.

Since July 2020, contracts are tabled in open Council Meetings. Agendas and reports were also streamlined to ensure they are tabled in open agendas at every Council Meeting.

During Quarter 3 (January - March 2026), there was one (1) decision made in a Council Meeting closed to the public with the percentage of all decisions at Closed Council being 3.7% for the January – March 2026 Quarter. These matters must be confidential under section 3(1) of the *Local Government Act 2020*, as it related to personal information.

There was one (1) Notice of Motion and no Urgent Business items raised during the last quarter. This information is available on Council's Transparency Hub.

#### Implementation and review of effectiveness of key policies from previous financial year

A report was presented to the Audit and Risk Committee with an update on the status of the Policy Register, an overview on the policies currently due for review, a status on the key policies that were highlighted by the Chair of the Audit and Risk Committee and key highlights that are being considered as part of the Policy and Protocol Framework.

One of the key highlights includes the requirement for all policies to undergo an effectiveness assessment as part of the policy review process.

The Policy and Protocol Framework was presented to Council at the July 2025 Council Meeting. An update on the Policy Register was presented at the 27 October 2025 Council Meeting in the Governance Matters Report.

Reports on progress against Councillor Requests

The status indicates there are currently 53 open Councillor Requests. Regular updates on progress are provided to Councillors via the Council Request Report Portal and officers liaise with residents to resolve the request.

Table: Open Councillor Requests by Councillor:

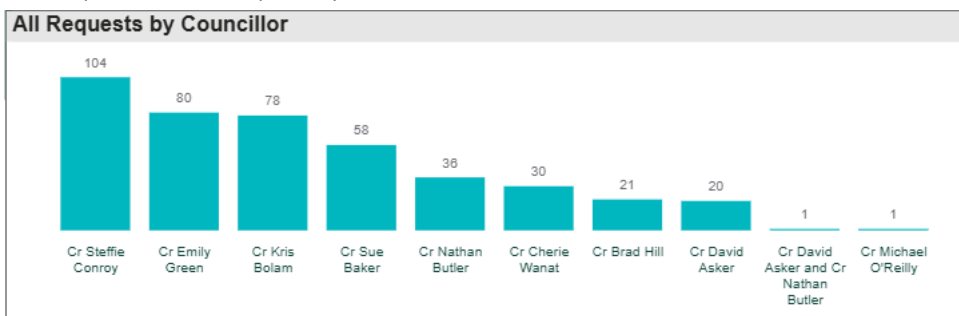
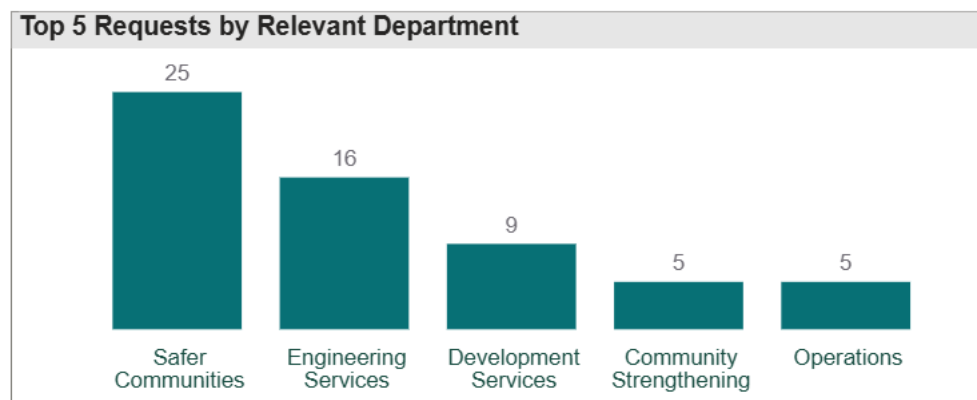
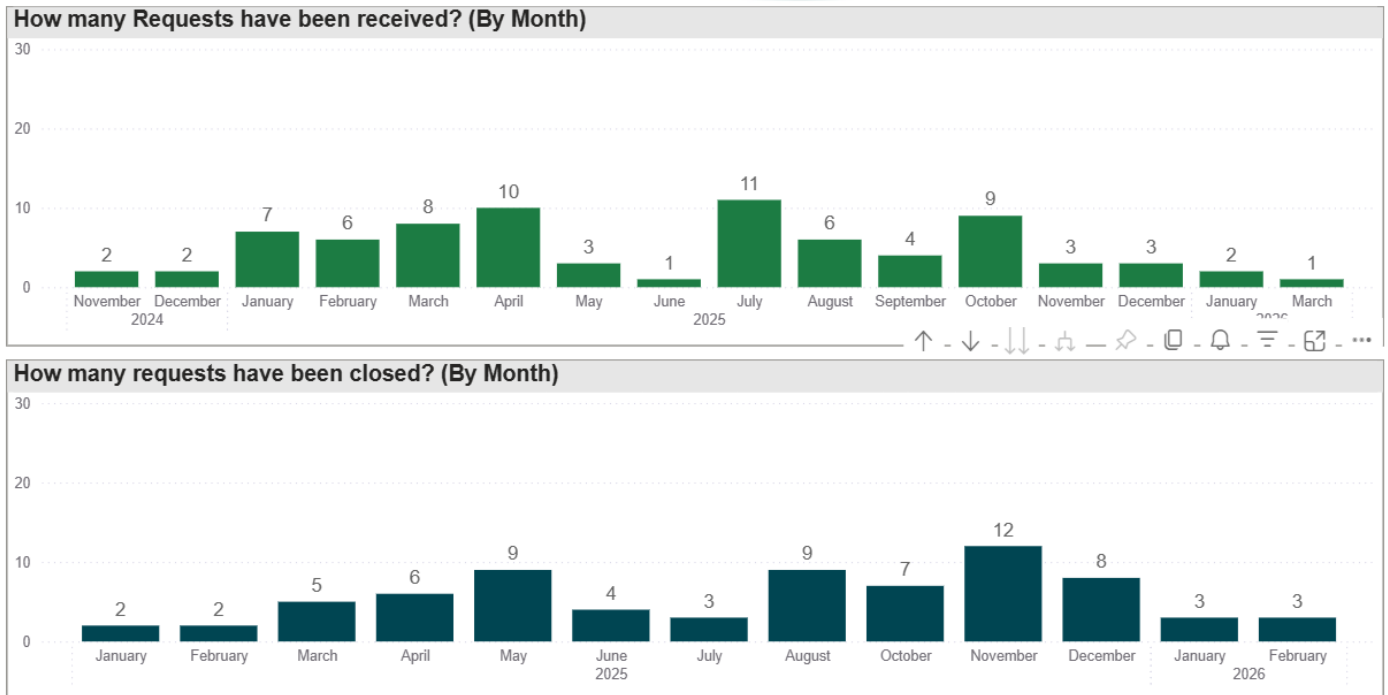


Table: Top 5 Requests by Department



Tables 3 & 4 - Councillor Requests opened and closed in the previous quarter (October - December 2025):



**Councillor Interactions with Developers**

Councillors play an important decision-making role in some planning matters. Council acknowledges the need for transparency, integrity and accountability for these planning and development decisions. At its meeting on 12 August 2024, Council resolved to establish a Register of Councillor Interactions with Developers. The Register is a record of unplanned discussions with developers about planning applications or prospective development proposals, that are reported by Councillors. The public Register includes summary information from a more detailed internal Register, maintained to promote integrity and accountability for the Councillor decision-making role. The public Register of Councillor Interactions with Developers is available on Council’s website.

There were no Councillor interactions with Developers reported in the register during the January – March 2026 quarter timeframe.

**KEY MEETINGS AND ACTIVITIES**

During this quarter (January to March 2026), the newly appointed CEO, Tennille Bradley attended meetings either face to face or virtually with a focus on meeting with the Mayor, Councillors, Directors and Managers. The CEO performed the role of Master of Ceremonies at several significant events during this time. Participating in many internal meetings with staff from across Council was a priority for the CEO along with meetings with Members of Parliament.

Listed below is a snapshot of the meetings attended by the CEO during this period:

- Attendance at the late Ian Curwood’s funeral service in Springvale (staff member);
- Weekly meetings with the Mayor;
- Meetings with Councillors 1:1;

- Meetings with Managers 1:1;
- Morning tea with all staff event;
- Morning tea with Mayor Baker and all staff event;
- Afternoon tea with all Operations Centre staff event;
- Visit to the Frankston Library and Frankston Arts Centre (meet'n'greet staff);
- Briefing of Minister Spence in Spring Street;
- Briefing from Metro Melbourne Integrated Water Management representative;
- Participation in the CEO's Employment and Remuneration Committee meeting;
- Participation in the Housing Advisory Committee meeting;
- Participation in the Frankston Arts Advisory Committee meeting;
- Participation in Corporate Induction program;
- Participation in the Council's Audit and Risk Committee meeting including a separate meeting with Chair;
- Participation in Joint State/Local Government Monthly CEO forums;
- Participation in MAV CEO Connect session;
- Participation in MAV Regional meeting – Metro South;
- Participation in quarterly Peninsula Leisure meetings;
- Participation in the Frankston Basketball & Gymnastics Stadium (Frankston Stadium) Redevelopment Project Advisory Group meeting;
- Participation in the Frankston Police Service Area Neighbourhood Policing forum;
- Various meetings with the Member for Dunkley;
- Various meetings with the Member for Frankston;
- Various meetings with the Member for Hastings;
- Hosted meeting with members of the Frankston Suburban Revitalisation Board;
- Meeting with Minister Kilkenny MP, Member for Carrum;
- Meeting with DEECA representatives;
- Meeting with the Managing Director, South East Water;
- Meeting with the Managing Director, Melbourne Water;
- Meeting with CEO of Mornington Peninsula Shire Council;
- Meeting with CEO of Kingston City Council;
- Meeting with CEO Frankston District Basketball Association;
- Meeting with Mornington Peninsula Tourism Board representatives;
- Meeting with Peninsula Leisure CEO and Board Chair;
- Meeting with new Frankston Football Club Chair;
- Meeting with Chair GSEM, Mr Simon McKeon AO;
- Meeting with representatives from the Community Housing Ltd;
- Meeting with representatives from McClelland Gallery + Sculpture Park;
- Meeting with representatives from Frankston Business Collective;
- Meeting with representatives from Better Health Network;
- Meeting with Monash University representative;
- Attendance with Mayor Baker at the Celebration for His Majesty the Emperor of Japan in Toorak;
- Attendance at various Greater South East Melbourne Group (GSEM) meetings involving CEOs;
- Attendance at the GSEM Board Strategy morning meeting;

- Attendance at the GSEM Manufacturing Stakeholder Roundtable event in Dandenong;
- Attendance at the Frankston Dolphins Presidents' Dinner and first home game for 2026;
- Visit to the Frankston Accessible Beaches site;
- Visit to the Frankston Carlsberg Beach Club site;
- Speaker at the Frankston Business Chamber ~ Leaders at Dawn Breakfast event;
- Speaker at the International Women's Day event – Masterclass (internal training);
- Speaker at the Wingate Developers' Boardroom Lunch event in Melbourne (external);
- Speaker at the Maternal Child Health & Immunisation Team (internal);
- Attendance at the International Women's Day ~ Empowerment event (external);
- Attendance at launch of Frankston's Fit for the Future program (internal training);
- Attendance at launch of Baylight project;
- Attendance at the South Side Festival launch evening;
- Attendance at Joint Councils & Committee event with Committee for Frankston and Mornington Peninsula;
- MC role conducted at the Australia Day event including the Frankston City Council Citizenship Ceremony;
- MC role conducted at the 20 March 2026 Citizenship Ceremony;
- MC role at the ribbon cutting ~ official opening of the newly refurbished offices at the Operation Centre.

## **ADVOCACY**

### Actions update

The following advocacy-related meetings, actions and correspondence has been delivered throughout January to March 2026:

#### **Local member and minister meetings**

- CEO introductory meetings with Paul Edbrooke, Member for Frankston; Sonya Kilkenny, Member for Carrum; and Paul Mercurio, Member for Hastings.
- Project review meeting with Jodie Belyea, Member for Dunkley.
- Meeting with Jodie Belyea and Paul Edbrooke to discuss progress on the Nepean Boulevard Revitalisation Project.
- Met with Jodie Belyea and Paul Edbrooke for the first Housing Acceleration Taskforce meeting.
- Meeting with Tim Richardson MP, Parliamentary Secretary for Men's Behaviour Change, to review Frankston City's Family Violence Prevention Plan.
- Meeting with Hon. Ros Spence MP, Minister for First Peoples, to review Council's redeveloped Reconciliation Action Plan, key First Peoples relationships, and progress on the Nairn Marr Djambana Master Plan.
- Hosted Paul Edbrooke and Jodie Belyea on a walkthrough of Frankston Stadium.
- Hosted Sonya Kilkenny and Sheena Watt, Parliamentary Secretary for Emergency Services, at the unveiling of new accessibility equipment and storage at Seaford Life Saving Club.
- Hosted Hon. Gayle Tierney, Minister for Skills and Tafe, on a visit to Frankston North Community Centre to meet Adult, Community and Further Education (ACFE) students who had gained employment.
- Briefing with MPs on the agreement to transition Community Care CHSP clients to the City of Kingston.

#### **Correspondence**

- Letters drafted and sent to Paul Edbrooke, Paul Mercurio, Sonya Kilkenny and Hon. Ros Spence MP regarding the need for neighbourhood house funding.

- Letters drafted and sent to Hon. Ros Spence MP, Hon. Ingrid Stitt MP, Hon. Danny Pearson MP and Hon. Mary-Anne Thomas MP regarding their new ministerial portfolios.
- Letter drafted and sent to the Vice-Chancellor of Monash University regarding the extension of the lease with Peninsula Hockey Club.
- Letter drafted and sent to Hon. Sonya Kilkenny MP regarding VCAT’s decision to permit a bottle shop in the Frankston CBD.

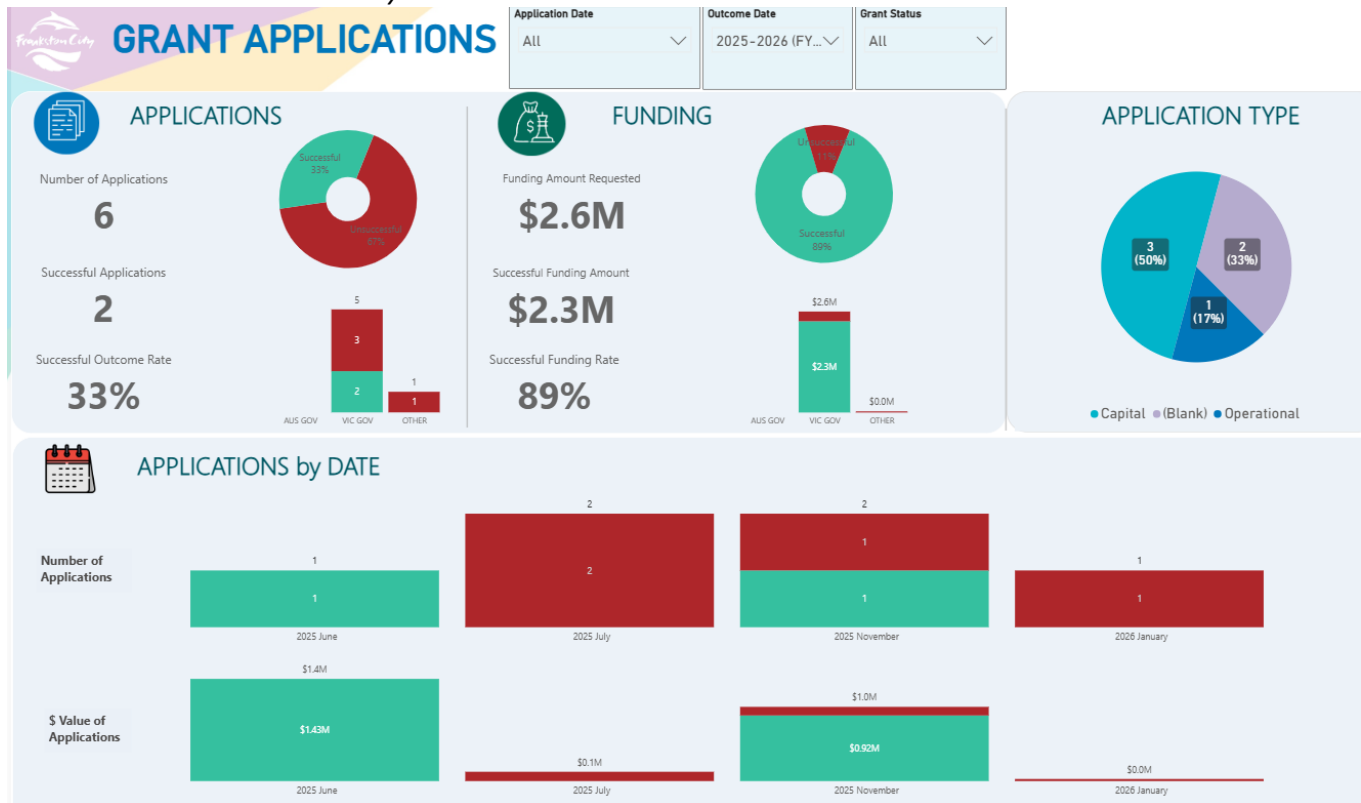
### Strategic partnerships

- Mayor presented at the Committee for Frankston and Mornington Peninsula (CFMP) benchmarking analysis forum.
- Officers participated in a workshop to shape CFMP’s strategic plan for 2026.
- Met with the City of Kingston to plan year one of the Nepean Partnership focus areas.

### 2026 State election advocacy

- Council endorsed a refreshed set of advocacy priorities for the 2026 state election.
- Frankston City First advocacy campaign commenced, with updates to the Council website.
- Letters drafted to Paul Edbrooke, Paul Mercurio and Sonya Kilkenny seeking support for Frankston City’s endorsed priorities.

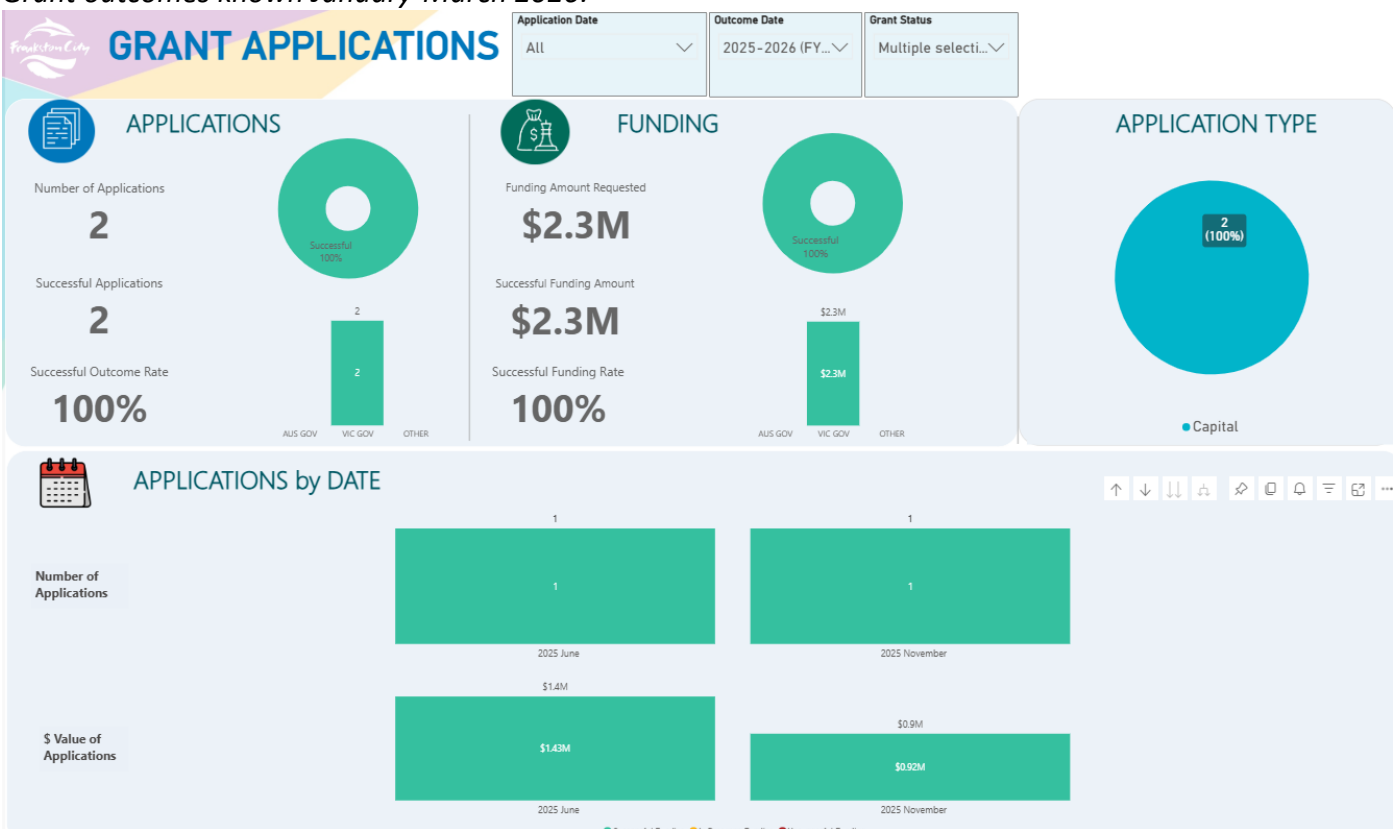
### Grant Submissions made January-March 2026:





Grant Name	FCC Initiative Name	Funding Amount
Community Energy Upgrades Fund - Round 2	Powering Creativity and Wellness Electrification Project	\$1,425,000
Pick my Park	Playspace renewals	\$915,000
Port Philip Bay Fund	Seaford Foreshore Rehabilitation	\$120,000
TAC Local Government Grant Program - Infrastructure Grant	Belvedere Precinct LATM Project	\$100,000
TAC Local Government Grant Program - Analysis Grant	George Pentland Botanical Gardens Pedestrian Safety Feasibility Investigation	\$30,000
2025 TAC Local Government Grant Program - Variable Messaging Sign (VMS) Grants	Frankston Road Safety Messaging Program	\$29,469
<b>Total</b>		<b>\$2,619,469</b>

**Grant outcomes known January-March 2026:**



**Successful applications January-March 2026:**

Grant Name	FCC Initiative Name	Funding Amount
Community Energy Upgrades Fund - Round 2	Powering Creativity and Wellness Electrification Project	\$1,425,000
Pick my Park	Playspace renewals	\$915,000
<b>Total</b>		<b>\$2,340,000</b>

**Unsuccessful applications January-March 2026:**

Grant Name	FCC Initiative Name	Funding Amount
Port Philip Bay Fund	Seaford Foreshore Rehabilitation	\$120,000
TAC Local Government Grant Program - Infrastructure Grant	Belvedere Precinct LATM Project	\$100,000
TAC Local Government Grant Program - Analysis Grant	George Pentland Botanical Gardens Pedestrian Safety Feasibility Investigation	\$30,000
2025 TAC Local Government Grant Program - Variable Messaging Sign (VMS) Grants	Frankston Road Safety Messaging Program	\$29,469
<b>Total</b>		<b>\$279,469</b>

Please note: grant report data is accurate at the time of reporting and is subject to change as new information arises.



### Greater South East Melbourne Group

During this period, meetings were held monthly with the GSEM CEO group enabling opportunities for Frankston to advocate for better outcomes (includes shires of Cardinia and Mornington Peninsula, and the cities of Knox, Casey, Frankston, Greater Dandenong, Kingston and Monash). The newly appointed CEO, Tennille Bradley was provided a separate introduction briefing about the group along with a 1:1 meeting the Chair, Mr Simon McKeon AO.

GSEM also held a Manufacturing Roundtable with the National Reconstruction Fund Corporation (NRFC) hosted in Dandenong with industry representatives from across all Council regions participating in the event. The aim of the event was to highlight to NRFC the region, provide a platform for an open discussion the current economic climate and foster stronger relationships between industry, the NRFC and local councils.

The vision for this group is for job creation, job retention, future proofing the community and ensuring liveability and sustainability.

### Frankston Suburban Revitalisation Board (FSRB)

An informal meet and greet opportunity for members of the Frankston Suburban Revitalisation Board (FSRB) and Council's new Chief Executive Officer occurred in late January 2026 in lieu of a formal Board meeting due to diary availability of Board Members.

Council officers are working through project acquittal forms for the following remaining FSRB projects that have been completed:

- Monash Greenlink.
- Nepean Highway Activation.
- Frankston Suburban Revitalisation Board Transition.

### Update on Community Support Frankston (CSF) Inc. financial support

Requests for Emergency Relief (ER) program support, including material and financial assistance, continue to rise. Compared with the same period in 2025, more than 200 additional unique residents and families have accessed ER support, with assistance provided on over 1,700 occasions. Demand is expected to increase further as the cost of food, fuel and other living expenses continues to rise.

CSF has also strengthened service delivery through additional co-located supports. This includes the introduction of on-site, bulk-billed psychology appointments, supported by a co-located Health Care Connections worker who assists residents to obtain GP Mental Health Care Plans.

CSF has also supported the Monash Social Work student program, providing coaching to those assisting shared clients. This collaboration has helped residents access brokerage and practical supports, including CSF sourced funding for removal costs, waste removal, essential food and clothing, transport and other financial/ material aid.

CSF has also engaged with Council's Coordinator Advocacy and Strategic Partnerships to support further advocacy for increased ER funding in the lead-up to the Australian Local Government Association (ALGA) conference in late June. Council will continue to provide financial support by way of two permanent full-time staff and in-kind support including building use, printing, phone and waste charges.

## AUDIT AND RISK

### Audit and Risk Committee update

The Audit and Risk Committee met on 12 March 2026. The key points and issues from 12 March 2026 Audit and Risk Committee meeting are as follows:

- The Committee reviewed the Consolidated Financial Report for Quarters 1 & 2 2025.
- The Committee was presented with an updated Internal Audit Status report and 3 internal audits were presented – *Review of Tree Management, Review of Payroll & Review of Business Grants Management Process.*
- Senior Officers presented to the Committee on the following topics:
  - *Chief Executive Officer's report;*
  - *Risk Management Report and Framework;*
  - *Risk in Focus – Inability to meet financial performance objectives;*
  - *Compliance update for the quarter October - December 2025;*
  - *2025 Compliance Review Outcomes;*
  - *OHS Legislation Changes, regarding Psychological Health.*

The next scheduled meeting is on 18 June 2026.

### Aged Care Reform

In late 2025, Frankston City Council considered how national aged care reforms would change the way in-home support is delivered. After listening to the community and reviewing all options, Council decided that some Commonwealth Home Support Program (CHSP) and all Home and Community Care Program for Younger People (HACC-PYP) services would move to an external provider from 1 July 2026. This decision was made to keep these services strong, compliant and sustainable for the years ahead. Frankston City Council will continue to provide delivered meals (Meals on Wheels), group social support (outings program) and community transport services.

The Commonwealth Government's direct selection process to appoint a new provider has been finalised and the City of Kingston - AccessCare has been appointed to provide personal care, domestic assistance, respite care, social support individual and home maintenance and modification services for Frankston residents. Frankston staff, clients and the broader community were notified of the outcome. It should be noted that this process relates to the Commonwealth program, the provider appointment of the State Government program is in progress and is expected to be finalised late April.

Council officers will work closely with the City of Kingston to support a smooth transition for clients, whether that involves moving to the new provider or connecting with suitable alternative services. Council's new Navigation and Advocacy service will play a key role in assisting clients throughout this process.

In relation to the broader reform, the first quarter of 2026 has seen continued activity across the aged care reform agenda as government agencies, providers and communities work to embed the Aged Care Act 2024 and the Support at Home program, which commenced in late 2025. Several new resources, regulatory actions and sector developments have emerged that clarify expectations for providers and support older people to navigate the new system.

The Aged Care Quality and Safety Commission has continued to focus on embedding the rights-based framework introduced by the Act. The Aged Care Quality Bulletin #1-2026 reiterated the centrality of the Statement of Rights and highlighted the sector's shift toward stronger transparency, complaint-handling, and pricing protections under Support at Home. New resources have been released, including updated provider registration and change-in-circumstances checklists to assist organisations to meet their obligations under the Act.

Workforce capability building also remains a major priority, with continued government emphasis on rights-based complaints handling and regulatory compliance.

The early months of 2026 have emphasised provider readiness, financial sustainability, and compliance under the Support at Home program. Sector guidance released in February 2026 highlighted the challenges faced by providers in adapting systems, workflows, digital infrastructure and audit-ready processes to meet strengthened quality and reporting expectations. Key areas of emphasis include care planning, accurate pricing, consistent documentation, and the management of serious incidents and complaints.

On 27 February 2026, the Department published results from the Improving Aged Care in Australia survey, which captured the views of more than 2,000 older people, families and carers regarding recent reforms. These insights are expected to inform ongoing adjustments to the implementation of the Aged Care Act and Support at Home.

The government also announced nine new members appointed to the Aged Care Council of Elders (30 January 2026), strengthening the system's commitment to older people's voices in shaping the reform trajectory.

Council officers will continue implementing the Aged Care Reform Implementation Plan, refining internal systems and preparing staff and governance bodies for ongoing regulatory changes across 2026.

#### Emergency – Severe Weather Warning impacts within the Municipality

Facilitating deployment of our staff to support bushfire affected Strathbogie and Murrindindi Shires has been a focus this quarter. Frankston City Council sent a Secondary Impact Support Officer, a Recovery Officer, a Municipal Building Surveyor, and a Municipal Building Inspector away for one-week deployments. Returning Officers have reported feeling confronted by the overwhelming devastation they witnessed but also encouraged by the community spirit and willingness to assist. These deployments give great opportunity to build capacity here at Frankston. Given that we do not ordinarily experience these kinds of campaign events.

Municipal Fire Prevention officer tasks throughout the fire danger period have included both the proactive (assigned high risk and low compliance property) and the reactive (customer complaint response) inspections, education, and enforcement. We work collaboratively with the Parks and Vegetation team to ensure that Council's public spaces are maintained to a fire-ready standard throughout the fire danger period.

January brought two heatwave events, 7-9 January 2026 and 25-27 January 2026 with the latter being the longest since 2009. Prolonged heatwaves pose a significant risk to health and an increase in fire danger in the landscape. It was encouraging to hear internally that our coordinators were proactive in planning for staff safety on these high heat days. On 11 February 2026, we experienced a heightened fire danger spike day (high heat accompanied by an afternoon change often bringing lightning). Also on 23 February 2026, it was identified as a severe weather event with the potential for localised flooding and storms, fortunately whilst we had a lot of rain, our Municipality did not face the full force of the predictions as others across the State did.

In all instances the communication between the regional emergency management planning tier, Victoria Police, VicSES, MEMOs and MRMs, internal and other external stakeholders was professional, proactive and ensured we had the required plans in place to respond should it be required.

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