



# Quarterly Performance Report

2021–2025

**Council Plan** Year 4 Initiatives

2024–2028

**Budget**

Quarter Three – January – March 2025

*Native*





### Acknowledgement

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

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

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

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

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





## Message from the Chief Executive Officer



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

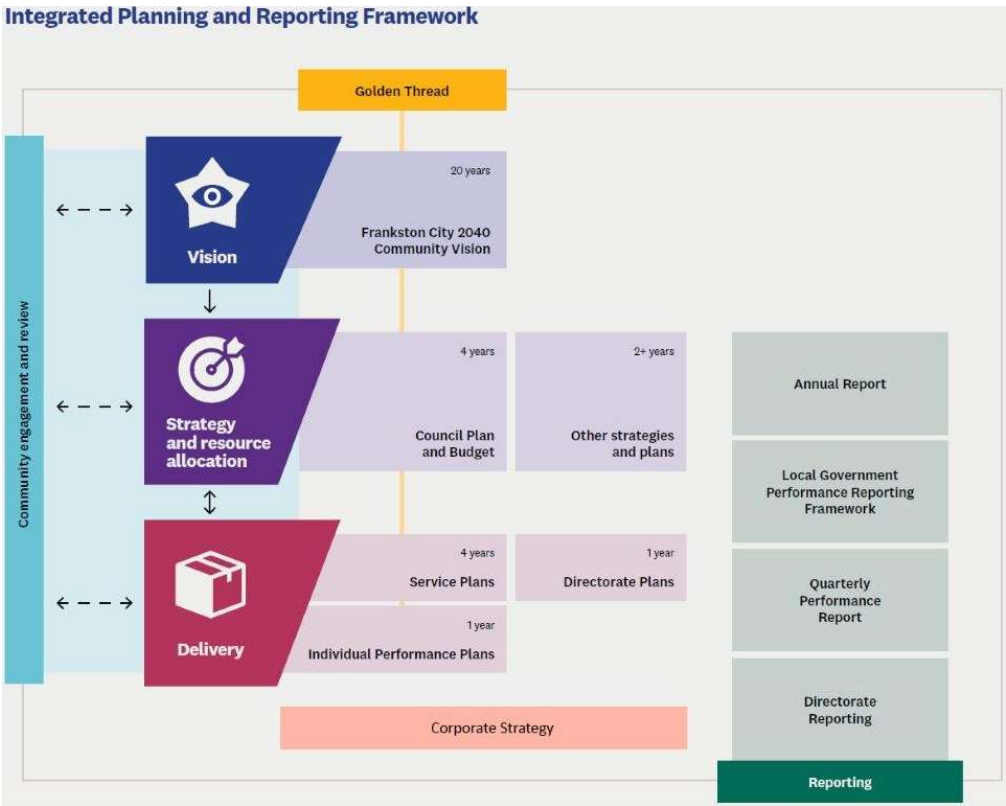
Frankston City is required under the *Local Government (Planning and Reporting) Regulations 2020* to review the performance of the Council against the Council Plan, at least every six months. Our quarterly performance report details Frankston City's progress on initiatives for 2024-2025 identified to work towards the six outcomes identified in the Council Plan.

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

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

# Integrated Planning and Reporting

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



# Council Plan Outcomes

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



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



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



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



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



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



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

# Our performance

## Directorate highlights for Quarter Three 2024-2025

### Communities

It's pleasing to see so many actions underway and appropriately progressed at the end of Quarter Three.

The exceptions include actions around the Housing Strategy and the FMAC Structure Plan, both of which are awaiting State Govt decisions to enable their progression.

A number of successful events were held this quarter including a Playgroup Week event held at Overport Playground, a Harmony Day event at the Frankston Library Forecourt. Unfortunately, the Frankston City and Mornington Peninsula LGBTQIA+ Collaborative's participation in the Midsumma Pride March was cancelled due to OH&S concerns around extreme heat. Work is underway to prepare and deliver the Volunteer Thank you Event to be held in May 2025.

Officers finalised the Fire Hazard Inspection program and partnered with Monash University Occupational Therapy students to develop an Inclusive Practices guide for meetings and community events.

### Infrastructure and Operations

Council continues to deliver strong outcomes across infrastructure, water management, and active transport initiatives. Key milestones this quarter include adoption of the Frankston City Bike Riding Strategy 2024–2039 and Road Safety Strategy 2025–2030, as well as progress on the Monterey Recycled Water Scheme in partnership with South East Water. Construction is also advancing on major capital projects, including the Langwarrin and Seaford Child & Family Centres, while community infrastructure upgrades such as Ballam Park improvements and the Kananook Commuter Car Park near completion.

With 92% of the annual capital works program now committed and forecast expenditure of \$63.19M, we remain on track to meet delivery targets. Work

continues on reviewing our Long Term Infrastructure Plan (LTIP) to ensure asset renewal priorities are aligned with current needs and recent community feedback. These efforts reflect Council's commitment to sustainability, safety, and enhancing liveability across Frankston City.

### Customer, Innovation and Arts

During the third quarter, Council continued the successful implementation of its Fit for the Future Strategy, reinforcing the organisation's foundations by focusing on long-term financial sustainability and enhancing customer-focused service delivery. This strategy is designed to ensure Council remains efficient and responsive to the evolving needs of the community.

As part of the program, the Transparency Hub was migrated to the corporate website. This transition has improved user experience for the community while also delivering cost savings in both project execution and ongoing operations.

The Carlsberg Beach Club was launched in Quarter Three, drawing strong attendance, wide social media engagement, and highly positive feedback from attendees. Similarly, the Frankston Street Art Festival gained significant media attention, including coverage from The Age and major networks—Channels 7, 9, and 10. The festival delivered seven new murals and a projection artwork, enriching the city's cultural landscape for residents and visitors alike.

The Work Ready Program continued to support young people in building practical employment skills, with 15 placements across various departments, including Environmental Health, Community Strengthening, Information Management, Library Services, Arts, and City Futures. School Holiday Programs remained popular, operating at full capacity. Highlights included excursions to the National Gallery of Australia's Kids on Tour craft activities and the Melbourne Museum's pop-up dinosaur and mega-fauna exhibit, with a total of 830 children participating.

Council also launched its 'Frankston City First' federal election campaign in preparation for the 3 May 2025 federal election. Endorsed at the January



2025 Special Council Meeting, the campaign focuses on four key project areas and is being actively promoted to the community and election candidates. Several significant funding commitments have already been secured through the 2025–2026 Federal Budget, with additional commitments anticipated in the lead-up to election day.

**Corporate and Commercial Services**

The Corporate and Commercial Services Directorate has continued monitoring Council's sustainable financial management with the adoption of the 2024-2025 Mid-Year Budget position in February. Council's 10-year financial plan is currently under review and will form part of the budget cycle. For the first time the community engagement for the budget 2025-26 was carried out early in the year during January and February 2025 and built on data collected in 2024, with more than 350 community groups contacted for feedback and an online survey on Engage Frankston. A Councillor workshop occurred in March 2025 that considered community engagement results and submissions in their development of the draft Council and Wellbeing Plan.

Enhancements for service planning in quarter three include the review of the integrated planning and reporting framework to strengthen our planning and reporting cycles in line with organisational strategic planning principles. A comprehensive mandatory Councillor Induction Program was completed successfully by all Councillors on 20 March 2025, with declarations witnessed by the CEO.

The 'Can Swim' program progressed strongly for quarter three, the peak of the summer programming period. The team delivered a total of 2,518 touchpoints delivered of the 3,000 target touchpoints for the year. In-water and on dry-land water safety programs were delivered throughout the community at pools, beaches, classrooms, festivals and events.

Year two actions of Council's Waste Circularity Plan are progressing in line with expected timelines. A number of year one actions are ongoing and continue to be delivered. A full four-bin system has been delivered to all residential properties. Service Standards clarifying material content and

delivery dates for all Councils to deliver a new four-bin system to their communities is yet to be released by the State Government. The glass collection service is currently achieving an average presentation rate of 25%. The community is more aware of the new Container Deposit Scheme (CDS) and is using this service alongside the separate glass service.

Council Plan summary

In 2024-2025 there are 125 actions listed in the Council Plan. As at the end of March 2025, 99% per cent were considered on track or completed.

The table below provides a summary of the status of each of the 2024-2025 Council Plan Actions by outcome:

	Completed ✓	On track ●	At risk ●	Critical ●	Deferred ■	Not proceeding ■
Healthy and safe communities	-	19	-	-	-	-
Community strength	1	28	-	-	-	-
Sustainable environment	-	22	-	-	-	-
Well planned and liveable city	1	11	-	-	1	-
Thriving economy	-	15	-	-	-	-
Progressive and engaged city	3	24	-	-	-	-
TOTAL %	4%	95.20%			0.8%	

Refer to Appendix A for progress updates on each action.

Financial summary

The March consolidated surplus of \$37.551 million for the underlying operating result reflects a favourable variance of \$0.832 million compared to the year to date 2024-2025 budget surplus position of \$36.719 million.

Consolidated Income Statement for March 2025

Description	Year to Date		(Fav)/Unfav Variance \$'000
	March-25 Actual \$'000	March-25 Budget \$'000	
Operating			
Revenue	204,254	199,505	(4,749)
Expenditure	167,002	163,198	3,804
Gain/(Loss) on disposal of assets	299	412	113
Underlying operational result	37,551	36,719	(832)
Capital			
Revenue	12,854	14,474	1,620
Operational surplus/(deficit)	50,405	51,193	788

Financial Performance Scorecard (Frankston City Council  
excluding Peninsula Leisure Pty Ltd)

The table below highlights Council’s current and projected performance across a range of key financial indicators (KPI’s). KPI’s provide useful analysis of Council’s financial position and performance and should be used in the context of the organisation’s objectives.

	Year to Date
Key Indicator	Actual vs Budget
Operating revenue	<div></div>
Underlying operational result	<div></div>
Operating result for the year	<div></div>
Operating expenditure	<div></div>
External Funding sources	<div></div>
Investment	<div></div>
Working capital ratio	<div></div>
Rates collection	<div></div>
Loan borrowings	<div></div>

- Legend
- On or better than target
  - 0-10% variance from target
  - Over 10% variance from target

Refer to Appendix B for detailed financial statements.



**Council Plan progress**





## Healthy and safe communities

### Priorities

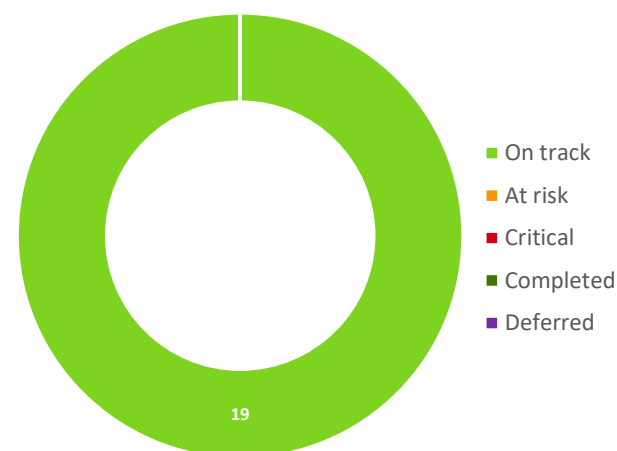
- ✓ Active and healthy lifestyles that support residents living independently longer
- ✓ Long-term health and learning outcomes established in early childhood
- ✓ Reduction of harms from family violence, gambling, alcohol and other drugs
- ✓ Value and support young people

Community Vision 2040 Theme 1  
Healthy families and communities

## Quarter Three Overview

### How we performed

100% per cent of actions completed or on track (19/19)



### Highlights

- The Playgroup event held during National Playgroup Week was a great success, receiving positive feedback from the community
- The Rapid Response team conducted one round of the aerosol spray paint test purchase program, and provided support for the re-establishment of the Frankston Neighbourhood Watch
- Council continues to work in partnership with the Australian Sports Commission to promote gender equity in local sporting clubs
- Frankston Youth Services conducted 213 programs, youth consultations, and employment initiatives, enhancing educational and social outcomes for young people through collaboration with community partners



## Community strength

### Priorities

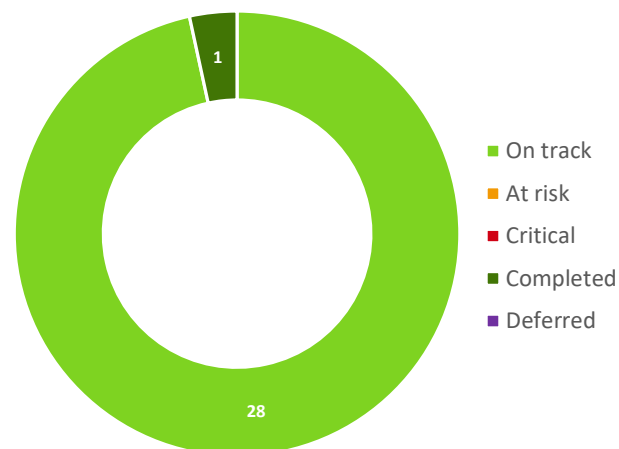
- ✓ Accessibility of services to enhance social inclusion and mental wellbeing
- ✓ Volunteering to build connections and resilience within the community
- ✓ Frankston City's arts and cultural identity

Community Vision 2040 Theme 2  
**Vibrant and inclusive communities**

## Quarter Three Overview

### How we performed

*100% per cent of actions completed or on track (29/29)*



### Highlights

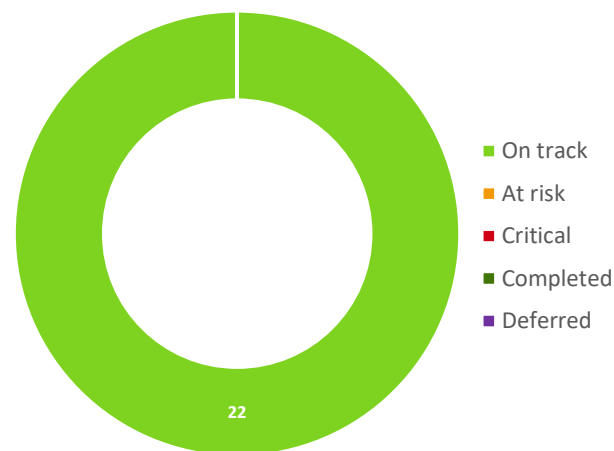
- Engagement for the Community Care services has been conducted, and a report will be prepared for Councillors consideration
- The new IT Community Care system has been implemented
- Lunar New Year and Harmony Day were celebrated in the Library Forecourt, featuring performances and displays from community groups
- Work continues on the Frankston Regional Arts Trail project, which includes the Mitre 10 site as part of the Frankston Street Art Festival
- Monash University student social workers are actively helping to connect library patrons with community resources, crisis accommodation, housing support, mental health counselling, and access to essential services



## Quarter Three Overview

### How we performed


100% per cent of actions completed or on track (22/22)



### Highlights

- The Victorian container deposit scheme (CDS) was made accessible to the community through the installation of a CDS collection facility at the FRRRC
- The Detox "Your Home Service" was offered at FRRRC, allowing residents to safely dispose of unwanted household chemicals
- A specialist consultant has been engaged to review and further refine the Frankston City Flood and Stormwater Management Framework in partnership with Melbourne Water with majority of work expected to be completed by June 2025
- The Environmental Sustainability community grant applications for Round Two are now open
- The Summer School Holiday Rangers program took place in January, with three sessions held at Keast Park and Seaford Beach

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**Well planned and liveable city**

**Priorities**

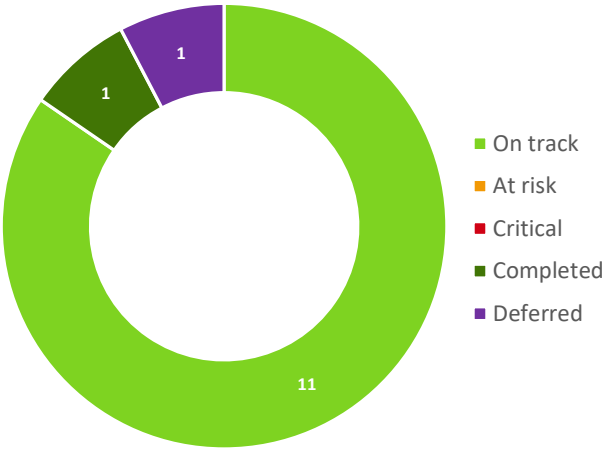
- ✓ Urban design renewal of public places and spaces
- ✓ Connected, accessible, smart and safe travel options
- ✓ Frankston City's identity as a liveable city

Community Vision 2040 Theme 4  
Connected places and spaces

### Quarter Three Overview

#### How we performed

92% per cent of actions completed or on track (12/13)



#### Highlights

- Frankston City Road Safety Strategy and Action Plan 2025-2030 has been completed and adopted by Council as of 24 March 2025
- The Frankston City Bike Riding Strategy 2024-2039 action plan has begun implementation, with the Shared User Path (SUP) on Towerhill Road successfully receiving funding from the Active Transport Fund
- On 24 March 2025, Council resolved to receive and consider the Panel Report, Adopting Planning Scheme Amendment C161fran with changes and authorised officers to submit the amendment to the Minister for Planning for approval
- The construction of the multilevel car park at Frankston train station has been completed, and Kananook train station is now open

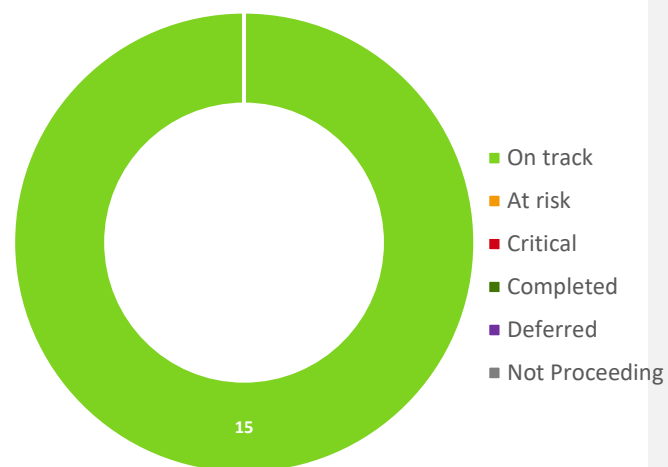




## Quarter Three Overview

### How we performed

100% per cent of actions completed or on track (15/15)



### Highlights

- The Waterfront Festival was successfully delivered in a new Friday and Saturday format, proved to be very popular and had a positive impact on the nighttime economy
- The Frankston Street Art Festival thrived in its first year under the new branding, which was managed in-house
- Council's 2024-25 Business to Business (B2B) Grants were completed, with \$1,000 grants awarded to 100 local businesses, totaling \$207,967 spent locally
- A 'Welcome' email was sent to 83 newly registered businesses, outlining the various support programs offered by the Council



## Progressive and engaged city

### Priorities

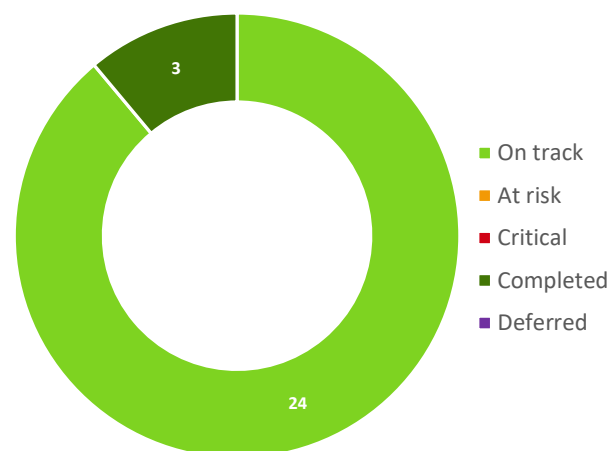
- ✓ Engagement with our community in communication and decision making
- ✓ Future ready service delivery through changes to culture, capability, connectivity and customer experience
- ✓ Sound governance to build trust in the integrity and transparency of Council

Community Vision 2040 Theme 6  
Advocacy, governance and innovation

## Quarter Three Overview

### How we performed

100% per cent of actions completed or on track (27/27)



### Highlights

- A public budget submissions meeting was held on February 24, 2025, followed by a Councillor workshop that considered community engagement results and budget submissions received in their development of the new Council and Wellbeing Plan
- All Councillors successfully completed a comprehensive mandatory Councillor Induction Program on March 20, 2025, with declarations witnessed by the CEO
- In January 2025, the Council adopted a Councillor Candidature Policy and an Internal Resolution Procedure for the Councillor Conduct Framework
- The "Make a Complaint" page on the Council's website was updated, and the revised Complaints Policy was endorsed by the Council in February 2025
- The Transformation Hub migration (a key project of the corporate strategy Fit for Future), is now live



# Financial performance

# Financial Performance

(Frankston City Council excluding Peninsula Leisure Pty Ltd)

The following quarterly financial report provides a summary and analysis of Council's financial performance for the nine months to March 2025. The report is designed to ensure consistency with the 2024-2025 adopted budget, compliance with statutory requirements and to measure Council's overall financial performance.

## Financial results for Frankston City Council excluding Peninsula Leisure Pty Ltd

### Summary - Income Statement

Description	Year to Date		(Fav)/Unfav Variance \$'000
	March-25 Actual \$'000	March-25 Budget \$'000	
<i>Operating</i>			
Revenue	192,669	188,095	(4,574)
Expenditure	156,876	152,337	4,539
Gain/(Loss) on disposal of assets	299	412	113
<b>Underlying operational result</b>	<b>36,092</b>	<b>36,170</b>	<b>78</b>
<i>Capital</i>			
Revenue	12,854	14,474	1,620
<b>Operational surplus/(deficit)</b>	<b>48,946</b>	<b>50,644</b>	<b>1,698</b>

The underlying operating result for March 2025 reflects a negative variance of \$0.078 million. Council's third quarter underlying operating position is indicating a surplus of \$36.092 million, this is a \$0.078 million unfavourable variance compared to the third quarter 2024-2025 budget position of \$36.170 million surplus.

See **Appendix B, attachment A** for the detailed Frankston City Council income statement.

The consolidated result including Peninsula Leisure is a surplus \$37.551 million which is \$0.832 million favourable compared to budget.

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

A summary of the key financial data for Frankston City Council excluding Peninsula Leisure Pty Ltd is as follows:

	Mar-25 YTD Actual \$'000s	Mar-25 YTD Budget \$'000s	Variance \$'000s	Variance %
Underlying operating result (1)	36,092	36,170	(78)	(0.22)%
Cash and investments	57,231	50,352	6,879	13.61%
Capital works expenditure	34,951	39,910	(4,959)	(12.43)%

( ) Denotes negative result

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

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

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



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

The March 2025 financial performance position highlights some key outcomes that are covered in the points below.

Description	Year to Date			Full Year		
	March-25 Actual \$'000	March-25 Budget \$'000	(Fav)/Unfav Variance \$'000	2024-2025 Forecast \$'000	2024-2025 Budget \$'000	(Fav)/Unfav Variance \$'000
<i>Operating</i>						
Revenue	192,669	188,095	(4,574)	202,296	200,056	(2,240)
Expenditure	156,876	152,337	4,539	217,791	208,379	9,412
Gain/(Loss) on disposal of assets	299	412	113	585	549	(36)
<b>Underlying operational result</b>	<b>36,092</b>	<b>36,170</b>	<b>78</b>	<b>(14,910)</b>	<b>(7,774)</b>	<b>7,136</b>
<i>Capital</i>						
Revenue	12,854	14,474	1,620	23,782	22,008	(1,774)
<b>Operational surplus/(deficit)</b>	<b>48,946</b>	<b>50,644</b>	<b>1,698</b>	<b>8,872</b>	<b>14,234</b>	<b>5,362</b>

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

Council's third quarter underlying operating position is indicating a surplus of \$36.092 million, this is a \$0.078 million unfavourable variance compared to the expected third quarter 2024-25 budget position of a surplus of \$36.170 million.

The significant factors which contribute to the variance in the year to date actuals versus the adopted budget are:

**Grants – operating – \$0.8 million favourable variance.** The increase in government funding relates to the following areas:

- a. \$0.7 million in Financial Assistance Grants received earlier than budgeted.
- b. \$0.2 million in Economic Development following the acquittal of the Jobs Advocacy Program.
- c. \$0.1 million in Waste Circularity due to unexpected grants received.
- d. \$0.1 million for Kananook Creek dredging.
- e. Offset by \$0.1 million lower than budgeted Social Inclusion grants (due to lower expenditure in this program) and \$0.2 million lower grants for Family Health Support Services due to lower Aged Care services provided.

**User fees and charges– \$1.9 million favourable variance.** The increase in user fees and charges relates to the following areas:

- a. \$0.8 million increase in income received for Frankston Regional Recycling and Recovery Centre due to increased demand for services.

- b. \$0.6 million increase in the Arts Centre due to higher than anticipated year to date activity.
- c. \$0.2 million increase in Aged Community Care, mainly due to increased Meals on Wheels and Home Maintenance services.
- d. \$0.1 million increase in income for Engineering Services, mainly due to continued occupation of land relating to Frankston Hospital.

**Other income - \$0.8 million favourable variance. The favourable position in other income is mainly due to:**

- a. \$0.2 million increase in Lease income received, mainly due to new annual lease agreement for temporary car park.
- b. \$0.3 million increase in interest on investments due to higher interest rates.
- c. \$0.1 million increase in Waste Circularity due to higher than anticipated income for the Container Deposit Scheme
- d. \$0.1 million increase in Operations due to higher sales at the Indigenous Nursery.

**Employee Costs - \$2.4 million favourable variance. The favourable position in Employee costs is mainly due to:**

- a. \$0.6 million saving in the WorkCover Premium payment following a lower than industry average performance rating.
- b. \$1.8 million reduction where staff vacancies have existed and have been forecast to potentially continue. Areas most affected by staff vacancies are Operations, Safer Communities, Family Health Support Services and Customer Experience.

**Materials and services - \$1.6 million favourable variance. The variance in materials and services is mainly due to:**

- a. \$0.9 million lower consultant (\$0.7 million) and Legal (\$0.2 million) costs across the Directorates.
- b. \$0.3 million lower than anticipated expenditure for Utilities. These are expected to be fully spent by the end of the financial year.
- c. \$0.3 million lower than anticipated expenditure for IT software and communications.
- d. \$0.2 million lower in stationery, postage and printing costs across the Directorates.
- e. Offset by \$0.2 million higher than anticipated write-offs for operational works in capital projects from prior years.

**Other Expenses - \$8.5 million unfavourable variance. The unfavourable variance in other expenses is mainly due to:**

- a. \$8.9 million higher asset write off expenses following the declaration of Hall Road as an Arterial Road (now controlled by the Department of Transport and Planning).
- b. Offset by \$0.3 million lower than budgeted expenditure due to delays in business grants.

**Operating Result:** The operating result for the first nine months to March 2025 indicates a surplus of \$48.946 million, this is a \$1.698 million unfavourable variance compared to the adopted third quarter 2024-2025 budget position of \$50.644 million surplus. This unfavourable variance is due to the reasons as described above plus an increase of \$0.519 million for monetary contributions offset by a decrease of \$2.139 million in capital grants.

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

	Year to Date			Forecast \$'000	Full Year	
	Actual \$'000	Budget \$'000	Variance \$'000		Budget \$'000	Variance \$'000
<b>Total property</b>	<b>7,435</b>	<b>8,913</b>	<b>(1,478)</b>	<b>14,618</b>	<b>13,611</b>	<b>(1,007)</b>
<b>Total plant and equipment</b>	<b>3,762</b>	<b>4,537</b>	<b>(775)</b>	<b>6,826</b>	<b>7,353</b>	<b>527</b>
<b>Total infrastructure</b>	<b>23,775</b>	<b>26,460</b>	<b>(2,685)</b>	<b>40,994</b>	<b>37,196</b>	<b>(3,798)</b>
<b>Total capital works expenditure</b>	<b>34,972</b>	<b>39,910</b>	<b>(4,938)</b>	<b>62,438</b>	<b>58,160</b>	<b>(4,278)</b>
<b>Funding:</b>						
<b>External</b>						
Government grants	10,323	5,405	4,918	20,340	18,693	(1,647)
Contributions	27	210	(183)	545	515	(30)
Proceeds from sale of assets	483	705	(222)	999	999	-
Other income	-	-	-	-	-	-
<b>Total external funding</b>	<b>10,833</b>	<b>6,320</b>	<b>4,513</b>	<b>21,884</b>	<b>20,207</b>	<b>(1,677)</b>
<b>Internal</b>						
Reserve funds	2,191	4,970	(2,779)	7,152	7,380	228
Loan borrowings	-	-	-	3,614	3,750	136
Rates funding	21,948	28,620	(6,672)	29,788	26,823	(2,965)
<b>Total internal funding</b>	<b>24,139</b>	<b>33,590</b>	<b>(9,451)</b>	<b>40,554</b>	<b>37,953</b>	<b>(2,601)</b>
<b>Total funding</b>	<b>34,972</b>	<b>39,910</b>	<b>(4,938)</b>	<b>62,438</b>	<b>58,160</b>	<b>(4,278)</b>

After nine months of the year, expenditure is \$34.972 million against a year to date adopted budget of \$39.910 million.

The delivery of the 2024-2025 Capital Works Program is behind schedule, with a full year adopted budget of \$58.160 million. Refer to **Appendix B Attachment B**.

Balance Sheet

(Frankston City Council excluding Peninsula Leisure Pty Ltd)

The balance sheet as at 31 March 2025 indicates a continued satisfactory result. Council's net assets are valued at \$2.264 billion at the end of March 2025 and are forecast to be \$2.318 billion at the end of June 2025.

A comparison of total current assets of \$149.443 million with total current liabilities of \$61.183 million (working capital ratio YTD of 2.44 to 1) depicts a satisfactory financial position.

Schedule of reserves as at 31 March 2025

	Opening Balance 01/07/2024 \$'000	Transfer to reserve \$'000	Transfer from reserve \$'000	Closing balance 31/03/2025 \$'000
<b>Statutory reserves</b>				
Public resort and recreation	2,451	2,417	(1,639)	3,229
Subdivision roadworks	133	-	-	133
Infrastructure assets	74	-	-	74
Car parking	10	-	-	10
<b>Total statutory reserves</b>	<b>2,668</b>	<b>2,417</b>	<b>(1,639)</b>	<b>3,446</b>
<b>Discretionary reserves</b>				
Strategic asset reserve	725	-	(156)	569
MAV LGFV fund	13,916	412	-	14,328
Unexpended grant reserve	727	-	(340)	387
PARC asset management sinking fund	9,792	750	(1,613)	8,929
Capital projects reserve	4,654	1,894	(607)	5,941
Resource efficiency reserve	84	6	-	90
Waste recycling and resource recovery reserve	2,239	-	-	2,239
Economic Development grants reserve	95	-	(45)	50
<b>Total other reserves</b>	<b>32,232</b>	<b>3,062</b>	<b>(2,761)</b>	<b>32,533</b>
<b>Total reserves</b>	<b>34,900</b>	<b>5,479</b>	<b>(4,400)</b>	<b>35,979</b>

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

Commented [HG1]: Nicole to update

Commented [NA2R1]: Forecast needs to be updated, tables and other comments have been updated



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

Trade and other receivables	2023-24	2024-25
	\$'000	\$'000
<b>Current receivables</b>		
Ratepayer receivables	57,943	63,317
Special rates & charges	215	207
Infringements	7,152	7,865
Provision for doubtful debts - infringements	(3,355)	(2,978)
Other receivables	7,284	6,319
Provision for doubtful debts - other debtors	(59)	(62)
	69,180	74,668
<b>Non-current receivables</b>		
Special rates & charges	421	368
<b>Total receivables</b>	69,601	75,036

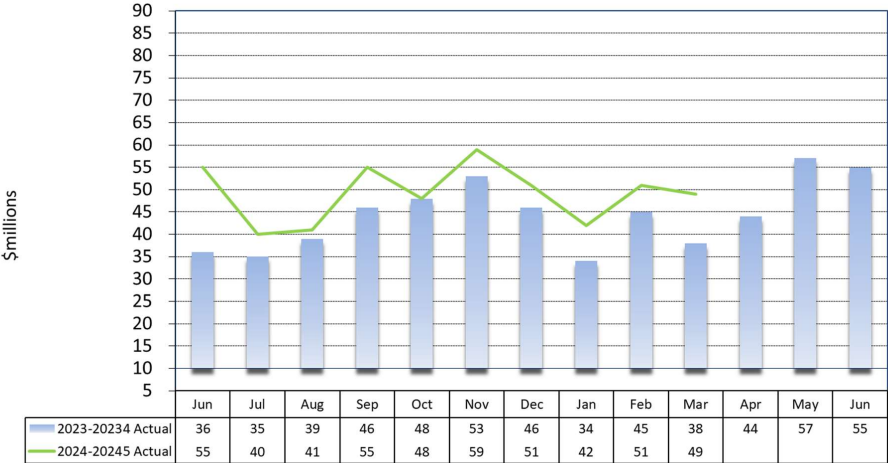
Accounts receivable balances were \$74.668 million as at 31 March 2025, up from \$69.180 million as at 31 March 2024.

For a full balance sheet please refer to **Appendix B Attachment C**.

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

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

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



# Loans (Frankston City Council excluding Peninsula Leisure Pty Ltd)

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

	New Borrowings	Principal Paid	Interest Expense	Balance 30 June	Liquidity	Debt Commit (Debt / Total Rates)	Debt Serv (Serv Costs / Total Revenue)
Year	\$'000	\$'000	\$'000	\$'000	(CA/CL)		
2020-21	2,930	345	1,452	30,334	2.24	23.20%	1.4%
2021-22	-	3,250	1,427	27,084	1.94	19.98%	3.5%
2023-24	16,577	758	1,617	42,903	1.86	30.50%	1.5%
2024-25	3,750	1,893	2,008	44,760	1.35	30.99%	2.6%
2025-26	15,365	18,024	2,214	42,101	1.44	28.34%	13.1%
2026-27	22,490	4,334	2,450	60,257	1.40	38.96%	4.3%
2027-28	2,000	5,643	2,775	56,614	1.40	35.60%	5.1%
Victorian State Government				High	Below 1.10	Above 80%	Above 10%
Prudential Ratio Limits - Risk Assessment				Medium	1.10 - 1.20	60%-80%	5% -10%
				Low	Above 1.20	Below 60%	Below 5%

The status of Council’s loan borrowings as at the 31 March 2025 are listed in the table below:

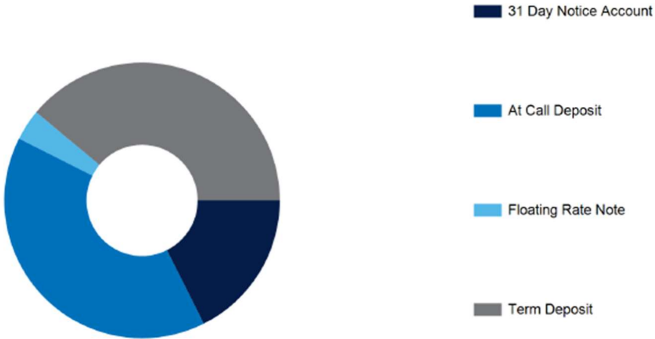
Financial institution	Debt principal @ 30-06-2024 \$'000's	Principal repaid \$'000's	New borrowings \$'000's	Debt principal @ 31-03-2025 \$'000's	Interest \$'000's	Loan repayments due over next 12 months \$'000's
National Australia Bank	10,673	340	-	10,333	548	1,183
National Australia Bank - MAV	15,542	-	-	15,542	462	-
Treasury Corporation Victoria	11,600	533	-	11,067	218	1,149
<b>Total</b>	<b>37,815</b>	<b>873</b>	<b>-</b>	<b>36,942</b>	<b>1,228</b>	<b>2,332</b>

# Investments (Frankston City Council excluding Peninsula Leisure Pty Ltd)

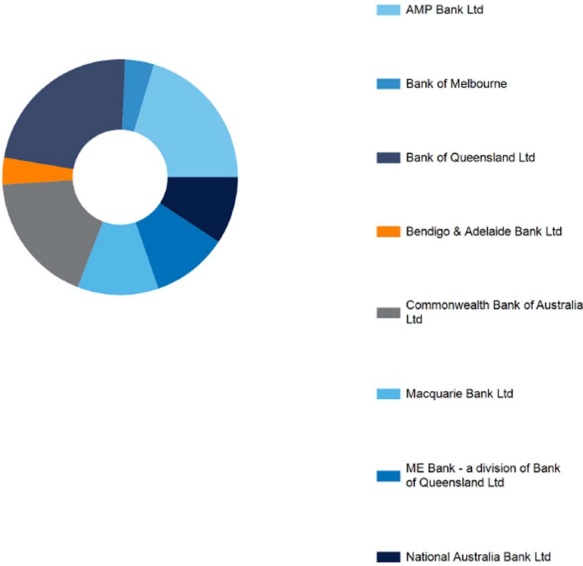
Council is complying with its Investment Policy (adopted by Council on 16 December 2019) that ensures effective and responsible utilisation of Council’s surplus cash funds within the government legislative framework and applicable Federal and State regulations. Council’s investment holdings as at 31 March 2025 were \$57.232 million.

Council’s investments as at the 31 March 2025 are listed in the tables below.

Market Value by Security Type



Market Value by Issuer

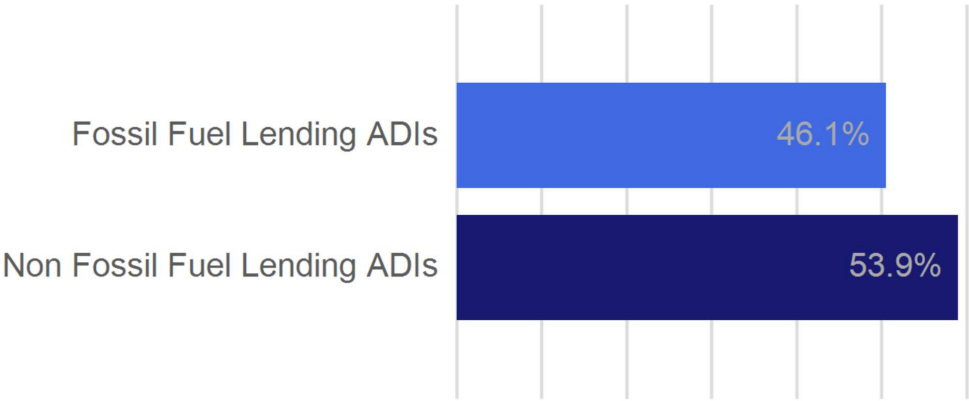




# Investments cont'd (Frankston City Council excluding Peninsula Leisure Pty Ltd)

## Portfolio Fossil Fuel Summary

Council's portfolio comprises 46.1% of investments with non-fossil fuel lenders with the remainder still funding fossil fuel related organisations or programs.



ADIs (Authorised deposit-taking institutions)

# Appendix A – 2024-2025 Council Plan Performance: Quarter Three

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

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

Strategic indicators for each outcome are reported annually.

## Status update key:

- ✓ Completed Action completed
- On track Action is underway and tracking well against time frames
- At risk Action is behind by 10% or more, but will meet target time frames
- Critical Action is delayed by 25% or more, or needs attention to meet target time frames
- Deferred Action has been deferred for completion in 2025-2026
- Not Proceeding Action will not be completed

## 2021-2025 Council Plan and Budget

Reporting across the four years of the 2021-2025 Council Plan and Budget is summarised below. *(As at quarter three 2024-2025)*

	2021-2022	2022-2023	2023-2024	2024-2025
✓ Action completed	123	115	120	5
■ Completion deferred to following year	11	6	4	1

## January - March 2025 Council Plan Actions



In 2024-2025 there are 125 actions listed in the Council Plan. As at the end of March 2025, 99% per cent were considered on track or completed.





The table below provides a summary of the current status of each of the 2024-2025 Council Plan Actions by outcome:

	Completed ✓	On track ●	At risk ●	Critical ●	Deferred ■	Not Proceeding ■
Healthy and safe communities	-	19	-	-	-	-
Community strength	1	28	-	-	-	-
Sustainable environment	-	22	-	-	-	-
Well planned and liveable city	1	11	-	-	1	-
Thriving economy	-	15	-	-	-	-
Progressive and engaged city	3	24	-	-	-	-
TOTAL %	4%	95.20%			0.8%	

# 1 Healthy and safe communities





## Initiative progress comments





Four-year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
Engage families to promote the importance of early childhood education and health	CP-1.1.1	Deliver Maternal and Child Health and early childhood services and programs including immunisation and supported playgroups	Maternal and Child Health & Immunisation services continue to deliver a high-quality service to children and families. A Playgroup Week event was held in March at Overport Playground. A variety of free activities for children were provided to promote playgroups in each local area. The event was well attended with positive feedback received from families. A morning tea for children living in out of home care and their carers was arranged to support families in understanding what services are available to them as carers. The outcome of the morning tea was that the carers are now seeking to develop a new playgroup where they will meet weekly.	Communities	
Maintain systems and capacity to manage and respond to emergency events	CP-1.1.2	Coordinate central registration of enrolments for community kindergartens	Registrations for three and four-year old kindergarten opened 31 March which is later than previous years, this was to provide time for kindergarten providers to share 2026 timetables with us for display on Council's website. Community requested this as part of the last Kindergarten Registration Review. Council accepted a State Government Grant of \$35,000 to support any changes and promotion required for the rollout of Pre-Prep commencing from 2026. Promotion is underway with the development of flyers and real estate boards.	Communities	


Four-year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
	CP-1.1.3	Implement year four actions for Council's Early Years Plan	The final three actions in year four of the Municipal Early Years Plan were completed. Two of these actions require additional resources and funding, as such staff are continuing to explore cost neutral alternate options to achieve a similar outcome. Evaluation of the plan and all actions has commenced.	Communities	
	CP-1.2.1	Monitor and mitigate key emergency risks to the community	The fire hazard inspection program was finalised in quarter three achieving good outcomes for Council and the community. Enforcement action was only required for those property owners refusing to comply and engage with the Fire Prevention Officer, all other residents contributed to private land fuel reduction. Out of 55 fire prevention notices issued, only six required compulsory clearance action.	Communities	
	CP-1.2.2	Maintain up-to-date emergency management plans and test them to identify and mitigate capability and capacity gaps through training and awareness	Development and planning has commenced for a collaborative, emergency management and risk "Crisis Management Plan". The aim is to ensure Council has robust processes in place to respond effectively to any crisis with current resourcing, whilst minimising impacts to business as usual activities.	Communities	
	CP-1.2.3	Leverage partnerships with key agencies and community groups to improve planning for response to and recovery from emergency events. This will include the development and implementation of an annual training program	Extensive consultation with the Gender and Disaster Pod (State group), has led to a fully funded Gender and disaster training opportunity for members of the Emergency Support Team (those Council staff volunteering to assist in emergencies) to take place in the quarter one of 2025/26.	Communities	



Four-year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
	CP-1.2.4	Deliver Emergency Management training and exercise	Locally specific training was facilitated for two new Municipal Emergency Management Officers (delegated roles in addition to their current position descriptions for 24/7 availability roster). This training was in addition to formal, offsite training undertaken over two days in February. Planning has commenced to test and identify gaps in knowledge and resourcing between Council's Business Continuity and Emergency Management response through a table top discussion exercise.	Communities	
Encourage active and healthy lifestyles for people of all ages and abilities	CP-1.3.1	Improve the amenity and perceptions of safety across the municipality	Safer Communities is committed to enforcing relevant laws and regulations designed to address both amenity and safety concerns within the community. In line with this, we are undertaking a comprehensive review of our existing processes and service standards to ensure that we are operating as efficiently and effectively as possible. This review also aims to establish clear expectations for both our team and the community moving forward.	Communities	
	CP-1.3.2	Promote and deliver more diverse play and leisure opportunities for residents of all ages to encourage active lifestyles	Recreation team have delivered multiple capital works projects that have assisted in delivering more diverse play and leisure opportunities. The Recreation Team also published regular news and play opportunities in their quarterly newsletter and Frankston News.	Communities	
	CP-1.3.3	Work in partnership with health, education and community organisations including sporting clubs and community gardens to enhance opportunities for improved primary health and participation in passive and active recreation	In quarter three, a grant application was submitted to VicHealth to enhance food security. Community gardens were supported through bi-monthly network meetings and targeted training sessions to improve skills and engagement. Additionally, Council participated in local workshops, strengthening relationships with food relief providers and other community services.	Communities	

Four-year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
	CP-1.3.4	Implement year four actions for Council's Health and Wellbeing Plan	The implementation of the Year Four Action Plan for Council's Health & Wellbeing Plan is progressing well. Highlights included: activities that celebrated cultural diversity during Harmony Week, including a multi-cultural dance event at Frankston Library; community engagement on the Draft Affordable Housing Policy; staff and community events to celebrate International Women's Day; the launch of the Community Connectors program at Frankston Station to provide support and challenges related to mental health and other issues; and the delivery of the Youth Services school holidays program to engage young people in positive activities.	Communities	
	CP-1.3.5	Continue the 'Can Swim' program of initiatives the Peninsula Leisure operators of PARC	The Can Swim project progressed strongly for quarter three, the peak of the summer programming period. The team delivered a total of 2,518 touchpoints delivered of the 3,000 target touchpoints for the year. In-water and on dry-land water safety programs were delivered throughout the community at pools, beaches, classrooms, festivals and events.	Corporate and Commercial Services	
Advocate for programs and support to reduce harms from family violence, gambling, alcohol and other drugs	CP-1.4.1	Implement Year one Actions of the Family Violence Prevention Action Plan (2024-2028)	Progress on Year One actions of the Family Violence Prevention Action Plan has been steady. Key initiatives include developing a Gender Equality Communication Toolkit for leaders and specialised training for frontline staff to recognize and respond to violence. Council has also led social-action campaigns to raise community awareness, including International Women's Day events in partnership with local organisations such as Frankston Social Enterprise Hub and Peninsula Community Legal Centre.	Communities	
Engage young people to support their educational outcomes	CP-1.5.1	Partner with the Department of Education and Training on Frankston North Strategic Education Plan	Council continues to collaborate with key stakeholders playing a significant role in contributing to the objectives of the Frankston	Communities	

Four-year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
			North Education Plan (FNEP). The Partnership has a strong focus on sharing resources and information between services further enabling positive outcomes for the children and community.		
	CP-1.5.2	Deliver Youth Services outreach, in-reach and engagement programs	Frankston Youth Services delivered a range of programs to support local young people. In quarter three, 213 programs were delivered on topics such as basketball at secondary schools, WHAT Bus visits to primary schools, and outreach in the local CBD and skatepark areas.	Communities	
	CP-1.5.3	Enable young people to have a voice through Youth Council and youth events	In quarter three, Frankston Youth Services facilitated six youth consultations, providing young people the opportunity to engage in meaningful discussions on local issues. A total of 106 young people participated, sharing valuable input. These consultations were held in collaboration with both internal and external stakeholders.	Communities	
	CP-1.5.4	Deliver the Work Ready Program providing work experience, traineeships and student placement opportunities	15 Work Ready Placements were undertaken in quarter three. Placements included - Environmental Health, Community Strengthening, Information Management, Library, Arts, and City Futures.	Customer Innovation and Arts	
	CP-1.5.5	Provide grants to support students in participating in formal education and recreational programs	Council continues to deliver its Child and Youth Inclusion Grant providing vital support to low income applicants to help them access education and recreation opportunities. The number of applicants to this grant each quarter continues to grow year after year.	Communities	

Four-year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
	CP-1.5.6	Implement year three actions for Council's Youth Action Plan	In quarter three, Frankston Youth Services collaborated with local employment service providers to support young people in achieving their education and employment goals. The team also assisted with the delivery of the Child and Youth Inclusion Grant and hosted students from alternative education facilities to strengthen educational pathways.	Communities	



## Strategic indicators




If we are successful, we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased active and healthy lifestyles that support residents living independently for longer	SI-1.1.1	Proportion of residents reporting long-term health conditions (ABS Census)	Indicator reported annually	Communities	-
Increased active and healthy lifestyles that support residents living independently for longer	SI-1.1.2	Proportion of residents satisfied with sport and recreation facilities (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Improved long-term health and learning outcomes established in early childhood	SI-1.2.1	Proportion of children fully immunised by school age compared to the Victorian state benchmark (LGPRF) (Local Government Performance Reporting Framework)	Indicator reported annually	Communities	-
Reduction of harms from family violence, gambling, alcohol and other drugs	SI-1.3.1	Proportion of residents who feel a safe in public areas in Frankston City (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Reduction of harms from family violence, gambling, alcohol and other drugs	SI-1.3.2	Rate of hospital admissions due to alcohol and other drugs (Turning Point)	Indicator reported annually	Communities	-
Reduction of harms from family violence, gambling, alcohol and other drugs	SI-1.3.3	Rate of reported family violence incidents (Crimes Statistics Agency)	Indicator reported annually	Communities	-
Improved education outcomes through better engagement of young people	SI-1.4.1	Proportion of people attending Tafe or University (Australian Bureau Statistics)	Indicator reported annually	Communities	-










## 2 Community strength






### Initiative progress comments

Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
Build Frankston City's reputation as an arts, culture and tourism destination	CP-2.1.4	Develop sculpture and eclectic street art culture	The Mile Bridge Gateway Sculpture has been in prototyping stage in quarter three with land approvals being sought. The prototyping stage has not progressed as fast as initially thought which has slowed the process. Fabrication is due to start but the sculptor wants to ensure the accuracy within the prototype first. The purchase of As One, Those That Run With Dingoes and The Swimmer has taken place with installation in the coming months. Planning stage has commenced for the return of the leased sculptures. The Frankston Street Art Festival took place in March which attracted attention from various media outlets from The Age, Channels 7, 9 and 10 which has given great exposure for the re-branding of this event. Seven murals were created with one projection artwork.	Customer Innovation and Arts	
	CP-2.1.5	Implement year two actions of Council's Public Art Strategy	In quarter three, Frankston's Street Art Festival was successfully delivered, creating seven murals and one projection for the enhancement of Frankston and its visitors. The Frankston Special Development School mural was also completed straight after the festival week. For the Frankston Regional Arts Trail, the pier replacement artist has been selected and will be awarded the contract in the coming weeks, the delivery of the first Art Node for the trail at Mitre 10 was also completed.	Customer Innovation and Arts	






Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
	CP-2.1.6	Implement year two actions of Council's Destination Events Strategy	Continued delivering actions under the Destination Events Strategy (DES) relating to elevated perceptions through high quality events, publicity campaigns, elevated creative and content capture/creation. As well as advocating for Frankston with major event organisers, government and industry groups and sponsors. Carlsberg Beach Club, one of 2 major Destination Events Attraction Program (DEAP) events this season, was delivered within this period, with strong attendance and social media reach, as well as extremely positive sentiment from attendees.	Customer Innovation and Arts	
Enrich the lives of older residents and people with disabilities with opportunities to enable participation and independent living	CP-2.2.1	Deliver Council's annual Seniors Festival, programs and activities to enhance participation and social inclusion	Positive Ageing delivered Seniors Festival 2024 offering 101 events, with 89 events offered free of charge. A total of 2777 people attended, and a diverse program was delivered including live music, dancing, art exhibitions, walking basketball, information sessions, multicultural events and interactive workshops. The Seniors Festival fostered community connections, encouraged new experiences, promoted local seniors clubs, community centres and various community services.	Communities	✓
	CP-2.2.2	Support organisations that are providing valued services to older residents	Council's Positive Aging team have continued to work closely with Seniors Groups across Frankston. One-on-one support has been provided to club representatives to complete the grant application requirements for the next triennial partnership grant.	Communities	
	CP-2.2.3	Implement year four actions for Council's Disability Action Plan	In quarter three, Council entered into a funding agreement with Life Saving Victoria and Seaford Life Saving Club to construct a storage facility at Seaford for Beach Access Matting and a Beach Wheelchair, using State Government funding. The Seaford Life Saving Club managed the	Communities	




Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
			matting during the first summer season. Council also began moving the booking process for the Beach Wheelchair online.		
	CP-2.2.4	Facilitate improved access for people with disabilities to services and transport options	In quarter three, Council partnered with Monash University Occupational Therapy students to develop an Inclusive Practices guide for meetings and community events. Council developed access keys for Major Events and programs to improve accessibility and sought feedback from the Disability Access and Inclusion Committee on renovation designs for Council Chambers.	Communities	
	CP-2.2.5	Support and promote Culturally and Linguistically Diverse (CALD) and seniors' groups	Culturally and linguistically diverse groups were celebrated with a Harmony Day event held in the Frankston Library Forecourt on Saturday 22 March. The celebration included dances from Chinese Senior Citizens, Frankston Malayee Inc, Filipino Senior Citizens and T'HONI Kapa Haka.	Communities	
	CP-2.2.6	Volunteer Week - Combined Council - Volunteer celebration event	Five planning meetings have been held since February for the Volunteer Thank You event, scheduled to take place at Jubilee Park on Tuesday, May 20th, 2025. The previous event recognized over 15 volunteers from more than 20 volunteer groups.	Communities	
Targeting community needs through development programs and grants	CP-2.3.1	Design Community Development programs to meet resident needs	A tour of the community gardens was organised for 23 Frankston City Council staff to highlight their value, fostering connections between Council departments and garden members. This led to collaborations, including articles in newsletters and a spread in the South Side festival program. The Young Street Community Connectors program was launched to support vulnerable people near Frankston Railway Station.	Communities	




Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
	CP-2.3.2	Deliver Council's grants program	Council has assessed and awarded Round 2 of the Environmental Sustainability Grant to local community groups and landowners. Assessment and approval of Expressions of Interest for the 2025-2028 triennial Partnership Grants has been undertaken and the Stage 2 application process is now underway.	Communities	
	CP-2.3.3	Build connections between volunteers and volunteer organisations through Impact Volunteering	Volunteering Frankston supported organisations to attract volunteers through continued promotion of the Volunteering Portal as a central access point. The display at the library was well utilised. The volunteer matching and referral service remained active, providing additional support for those seeking local volunteering opportunities.	Communities	
	CP-2.3.4	Implement year four actions from Council's Library Action Plan	Frankston City Libraries celebrated Harmony Week and Cultural Diversity Week through March, with the Love your Library in Your Language campaign taking place. The Culturally and Linguistically Diverse (CALD) network hosted cultural dance and displays from local groups in the library forecourt, and more than 200 people attended Lunar New Year celebrations. To establish the community needs for digital technology and learning, a comprehensive survey asked the community about their technology requirements in the library. Results will dictate future programs and services in this area. School Holiday Programs continue to perform at capacity with 830 attendees. Staff delivered filled events and collaborations enhanced the program with the National Gallery of Australia's Kid on Tour Craft activities and Melbourne	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
			Museum's pop up dinosaur and mega-fauna installation.		
	CP-2.3.6	LGBTQIA+ Collaborative Facilitation	Council co-facilitates monthly Frankston City and Mornington Peninsula LGBTQIA+ Collaborative meetings, bringing together local service providers and community members to improve health and wellbeing outcomes for LGBTQIA+ communities. The Collaborative's participation in the Midsumma Pride March in February was cancelled due to OH&S concerns related to extreme heat.	Communities	
	CP-2.3.7	Social inclusion action group delivery	The Social Inclusion Action Group continues to meet regularly to progress initiatives and partnerships that support social inclusion in Frankston. Two broad stakeholder meetings were held in March to assist the group to develop priority areas of focus and build relationships across the community.	Communities	
	CP-2.3.8	Continue to support the work of Community Support Frankston	Council support of Community Support Frankston remains ongoing via the provision of two permanent full time Council employees, Council building, printing and telephone services and other in-kind support.	Communities	
	CP-2.3.9	Support of the Langwarrin Community Centre	Continued support for Langwarrin Community Centre throughout building works, including collaboration with staff and key stakeholders to ensure the successful delivery of the project.	Communities	
Work with community organisations and groups to develop our future leaders and evolve a diverse culture and gender equality	CP-2.4.1	Continue to build volunteering diversity in community organisations	Two Volunteer manager training sessions were held in quarter three to build capacity in volunteer organisations; these sessions included "The Tuff Stuff" focused on managing performance of volunteers and "Navigating Boundaries". Both sessions were offered free of charge and facilitated by a Volunteering Victoria specialist.	Communities	



Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
	CP-2.4.2	Expand participation in the culture change program for sporting clubs to achieve greater gender equity in participation and board membership	The Recreation team has worked with the Australian Sports Commission to complete the Women and Girl module for Frankston Sporting Clubs.	Communities	
	CP-2.4.3	Work with schools and disengaged young people to build relationships awareness and enable them to choose respectful relationships	Frankston Youth Services is an active member of the Critical Friends Network through the Department of Education. In quarter three, 22 school programs were delivered to 290 students, incorporating the Respectful Relationships curriculum. These programs also focused on promoting positive behaviours through strong anti-bullying education and engagement strategies.	Communities	
	CP-2.4.4	Promote leadership and governance training opportunities for community members	Frankston Youth Services' two main leadership groups are Youth Council and the Fresh Committee. In quarter three, seven Youth Council meetings and eight Fresh Committee meetings were held. The Fresh Committee delivered an event at the Waterfront Festival, engaging approximately 600 young people, and provided one formal training opportunity.	Customer Innovation and Arts	
Deliver essential advocacy, support and referral services for residents in need	CP-2.5.1	Monitor demographic data trends to inform service plans that meet the future needs of the local community	Council's annual subscription to .id online demographic resources was managed, with demographic data used to inform the development of the new Council & Wellbeing Plan and Affordable Housing Policy, along with a range of other council programs and services.	Communities	
	CP-2.5.2	Provide financial support for material aid through eligible emergency relief and recovery organisations	Emergency Relief activities including direct financial support to the likes of utility companies for urgent and essential bill payments continued. Current statistics for residents assisted by Community Support Frankston (CSF) are exceeding service plan KPI's. Requests for help with essential medicines has increased and other household relayed expenses including essential fuel, food and voucher related	Communities	

Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
			supports remain persisted during current housing and cost of living pressures and community demand.		
	CP-2.5.3	Deliver Home and Community Care (HACC) and Commonwealth Home Support Program (CHSP) in home services to older residents to enable them to live safely and independently	<p>With the upcoming Aged Care Reform commencing this year the Community Care Team initiated the Community Engagement process for all Community Care services delivered by Frankston City. The purpose of this engagement was to understand the community's needs and preferences regarding future service delivery.</p> <p>The new Community Care Client Management system was implemented in March, the new system will allow for greater privacy, efficiency and reliability which is essential for Council to meet the reform requirements.</p> <p>Due to the work required to implement the new Client Management system, the team temporary ceased accepting new requests for the majority of services. New referrals will be accepted in the near future once the implementation has been completed.</p>	Communities	
	CP-2.5.4	Partner with the housing and homelessness sector to support the Frankston City Strategic Housing and Homelessness Alliance Five-Year Strategic Plan	The Strategic Housing & Homelessness Alliance has not yet met for 2025. Council officers have been reviewing the results of the Strategic Alliance's annual reflections survey to determine the most appropriate way forward to ensure that it remains effective and is an efficient use of Council resources. The Strategic Alliance is next due to meet in quarter four.	Communities	
	CP-2.5.5	Provide referral services through our Neighbourhood House programs and youth services	Youth Services made a total of 133 formal referrals during quarter three. These included referrals to mental health services, homelessness assistance services, educational services, and programs being delivered through Community Centres.	Communities	




Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
	CP-2.5.6	Winter Shelter Project Concierge	Meetings with Winter Shelter organisers at Peninsula City Church led to plans for the 2025 shelter, with two churches providing venues and volunteers from multiple churches assisting. Temporary Occupancy Permit applications were sent to venues to start the process. Grant funding from Frankston City Council in 2024 enabled the completion of a kitchen upgrade at St. Anne's in Frankston North. Accessible bathroom upgrade plans at Peninsula City Church have been submitted for permit approval.	Communities	
Build acknowledgement and respect for Aboriginal and Torres Strait Islander cultural heritage and history	CP-2.6.1	Implement year three initiatives for Council's Reconciliation Action Plan (RAP)	As part of the Reconciliation Action Plan, Council Departments engaged with the local Aboriginal and Torres Strait Islander community. On February 20th, Waste Circulatory set up a pop-up stall at Nairn Marr Djambana. First Nations performances were promoted, and a 2025 cultural training plan was finalised with sessions by AJ William.	Communities	
	CP-2.6.2	Contribute to the advocacy and planning for the redevelopment of the Nairn Marr Djambana gathering place	Stage 1A contracting and implementation for the multipurpose shed is underway, and officers continue to assist Nairn Marr Djambana to continue their advocacy for the remaining projects.	Communities	





Strategic indicators

If we are successful, we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Improve accessibility of services to enhance social inclusion and mental wellbeing	SI-2.1.1	Percentage of participation rates of gender diversity, disability and Aboriginal and Torres Strait Islander communities in structured sport (sporting clubs)	Indicator reported annually	Communities	-
Improve accessibility of services to enhance social inclusion and mental wellbeing	SI-2.1.2	Proportion of residents reporting a mental health long-term health condition (ABS Census)	Indicator reported annually	Communities	-
Improve accessibility of services to enhance social inclusion and mental wellbeing	SI-2.1.3	Proportion of residents who agree Frankston City is responsive to local community needs (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased volunteering to build connections and resilience within the community	SI-2.2.1	Percentage of residents who volunteer 'sometimes' or 'regularly' (Victorian Population Health Survey)	Indicator reported annually	Communities	-
Increased enjoyment of Frankston City's arts and cultural experiences	SI-2.3.1	Proportion of residents who are satisfied with Arts and cultural events, programs and activities (Community Satisfaction Survey)	Indicator reported annually	Customer Innovation and Arts	-




## 3 Sustainable environment






### Initiative progress comments






Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
Increase urban forest and canopy coverage to create a greener and cooler city	CP-3.1.1	Implement year five actions for Council's Urban Forest Action Plan	The Environmental Sustainability community grant applications were opened for Round Two. This program and other initiatives are being provided to focus on encouraging residents to contribute to the city's canopy cover and promote the environmental and health benefits of trees on private land. Street tree planting cards with information on the street tree program, to encourage residents to look after their new street tree and a free tree voucher have been design for the 2025 planting season.	Communities	
	CP-3.1.2	Planting 20,000 additional trees as part of the annual municipal wide planning program	Ongoing tree watering continues, although we will look to halt watering in coming Autumn months as rainfall is expected to increase. Tree maintenance officers continue to monitor recently planted trees to ensure good health and no vandalism has occurred. Where trees are found to be dead/vandalised, they are removed and set for replacement planting in the future.	Infrastructure and Operations	
Protect and enhance the natural and coastal environments	CP-3.2.1	Implement year one actions of the Coastal and Marine Management Plan	The Coastal Marine and Management Plan is awaiting ministerial approval. Work has commenced on the Year one actions which focus on growing our understanding of Aboriginal cultural values through engagement with the Bunurong Land Council; continuing work on the management and monitoring of the ecological function of our coastal reserves; water quality improvements; as well as understanding the extent and impact of current and future coastal hazards.	Communities	

Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
	CP-3.2.2	Implement year four actions for Council's Biodiversity Action Plan	The draft Fauna connectivity report has been provided for Council officer review. Officers have also engaged a specialist report on the findings from a recent Deakin University project that tracked threatened species of Powerful Owl across Langwarrin and Frankston South. This information will also inform the Fauna Connectivity report. Quotes are being sought for track improvement works at Lower Sweetwater Creek. The Environmental Significance Overlay mapping review was sent to the Department of Transport and Planning.	Communities	
	CP-3.2.4	Maintain natural and coastal reserves	2025/26 Annual conservation maintenance programs are underway. Asset Protection Zones have met specification and are now under maintenance to continue meeting specs until Fire Danger Period (FDP) concludes at the end of April. Coastal activities remain centred around presentation and safety to ensure our Coastal areas are safe and accessible during peak visitation season.	Infrastructure and Operations	
	CP-3.2.5	Review and update priority master plans for Open Space	Officers completed due diligence activities to assist with the open space planning of a new district level open space for Skye. Options for a new Langwarrin district level playspace were presented to key internal stakeholders. Site plan was developed for Banyan Reserve Play and Pump Upgrade in Carrum Downs.	Communities	
	CP-3.2.6	Develop and implement formalised monitoring process for park tree maintenance	The Parks tree inspection program is running to schedule as intended. Frankston City Council (FCC) arborists follow up recommendations within the required timelines. FCC tree maintenance officers continue to contribute to the workload within Parks to minimise contractor costs.	Infrastructure and Operations	



Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
Lessen the severity of climate change through action that enable Council and the community to reduce greenhouse gas emissions	CP-3.3.1	Implement year two actions for Council's Climate Change Strategy and Action Plan including the delivery of the Regional Electric Vehicle (EV) Charging Roadmap	Year two actions for Council's Climate Change Strategy 2023-2030 are underway, including continued progress with the conversion of streetlights to LED technology. Have received a draft report on the transition of Council's fleet to electric vehicles (EVs) including a focus on electric vehicle infrastructure and working with Greater South East Melbourne group on the Roadmap to Net Zero Emissions.	Infrastructure and Operations	
	CP-3.3.2	Ensure Environmentally Sustainable Design (ESD) principles are achieved for new developments, buildings, public realm and places	All new developments requiring a planning permit are assessed to ensure Environmentally Sustainable Design (ESD) requirements are considered including energy, water, stormwater, indoor environmental quality, waste, transport, urban ecology, management and innovation. In quarter three, Council received and assessed 62 ESD development applications with an increase of 18% compared to 2024. Council is a member of the Council Alliance for a Sustainable Built Environment (CASBE) committed to positive change to Victoria's built environment through collaborative, local government led action. Officers attended six CASBE network meetings to ensure Council is up to date with the most current ESD knowledge and aligned with other Victorian Councils. In quarter three, State Government announced the introduction of deemed to comply standards for Low Rise residential dwellings with new provisions for Clause 55 and officers have been working with CASBE to understand the impacts on ESD outcomes.	Communities	
	CP-3.3.3	Implement energy efficient upgrades to Council assets	Energy efficiency upgrades to Council assets for 2024/25 have commenced. Detailed designs for the electrification of the Frankston Arts Centre and Peninsula Aquatic Recreation Centre are	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
			being finalised. Officers will be preparing a grant application to support the works planned for these sites later this financial year.		
Improve the quality of recycling, minimise the generation of waste and establish alternatives to landfill disposal	CP-3.4.1	Progress collaborative procurement for an advanced waste processing solution for household rubbish for the South East Melbourne region to deliver a vital alternative to landfill	Collaborative procurement progressing as planned.	Corporate and Commercial Services	
	CP-3.4.2	Deliver a standardised four-bin kerbside collection service to all households with a consistent understanding of acceptable materials for each stream	A full four-bin system has been delivered to all residential properties. Service Standards clarifying material content and delivery dates for all Councils to deliver a new four-bin system to their communities is yet to be released by the State Government.	Corporate and Commercial Services	
	CP-3.4.3	Implement year two actions for Council's Waste Circularity Plan	Year two actions are progressing in line with expected timelines. A number of year one actions are ongoing and continue to be delivered.	Corporate and Commercial Services	
	CP-3.4.4	Increase uptake of the kerbside food waste collection service in single-unit developments and implement the plan to extend this service to multi-unit developments	Households requesting Food Organics Garden Organics (FOGO) starter kits have risen to 35%, due mainly to Council's municipal-wide education initiatives and engaging events throughout the year. Council has effectively connected with residents, offering one-on-one education regarding the new four-bin system. This outreach is increasing awareness and encouraging more residents to adopt the FOGO service, promoting sustainability in the community.	Corporate and Commercial Services	
	CP-3.4.5	Continually monitor the presentation levels of the kerbside separate glass collection service	The glass collection service is currently achieving an average presentation rate of 25%. The community is more aware of the new Container Deposit Scheme (CDS) and is using this service alongside the separate glass service. The changes to the glass collection calendar in March 2025	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
			saw a decrease in the number of bins presented and increased missed bins.		
	CP-3.4.6	Progress the implementation of food waste minimisation initiatives	A range of community education workshops, pop ups and educational communications have been delivered with additional activities planned for the remainder of the year.	Corporate and Commercial Services	
Increase opportunities to experience native flora and fauna	CP-3.5.1	Support Frankston Environmental Friends Network	Council continues to support the Environmental Friends Groups in the organising of their monthly meetings. The Environmental Friends Volunteer Manual is complete and awaiting publication. A stakeholder group has been formed to collaborate in the development of a new resident welcome pack.	Communities	
	CP-3.5.2	Deliver annual environmental programs, such as National Community and School's tree Day and Gardens for Wildlife, to promote behavioural change and positive environmental outcomes	Gardens for Wildlife program visited 7 residents since the new year. The Summer School Holiday Rangers program was held on January 22nd, three sessions were held at Keast Park Seaford Beach to learn about our native flora and fauna, the value of biodiversity conservation, how to help care for our coastal dunes and keep our beaches clean. Preparations are being made for the Indigenous Nursery open Day to be held April 5th.	Communities	
	CP-3.5.3	Ensure reserves are accessible while still protected	Annual Asset Protection Zone (APZ) works including track clearance to ensure all standards and specifications are met are now complete and under maintenance. Gulls Way access beach remains closed. Track 22 Seaford Foreshore also remains closed due to erosion, nearby tracks remain open. Walk over with Coastal Planner will take place in April 2025.	Infrastructure and Operations	
Improve the management of water including flooding risk, water quality of creeks and waterways and the efficient use of water	CP-3.6.1	Progress Monterey Recycled Water project through design, and commence construction in partnership with key stakeholders	Council officers are working in partnership with South East Water (SEW) on the Monterey Recycled Water Scheme. The project is currently in its construction phase managed by SEW, with future works scheduled in Council's LTIP for	Infrastructure and Operations	





Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
			2025/26 budget period to provide connections to all three Council reserves (Pat Rollo, Monterey Soccer fields and Eric Bell) and to allow for recycled water irrigation.		
	CP-3.6.2	Develop a Frankston Flood and Stormwater Management Framework, and commence implementation of key actions	Draft Framework document developed in-house in 2023/24. A specialist consultant has been engaged to review and further refine the Frankston City Flood and Stormwater Management Framework in partnership with Melbourne Water. Expected completion in September 2025.	Infrastructure and Operations	
	CP-3.6.3	Revitalisation and improving connection to Kananook Creek by supporting Dandenong Catchment	Council officers continue to participate in the Dandenong Catchment Integrated Water Management (IWM) forum meetings, advocating for revitalisation of and improvements to Kananook Creek.	Infrastructure and Operations	

## Strategic indicators

If we are successful, we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased climate emergency response and leadership	SI-3.1.1	Council greenhouse gas emissions (Emissions register)	Indicator reported annually	Infrastructure and Operations	-
Increased climate emergency response and leadership	SI-3.1.2	Community greenhouse gas emissions per capita (Emissions register)	Indicator reported annually	Infrastructure and Operations	-
Increased climate emergency response and leadership	SI-3.1.3	Community satisfaction with Council meeting its responsibilities towards the environment (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased protection, access and connection to the natural environment	SI-3.2.1	Proportion of beach water quality samples at acceptable Environmental Protection Authority levels (EPA)	Indicator reported annually	Communities	-
Increased protection, access and connection to the natural environment	SI-3.2.2	Proportion of community satisfied with Open space, natural reserves and foreshore (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased diversion of waste from landfill	SI-3.3.1	Proportion of collection waste diverted from landfill (LGPRF)	Indicator reported annually	Corporate and Commercial Services	-
Increased tree canopy over reduced urban heat	SI-3.4.1	Percentage of tree canopy cover (DELWP)	Indicator reported annually	Communities	-



## 4 Well planned and liveable city

### Initiative progress comments

Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
Integrate land use planning and revitalise and protect the identity and character of the City	CP-4.1.1	Deliver revitalisation activities in the Frankston City Centre	A major revitalisation project for this year is the Nepean Boulevard, for which early works greening (planting) and gateway signs were completed in two entry locations to the north and south of the corridor. The Early Works tree illumination project between Davey Street and Beach Street also progressed with detailed design and approvals complete and construction procurement underway. Works were completed for shared path improvements to the Monash Greenlink that better connects the Health and Education Precinct to the Frankston City Centre. Metro Trains Melbourne (MTM) approvals are still being sought to complete the path lighting upgrades.	Communities	
	CP-4.1.2	Deliver year one actions of the Frankston Housing Strategy	The Victorian Government has made a raft of changes to planning in Victoria and is continuing to do so, which is anticipated to extend into quarter four. These changes once finalised are anticipated to provide more clarity as to how not only Frankston City, but all Local Governments will approach the development of Housing Strategies. Given this, the Housing Strategy is still on hold.	Communities	
	CP-4.1.3	Deliver year one actions of the Frankston Metropolitan Activity Centre (FMAC) Structure Plan	Currently waiting for the Minister for Planning to Gazette Planning Scheme Amendment C160fran.	Communities	
	CP-4.1.4	Trial the integration the Vic3D platform into the planning process to support 3D spatial analysis and visualisation of	Statutory Planning and other teams, continue to trial the use of the Vic3D platform. The platform	Communities	



Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
		proposed developments within the FMAC	continues to be an effective major development assessment and Councillor briefing tool.		
	CP-4.1.5	Develop a landscape guide for developers	The Landscape Guidelines were completed and endorsed by Council at the September 9th meeting. The guidelines are available on Council's Website.	Communities	✓
Improve connectivity and movement and provide transport choices to the community, including walking trails and bike paths	CP-4.2.1	Implement year two actions for Council's Integrated Transport Strategy including review of Bicycle Strategy, to improve transport choices, encouraging safe and accessible active transport and public transport	The new Frankston City Bike Riding Strategy 2024-2039 has been completed and adopted by Council. The new Frankston City Road Safety Strategy and Action Plan 2025-2030 has been completed and adopted by Council. Development of an Active Travel map for Frankston City is underway.	Infrastructure and Operations	●
Provide well designed, fit for purpose, multi-use open spaces and infrastructure for the community to connect, engage and participate	CP-4.3.1	Deliver the Open Space Strategy through a priority program of development and renewals for open space and play spaces	Implementation of the Local Park Action Plan and Frankston Play Strategy deliver priority upgrades for open space and play spaces across Frankston. In quarter three, construction was completed at Lucerne Reserve-Karingal and Adib Reserve-Frankston North. Tenders were awarded for Brunel Reserve-Seaforth, and construction underway at Heyson Reserve-Skye and Sandfield Reserve-Carrum Downs. Design of playspace and park upgrades progressed for Lloyd Park/Pindara Reserve - Langwarrin, Banyan Reserve-Carrum Downs, Ferndale Reserve-Frankston, Heritage Reserve-Skye, Lipton Reserve-Frankston, Rotary Park-Carrum Downs and Alicudi Reserve - Frankston South. Due diligence activities commenced for Burgess Reserve - Langwarrin, Cavill Reserve - Langwarrin and Myrtle Reserve - Langwarrin. Community Engagement on concept designs was undertaken for Monterey Reserve-Frankston North and Banyan Reserve-Carrum Downs.	Communities	●

Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
	CP-4.3.2	Deliver annual capital works program including key major projects	<p>The annual capital works program is tracking well, with forecast expenditure of \$63.19M and 92% of the total program budget committed with contractors.</p> <p>Major projects are progressing as scheduled. The Ballam Park Storm Water Treatment &amp; Park Improvements project is complete, with a new lake and associated features available for use. The Kananook Commuter Car Park construction is complete awaiting traffic signals to be activated. The Frankston Basketball &amp; Gymnastic Centre project tender for design &amp; construction were awarded by Council on 24 March 2024.</p> <p>Kindergarten reform projects are also progressing well with Baden Powell Kindergarten completed. The Langwarrin and Seaford Child &amp; Family Centres construction are underway with scheduled completion in December 2025.</p>	Infrastructure and Operations	
	CP-4.3.3	Implement year one actions of the Public Toilet Action Plan	In quarter three, the Frankston Public Toilet Action Plan, having been awarded the Planning Institute Australia Victorian State Award for Community Wellbeing and Diversity, advanced to the National Awards which will be announced in May 2025. Implementation of the Public Toilet Action Plan also progressed with concept design progressing for the Seaford Foreshore toilet upgrades at Seaford Road and Armstrongs Road. The Baxter Park bluestone public toilet, identified as surplus, was decommissioned. Construction contract was awarded and commenced for the new public toilet at Sandfield Reserve. A new gender inclusive public toilet signage style guide was also developed.	Communities	





Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
	CP-4.3.4	Review maintenance and asset renewal programs to enhance safety and presentation of the city	Second dust suppression has been applied by the Roads team. Road Management Plan (RMP) review is continuing. Over 11,000 sqm of graffiti has been removed in quarter three. There has been almost 19 tonnes of litter collected from Council's 24 GPT's.	Infrastructure and Operations	
Innovate with smart technology and initiatives to increase the liveability of the city	CP-4.4.1	Capture real time data to gather insights into liveability	A comprehensive list of sensors and their usability is being worked on. People counters are being installed at Customer Service desk and Libraries.	Customer Innovation and Arts	
	CP-4.4.2	Implement smart parking technologies following Frankston Metropolitan Activity Centre (FMAC) smart parking trials undertaken	Data collected is under review and being considered for other areas as part of broader smart parking project, including making minor adjustments to existing parking restrictions aimed at enhancing turnover.	Infrastructure and Operations	
	CP-4.4.3	Increase collection of various Smart Cities data sets to create insightful reports to help facilitate data driven decision making for Council	The new roadmap has been received. The Initiatives are being discussed to determine the priority and business criticality. Once this is done the list of activities to be taken up for implementation and corresponding schedule will be prepared.	Customer Innovation and Arts	




Strategic indicators


If we are successful, we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Urban design renewal of places and spaces	SI-4.1.1	Proportion of residents who are satisfied with the design of places and spaces (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased travel options that are connected, accessible, smart and safe	SI-4.2.1	Proportion of residents who are satisfied with travel options around the municipality (Community Satisfaction Survey)	Indicator reported annually	Infrastructure and Operations	-
Increased travel options that are connected, accessible, smart and safe	SI-4.2.2	Proportion of residents living within 400m of public transport (Geographic Information Systems - GIS)	Indicator reported annually	Infrastructure and Operations	-
Frankston City's identity as a liveable city	SI-4.3.1	Proportion of residents who are proud and enjoy living in their local area (Community Satisfaction Survey)	Indicator reported annually	Communities	-

## 5 Thriving Economy




### Initiative progress comments

Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
Activate vacant commercial spaces and underutilised Council assets	CP-5.1.2	Review empty shops in the FMAC and the strategies to encourage occupancy	Economic Development officers continue to support the activation of empty shops in the FMAC area, including continued support of the delivery of the Young Street Action Plan Action 1.2 Council to fund improvements of business frontages along Young Street. Recommendations have been developed for Council funded shop frontage improvements.	Communities	
Remove complexity and provide planning certainty to attract economic investment	CP-5.2.1	Promote Invest Frankston and precinct opportunities	Council's Investment Attraction program made outreach cold approaches to 74 unique potential business operators and responded to 56 unique inquiries and referrals in quarter three. 27 businesses were provided with research, solutions and investment opportunities for consideration that matched their unique needs.	Communities	
	CP-5.2.2	Continue to deliver business improvements to improve statutory planning processes and customer experience	Work continued to progress on implementation of new 'workflow' processes which will improve the functionality of Council's application processing software and allow for efficient tracking of application's and reporting of live data and application statuses.	Communities	
	CP-5.2.3	Maintain and promote Councils business concierge service	Council's Business Concierge program provides assistance to aspiring, new and existing business operators to navigate through Council processes. The Business Concierge program responded to 95 requests in quarter three. The majority of requests were related to Food Services and Beauty businesses and most requests were from businesses located in Frankston.	Communities	

Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
	CP-5.2.4	Foster and maintain relationships that support businesses, providing excellent customer service and building Frankston City's reputation as a place to do business	Council's 2024-25 Business to Business (B2B) Grants were completed in quarter three with \$1,000 grants provided to 100 local businesses, and \$207,967 in total being spent locally. A 'Welcome' to Frankston City email was sent to 83 newly registered businesses, outlining the various Council supports on offer to them. Council's Local Business Directory popularity further increased with 250 directory listings by the end of quarter three.	Communities	
Strengthen Frankston City as a destination for events and creative arts industries	CP-5.3.1	Expand and deliver a reputation for engaging major and destination events	Increased quality and value of sponsors for the major event season. Significant social media reach, media attention and out-of-area visitation for Destination Events, including the Carlsberg Beach Club and Sand Sculpting Championships. Tourism Marketing team secured extensive print and television coverage for Frankston Street Art Festival - The Age (page 2, feature article), Channel 7, Channel 9 and Channel 10 news pieces. Productive meetings were conducted with relevant industry bodies including - Always Live, Music Vic, and Creative Vic with regards to the Frankston events season. Interest from a higher tier of event organiser - Sony Music Australia and Fever Global.	Customer Innovation and Arts	
	CP-5.3.2	Engage a diverse range of artists and creatives to enhance Frankston as an arts hub	In quarter three, a range of programming activities representing diverse backgrounds and groups took place including the performance and community engagement connected to First Nations show Arterial. National Portrait Gallery touring exhibition Dancer showcases and celebrates dancers from a diverse range of cultural backgrounds and abilities. South Side Festival launch saw the program promise to deliver a range of activity including representation	Communities	

Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
			from First Nations and LGBTQI+ groups, and Australian / Columbian artist Joshua Searle.		
	CP-5.3.3	Highlight Frankston as destination city through a robust marketing campaign that highlights the importance of events, development, investment in a city on the move	The City's ongoing positioning as a hub of growth and development is ongoing. The comprehensive events program is supported by broad communications, and several major developments in the CBD continue to be celebrated.	Customer Innovation and Arts	
Elevate Frankston City's identity as an innovation hub and business-friendly city	CP-5.4.1	Implement the Sustainable Economy and Skilled Community Strategy	A Strategy Action Plan addresses each of the three Priority Areas of the Strategy: Supporting local business; Investment attraction and economic activation of places; and Council as an enabler. Officers continue to implement this through the provision of range of services and supports for both existing and potential Frankston City business operators.	Communities	
	CP-5.4.2	Deliver year one of the Frankston Industrial Strategy	The Directions Hearing for Planning Scheme Amendment C148fran was held during quarter three and the Planning Panel Hearing scheduled for quarter four. It is anticipated that a report for Council to consider the recommendations of the Planning Panel will occur in quarter one of 2025/26.	Communities	
	CP-5.4.3	Continue to support the Frankston Business Collective	Membership of the Frankston Business Collective continues to grow, with their events attracting strong attendance and generating solid income. Council officers are meeting monthly with the Board and supporting on key initiatives and activities.	Customer Innovation and Arts	
	CP-5.4.4	Further develop the partnership with Frankston Social Enterprise Hub	Regular meetings with the Frankston Social Enterprise Hub (FSEH) have continued throughout the year including discussions regarding the hosting of workshops/training at the FSEH and having a representative from the FSEH speak at other workshops to promote the FSEH co-working space and social enterprises in general.	Communities	








Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
	CP-5.4.5	Work with Frankston Suburban Revitalisation Board to position Frankston City for economic growth and development opportunities	The Frankston Suburban Revitalisation Board has been established and is actively engaging key stakeholders through regular meetings. Development of the group's Action Plan is well underway and will be confirmed in June 2025. The primary focus is on advocacy opportunities to support the whole of Frankston City.	Communities	
Leverage the emerging connection between Frankston City's café and dining culture through the revitalisation of public spaces	CP-5.5.1	Develop the 'Nepean Boulevard' vision and implementation of Master plan	At the 20 January 2025 Council Meeting 2025/CM2, the Nepean Boulevard was confirmed as one of four advocacy priorities for the upcoming Federal election. At the 29 January 2025 Council Meeting, a more detailed report on this Advocacy Priority was presented. This detailed report highlighted six (6) Key Signature Projects, totalling \$20 million, which comprise this advocacy priority. Since adopting this position, Prime Minister the Hon Anthony Albanese MP announced on Sunday 16 March 2025, the Australian Government has allocated \$50 million of budgeted funding through the Road Blitz program towards the upgrade of the Overton Road and Nepean Highway intersection and improved footpath and cycling connectivity to the Kananook Creek Trail. Council is seeking to work collaboratively with the Department to ensure the best possible outcomes for Frankston City including consideration to other strategic transport and urban infrastructure improvements aligned with the Nepean Boulevard Vision.	Communities	
	CP-5.5.4	Deliver the Frankston Local Shopping Strip Action Plan through a priority program of development and renewals	Local Shopping Strip Action Plan implementation continued in quarter three with concept designs progressing for Mahogany Avenue Shops in Frankston North and Railway Parade Shops in Seaford. Scoping also commenced for minor improvements to occur through the 2025/26 program.	Customer Innovation and Arts	





## Strategic indicators

If we are successful, we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased business and industry investment	SI-5.1.1	Number of commercial building approvals (ABS)	Indicator reported annually	Communities	-
Rejuvenated activity centre precincts	SI-5.2.1	Gross local product of the municipality (\$m) (.id)	Indicator reported annually	Communities	-
Rejuvenated activity centre precincts	SI-5.2.2	Percentage of retail vacancy rates (Economic Development Scorecard)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI-5.3.1	Proportion of residents who are unemployed (.id)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI-5.3.2	Proportion of residents who hold either a vocational qualification, diploma/advanced diploma, bachelor degree or higher degree (.id)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI-5.3.3	Proportion of residents employed locally in Frankston City (.id)	Indicator reported annually	Communities	-



## 6 Progressive and engaged city





### Initiative progress comments

Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
Ensure sustainable financial management and the strategic allocation of resources to deliver planned infrastructure and services	CP-6.1.1	Review and update Council's 10 year Financial Plan to guide budget decisions to ensure they are responsible and sustainable	Council's 10-year financial plan is currently under review and will form part of the budget cycle. The rate cap of 3% announced in December will be reflected in the financial assumptions.	Corporate and Commercial Services	
	CP-6.1.2	Seek alternative revenue sources through service planning and engagement with relevant stakeholders	Service Plans have been completed and reflected in the draft Council and Wellbeing Plan and in the development of the Budget for 2025-26.	Corporate and Commercial Services	
	CP-6.1.3	Continue implementation of the Property Strategy including asset rationalisation and leveraging investment of Council's assets, particularly in the FMAC precinct	Implementation of Council's Property Strategy is ongoing. Internal consultation on the draft Leasing and Licencing Policy has now been completed. The review of under-utilised assets, and those that are surplus to Council requirements has progressed.	Corporate and Commercial Services	
	CP-6.1.4	Enhance procurement processes and practices that support collaboration, innovation, efficiency and agility	Officers are in the final stages of testing the key integration between Council's Finance System (TechOne) and the Contract Management System. This work is being conducted in a 2 stage implementation plan. The first stage will activate the key enhancements within the live environment. Officers have commenced data cleansing prior to making the Contract Management System available to contract managers.	Corporate and Commercial Services	
	CP-6.1.5	Oversee the reporting and governance of Council's subsidiary Peninsula Leisure Propriety Limited to ensure recovery and future growth	Peninsula Leisure Pty Ltd has provided Council with the relevant reporting expected for quarter three. Financial and performance outcomes are tracking well with year-to-date results better than expected. The Pines Forest Pool closed its season on 31 March 2025 with record breaking attendance numbers to the facility. Implementation of the Peninsula Leisure Strategy is on track.	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
	CP-6.1.6	Service Planning framework enhancements	Enhancements for service planning in quarter three include the review of the integrated planning and reporting framework to strengthen our planning and reporting cycles in line with organisational strategic planning principles.	Corporate and Commercial Services	
Enhance strategy, policy and plan development and identify alignment to allow for prioritisation of services that are efficient, well planned, accessible and meet community needs	CP-6.2.1	Implement the Integrated Planning & Reporting Framework for an enhanced Service Governance approach	Management is finalising key procedures to support strategic planning in the creation of new strategic documents. All strategic documents that are reviewed during 2024/25 will have a clear nexus to the Integrated Planning and Reporting Framework.	Corporate and Commercial Services	
	CP-6.2.2	Review Council's assets to ensure they meet community needs	Council's works plan for the development and renewal of its assets is detailed in the Long Term Infrastructure Plan (LTIP). The projects and programs of asset renewal works are currently being reviewed and reprioritised based on the latest asset renewal requirements and strategic service planning. Community feedback received in January / February 2025 in preparation of 2025/26 Council Budget, has also been reviewed and incorporated into the current draft of the LTIP.  The work on the LTIP informs the development of the 2025/26 Capital Works Program for the 2025/26 Council Budget.	Infrastructure and Operations	
	CP-6.2.3	Continue to enhance the organisations risk maturity through embedding effective risk management and opportunity awareness	Following the review of the risk management framework with the Audit and Risk Committee at its November 2024 meeting, Councillors were briefed on general risk management and the draft risk appetite statement in February. The business continuity policy and framework, master plan and Information Technology Disaster Recovery Plan have been updated. A review of the strategic risk environment has been completed. The amendments to align the Fraud and Corruption Prevention Plan with the most recent Australian Standard has commenced.	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
	CP-6.2.4	Ongoing implementation of the Workforce Plan to encourage a high performing, inclusive and engaged workforce	The first draft of the new Workforce Plan has been presented to the Executive Management Team (EMT) and received feedback to incorporate for the final version. Officers are now working with the consultants to build in the feedback and finalise the plan for endorsement.	Customer Innovation and Arts	
	CP-6.2.5	Continue with the implementation of the new child safe standards	Actions within the Child Safety Action Plan continues to be completed. The current plan extends into 2026.	Customer Innovation and Arts	
	CP-6.2.6	Implement year three actions for Council's Gender Equality Action Plan	Year three actions have been completed. Year four actions are being finalised, and planning is underway for the 2026-29 Gender Equality Action Plan (GEAP).	Customer Innovation and Arts	
	CP-6.2.9	Community engagement - Affordable Housing Strategy	Council's Draft Affordable Housing Policy was released for community engagement from 21 February to 23 March. 91 surveys were completed with engagement activities including an online survey, four community pop ups, online workshop with the homelessness and community housing sector, targeted focus groups and email invitations.	Customer Innovation and Arts	
	CP-6.2.10	Community engagement - Community Vision, Council Plan, asset plan and financial plan	The creation of the Council Plan, along with the review of the Community Vision, Asset Plan, and Financial Plan, has progressed successfully. The Vision has now been updated and reflected in key documents.	Customer Innovation and Arts	
Lead advocacy engagement and enhance relationships with all tiers of government and key stakeholders	CP-6.3.1	Deliver ongoing implementation of 2021-2025 Advocacy Campaign Plan and build the profile of advocacy priorities through implementation of a communication and engagement plan	Council's 2025 federal election campaign 'Frankston City First' is underway, highlighting four key project areas adopted at the January 2025 Special Council Meeting to community and candidates. A number of key funding commitments have already been secured through the 2025-2026 Federal Budget, with more expected prior to the 3 May 2025 federal election date.	Customer Innovation and Arts	
Enhance customer experience through the transformation of our services to ensure they are easy to access, and provide seamless transactional and interactional experiences	CP-6.4.1	Transformation of our digital platforms, ensuring that they are fully accessible for people of all abilities and cultures	We have continued the development of digitising additional forms across customer service, building services, and health services, while also streamlining submission processes. Confirmation emails for requests and applications received have been revised to provide more prompt feedback to users. Throughout these	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
			improvements, we have maintained AAA accessibility standards in accordance with the Web Content Accessibility Guidelines (WCAG), ensuring our digital services remain highly accessible to all users.		
	CP-6.4.3	Enhance opportunities for community participation in decision making through the Community Engagement Framework	The Community Engagement Policy endorsed by Council in the first quarter of 2025. Multiple avenues for engaging with the community remain in place, as recently demonstrated through the review processes for the Community Vision, Asset Plan, and Financial Plan. The Framework will be updated in the 2025/26 financial year.	Customer Innovation and Arts	
	CP-6.4.4	Implement year four actions from the IT Strategy to support customer experience and the transformation of processes	This initiative progresses with two system projects having gone live which aligns with modernisation of internal platforms and providing efficiencies for the organisation.	Customer Innovation and Arts	
	CP-6.4.5	Increase efforts on cleaning and maintaining our Name and Address register	This initiative progresses through process discussions on how to improve the way we collect name and address information from our community and customers.	Customer Innovation and Arts	
	CP-6.4.6	Digitisation of grave site information at Frankston Memorial Park (the Cemetery)	The project was finalised and delivered in August 2024, which enables management of grave site data through Council's Geographical Information System.	Corporate and Commercial Services	
	CP-6.4.7	Prepare for the Council election period following the VEC's Electoral Structure Review	Preparation for Council's election period is complete. Two candidate information sessions were held, with the Municipal Association of Victoria and Frankston City Council. An Election Period guide was provided to Councillors and staff to educate them on their obligations and the restrictions in place. Internal requests for publications and/or events were certified in accordance with the Election Period Policy.	Corporate and Commercial Services	
	CP-6.4.8	Relaunch of Frankston City News	Frankston City News was relaunched and refreshed in August 2024. The publications continues to be updated each edition to focus on key business and Council deliverables.	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
Support transparent and evidenced based decision making through sharing council data and clear reporting on our measures of success to the community	CP-6.5.1	Monitor Council's Council Plan and Financial performance and prepare a combined Council Plan and budget performance report on a quarterly basis for the community	The quarter two October to December performance report was endorsed by Council at its meeting on 17 February 2025 and then published on the Council website. In addition, the quarter two financial data has been published on the transparency hub.	Corporate and Commercial Services	
	CP-6.5.2	Enhance the transparency hub system to improve customer experience, trust and confidence in Council	As part of the Fit for the Future program, the Transparency Hub has now migrated to the corporate website. The outcome will be an enhanced user experience and will enable the community to access Council related data in a seamless way. Project is tracking well and expected to be delivered ahead of schedule.	Customer Innovation and Arts	
	CP-6.5.3	Proactively increase access to Council's open data to maximise new opportunities for release of records	<p>The new Transparency Hub on Frankston Corporate Website is now live, a key project of the corporate strategy - Fit for the Future program.</p> <p>Key features of the new hub include:</p> <ul style="list-style-type: none"> <li>-Interactive dashboards with better User experience</li> <li>-Fully automated update for some datasets (which are coming from systems like Pathway)</li> <li>-A Data catalogue for easy search</li> <li>-Registers are centralised</li> <li>-GIS visuals can be integrated easily.</li> </ul> <p>To access go to:  <a href="https://www.frankston.vic.gov.au/Council/Governance-and-transparency/Transparency-Hub">https://www.frankston.vic.gov.au/Council/Governance-and-transparency/Transparency-Hub</a> </p>	Customer Innovation and Arts	
	CP-6.5.4	Progress the data protection and security plan	<p>This action continues as we work through the initiatives under the Protective Data Security Plan to continue to improve our cyber security and data privacy profile.</p> <p>Our Transparency Hub has been migrated to a new platform (PowerBI), and we are continuing to add datasets onto the platform to improve transparency.</p>	Customer Innovation and Arts	



Four Year Initiatives	Code	What will we do in 2024-2025	Progress Comments	Directorate	Status
	CP-6.5.5	Corporate Reporting (Pulse) ongoing upgrades	Management is committed to improving transparency and evidence-based decision-making by enhancing corporate reporting practices and processes, creating platforms to share and utilise key data, and collaborating with the IT department to ensure efficient reporting. These efforts aim to foster an informed and transparent decision-making environment.	Corporate and Commercial Services	

## Strategic indicators

If we are successful, we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased engagement with our community	SI-6.1.1	Community satisfaction with Council's community consultation and engagement (Community Satisfaction Survey)	Indicator reported annually	Customer Innovation and Arts	-
Increased engagement with our community	SI-6.1.2	Customer satisfaction with Council's representation, lobbying and advocacy on behalf of the community with other levels of government and private organisations on key issues (Community Satisfaction Survey)	Indicator reported annually	Customer Innovation and Arts	-
Service delivery that frequently meets the needs and expectations of the community	SI-6.2.1	Proportion of resident's satisfaction with the overall Council performance (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-
Service delivery that frequently meets the needs and expectations of the community	SI-6.2.2	Proportion of resident's satisfaction that Council provides important services that meet the needs of the whole community (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-
Service delivery that frequently meets the needs and expectations of the community	SI-6.2.3	Percentage of capital works program delivered (Capital Works Delivery Program) (target 90 per cent)	Indicator reported annually	Infrastructure and Operations	-
Increased satisfaction with the integrity and transparency of Council	SI-6.3.1	Community satisfaction with Council implementing decisions in the best interests of the Community (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-
Increased satisfaction with the integrity and transparency of Council	SI-6.3.2	Community satisfaction with Council's performance in maintaining the trust and confidence of the local community (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-

## Appendix B – Financial Statements – Frankston City Council

### Attachment A Income Statement for the period ending 31 March 2025

Description	Year to Date			Full Year		
	Actual \$'000	Budget \$'000	(Fav)/Unfav Variance \$'000	Forecast \$'000	Budget \$'000	(Fav)/Unfav Variance \$'000
<b>Revenue</b>						
Rates and charges	150,328	149,649	(679)	150,198	150,092	(106)
Government grants - operating	18,814	17,979	(835)	22,288	21,131	(1,157)
User fees and charges	15,025	13,162	(1,863)	18,069	17,624	(445)
Statutory fees and fines	4,686	4,316	(370)	6,723	6,833	110
Other Income	3,815	2,989	(826)	5,018	4,377	(641)
Proceeds from sale of property, infrastructure, plant and equipment	299	412	113	585	549	(36)
<b>Total income</b>	<b>192,967</b>	<b>188,507</b>	<b>(4,460)</b>	<b>202,881</b>	<b>200,606</b>	<b>(2,275)</b>
<b>Expenditure</b>						
Employee costs	62,808	65,183	(2,375)	86,630	88,215	(1,585)
Materials and services	51,836	53,413	(1,577)	77,600	75,763	1,837
Depreciation	28,065	27,703	362	37,156	36,671	485
Amortisation - intangible assets	1,019	1,019	-	1,359	1,359	-
Amortisation - right of-use assets	23	128	(105)	99	267	(168)
Finance costs	1,228	1,506	(278)	1,744	2,008	(264)
Finance costs - leases	1	4	(3)	5	9	(4)
Bad and doubtful debts	187	192	(5)	256	256	-
Other expenses	11,709	3,190	8,519	12,941	3,831	9,110
<b>Total expenditure</b>	<b>156,876</b>	<b>152,338</b>	<b>4,538</b>	<b>217,790</b>	<b>208,379</b>	<b>9,411</b>
<b>Underlying surplus / (deficit)</b>	<b>36,091</b>	<b>36,169</b>	<b>78</b>	<b>(14,909)</b>	<b>(7,773)</b>	<b>7,136</b>
Contributions - capital	27	513	486	555	515	(40)
Government grants - capital	10,323	12,462	2,139	20,340	18,693	(1,647)
Contributions - non monetary assets	-	-	-	800	800	-
Contributions - cash	2,505	1,500	(1,005)	2,087	2,000	(87)
<b>Surplus / (deficit) for the period</b>	<b>48,946</b>	<b>50,644</b>	<b>1,698</b>	<b>8,873</b>	<b>14,235</b>	<b>5,362</b>

Attachment B      Capital Works Statement for the period ending 31 March 2025

	Year to Date			Full Year		
	Actual \$'000	Budget \$'000	Variance \$'000	Forecast \$'000	Budget \$'000	Variance \$'000
<b>Property</b>						
Land	3	-	3	50	-	(50)
Buildings	7,432	8,913	(1,481)	14,568	13,611	(957)
<b>Total Property</b>	<b>7,435</b>	<b>8,913</b>	<b>(1,478)</b>	<b>14,618</b>	<b>13,611</b>	<b>(1,007)</b>
<b>Plant and equipment</b>						
Plant, machinery and equipment	1,982	1,698	284	3,650	3,236	(414)
Fixtures, fittings and furniture	138	315	(177)	365	335	(30)
Computer and telecommunications	1,339	1,924	(585)	2,362	2,982	620
Library books	303	600	(297)	449	800	351
<b>Total Plant and equipment</b>	<b>3,762</b>	<b>4,537</b>	<b>(775)</b>	<b>6,826</b>	<b>7,353</b>	<b>527</b>
<b>Infrastructure</b>						
Roads	2,912	5,122	(2,210)	5,080	5,735	655
Bridges	205	99	106	420	100	(320)
Footpaths and cycleways	2,295	2,947	(652)	4,853	4,940	87
Drainage	521	1,209	(688)	1,629	2,093	464
Recreational, leisure and community facilities	4,629	5,285	(656)	6,985	5,999	(986)
Waste management	-	-	-	20	-	(20)
Parks, open space and streetscapes	7,994	8,088	(94)	16,562	14,619	(1,943)
Off street car parks	5,219	3,710	1,509	5,445	3,710	(1,735)
	-	-	-	-	-	-
<b>Total infrastructure</b>	<b>23,775</b>	<b>26,460</b>	<b>(2,685)</b>	<b>40,994</b>	<b>37,196</b>	<b>(3,798)</b>
<b>Total Capital works expenditure</b>	<b>34,972</b>	<b>39,910</b>	<b>(4,938)</b>	<b>62,438</b>	<b>58,160</b>	<b>(4,278)</b>
<b>Represented by:</b>						
Renewal	17,677	22,430	(4,753)	28,052	30,496	(2,444)
New	11,394	10,360	1,034	23,438	15,916	(7,522)
Upgrade	4,709	4,709	-	8,351	7,554	(797)
Expansion	1,192	2,411	(1,219)	2,597	4,194	1,597
<b>Total Capital works expenditure</b>	<b>34,972</b>	<b>39,910</b>	<b>(4,938)</b>	<b>62,438</b>	<b>58,160</b>	<b>(4,278)</b>

Attachment C      Balance Sheet for the period ending 31 March 2025

	Prior Year Full Year \$'000	Year to date Actual 2024-2025 \$'000	Full Year Budget 2024-2025 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	54,851	49,455	28,309
Trade and other receivables	34,937	74,668	25,645
Other financial assets	8,547	23,129	27,049
Inventories	202	242	169
Non-current assets held for sale	-	-	-
Other assets	4,332	1,949	5,070
<b>Total current assets</b>	<b>102,869</b>	<b>149,443</b>	<b>86,242</b>
<b>Non-current assets</b>			
Trade and other receivables	414	368	221
Investment in subsidiary	300	300	300
Other financial assets	3,507	2,007	-
Intangible assets	3,016	2,068	3,829
Right of Use	28	6	342
Property, infrastructure, plant and equipment	2,113,274	2,109,971	2,226,720
<b>Total non-current assets</b>	<b>2,120,539</b>	<b>2,114,720</b>	<b>2,231,412</b>
<b>Total assets</b>	<b>2,223,408</b>	<b>2,264,163</b>	<b>2,317,654</b>

	Prior Year Full Year \$'000	Year to date Actual 2024-2025 \$'000	Full Year Budget 2024-2025 \$'000
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	24,805	10,309	20,005
Trust funds and deposits	6,638	12,176	7,151
Unearned income	19,218	19,982	3,134
Provisions	17,632	17,458	16,971
Lease liability	34	19	179
Interest-bearing loans and borrowings	1,260	1,240	17,762
<b>Total current liabilities</b>	<b>69,587</b>	<b>61,184</b>	<b>65,202</b>
<b>Non-current liabilities</b>			
Provisions	4,257	5,331	1,499
Interest-bearing loans and borrowings	36,555	35,703	28,755
Lease liability	11	-	180
<b>Total non-current liabilities</b>	<b>40,823</b>	<b>41,034</b>	<b>30,434</b>
<b>Total liabilities</b>	<b>110,410</b>	<b>102,218</b>	<b>95,636</b>
<b>Net assets</b>	<b>2,112,998</b>	<b>2,161,945</b>	<b>2,222,018</b>
<b>Equity</b>			
Accumulated surplus	862,529	910,396	849,267
Other reserves	1,250,469	1,251,549	1,372,751
<b>Total equity</b>	<b>2,112,998</b>	<b>2,161,945</b>	<b>2,222,018</b>

Attachment D      Cash Flow Statement as at 31 March 2025

Description	2023-2024 Actual \$'000	Mar-25 Actual \$'000	2024-2025 Budget \$'000
<b>Cash Flow from operating activities</b>			
Rates and charges	141,960	110,965	150,023
Grants - operating	11,749	19,398	21,529
Grants - capital	33,346	11,481	18,693
User fees	17,616	12,430	18,940
Statutory fees and fines	5,799	4,191	7,070
Contributions - monetary	4,155	2,531	2,528
Interest received	2,749	1,497	1,871
Other receipts	3,145	2,174	2,821
Net GST refund	(962)	2,241	10,820
Net movement in trust funds	1	5,538	235
Employees costs	(82,775)	(65,073)	(87,987)
Materials and services	(62,498)	(60,480)	(87,279)
Short-term, low value and variable lease payments	(403)	(381)	(299)
Other payments	(3,147)	(2,423)	(3,687)
<b>Net cash provided by/(used in) operating activities</b>	<b>70,735</b>	<b>44,089</b>	<b>55,278</b>
<b>Cash flows from investing activities</b>			
Payments for fixed assets	(83,389)	(34,952)	(56,660)
Proceeds from sale of assets	749	518	999
Payments for Investments with greater than three months maturity	23,503	(13,082)	2,500
<b>Net cash provided by/(used in) investing activities</b>	<b>(59,137)</b>	<b>(47,516)</b>	<b>(53,161)</b>
<b>Cash flows from financing activities</b>			
Finance costs	(1,468)	(1,070)	(2,008)
Interest paid - lease liability	(3)	(1)	(9)
Repayment of lease liability	(40)	(26)	(215)
Proceeds of borrowings	9,400	-	3,750
Repayment of borrowings	(427)	(872)	(1,893)
<b>Net cash provided by/(used in) financing activities</b>	<b>7,462</b>	<b>(1,969)</b>	<b>(375)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>19,060</b>	<b>(5,396)</b>	<b>1,742</b>
<b>Cash and cash equivalents at the beginning of the year</b>	<b>35,791</b>	<b>54,851</b>	<b>26,879</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>54,851</b>	<b>49,455</b>	<b>28,621</b>

## Appendix C – Consolidated Income Statement including Peninsula Leisure Pty Ltd

Description	Year to Date			Full Year		
	Actual	Budget	(Fav)/Unfav	Forecast	Budget	(Fav)/Unfav
	\$'000	\$'000	Variance \$'000	\$'000	\$'000	Variance \$'000
<b>Revenue</b>						
Rates and charges	150,328	149,649	(679)	150,198	150,092	(106)
Government grants - operating	18,813	17,979	(834)	22,288	21,131	(1,157)
User fees and charges	25,169	23,257	(1,912)	29,934	31,083	1,149
Statutory fees and fines	4,686	4,316	(370)	6,723	6,833	110
Other Income	5,258	4,304	(954)	6,873	6,129	(744)
Proceeds from sale of property, infrastructure, plant and equipment	299	412	113	585	549	(36)
<b>Total income</b>	<b>204,553</b>	<b>199,917</b>	<b>(4,636)</b>	<b>216,601</b>	<b>215,817</b>	<b>(784)</b>
<b>Expenditure</b>						
Employee costs	69,631	72,281	(2,650)	96,397	98,436	(2,039)
Materials and services	54,638	56,500	(1,862)	80,396	79,879	517
Depreciation	28,178	27,866	312	37,320	36,888	432
Amortisation - intangible assets	1,025	1,019	6	1,359	1,359	-
Amortisation - right of-use assets	23	128	(105)	99	267	(168)
Finance costs	1,228	1,506	(278)	1,744	2,008	(264)
Finance costs - leases	1	4	(3)	5	9	(4)
Bad and doubtful debts	187	192	(5)	256	256	-
Other expenses	12,092	3,703	8,389	13,580	4,514	9,066
<b>Total expenditure</b>	<b>167,003</b>	<b>163,199</b>	<b>3,804</b>	<b>231,156</b>	<b>223,616</b>	<b>7,540</b>
<b>Underlying surplus / (deficit)</b>	<b>37,550</b>	<b>36,718</b>	<b>(832)</b>	<b>(14,555)</b>	<b>(7,799)</b>	<b>6,756</b>
Contributions - capital	27	513	486	555	515	(40)
Government grants - capital	10,323	12,462	2,139	20,340	18,693	(1,647)
Contributions - non monetary assets	-	-	-	800	800	-
Contributions - cash	2,505	1,500	(1,005)	2,677	2,000	(677)
<b>Surplus / (deficit) for the period</b>	<b>50,405</b>	<b>51,193</b>	<b>788</b>	<b>9,817</b>	<b>14,209</b>	<b>4,392</b>

## Appendix D – Consultant expenditure as at 31 March 2025

	Year to Date Actual	Full Year Adopted Budget	% of Budget Spent	Note
<b>Corporate and Commercial Services</b>				
Waste Circularity	91,903	211,500	43%	
Financial and Integrated Planning	36,512	74,245	49%	
Governance and Information	8,000	2,000	400%	1
Procurement, Property and Risk	202,965	134,500	151%	2
	<b>339,381</b>	<b>422,245</b>	<b>80%</b>	
<b>Customer Innovation and Arts</b>				
People and Culture	31,056	88,810	35%	
Business and Information Technology	27,750	100,000	28%	
Customer Experience & Transformation	8,538	170,000	5%	
Arts and Culture	10,691	113,500	9%	
Community Relations	-	78,812	0%	
	<b>78,035</b>	<b>551,122</b>	<b>14%</b>	
<b>Communities</b>				
Communities Directorate Management	-	6,500	0%	
Community Strengthening	39,836	65,000	61%	
Family Health Support Services	9,116	5,000	182%	3
Safer Communities	17,520	7,200	243%	4
Development Services	36,177	127,800	28%	
City Futures	93,678	425,100	22%	
	<b>196,327</b>	<b>636,600</b>	<b>31%</b>	
<b>Infrastructure and Operations</b>				
Engineering Services	46,522	264,500	18%	
Building Infrastructure	191	10,000	2%	
Capital Works Delivery	395	-	0%	
Sustainable Assets	29,980	21,500	139%	5
	<b>77,088</b>	<b>296,000</b>	<b>26%</b>	
<b>Total expenditure</b>	<b>690,832</b>	<b>1,905,967</b>	<b>36%</b>	

### Notes

1. Consultants involved in naming the lake in Ballam Park using Boonwurrung language.
2. Costs related to the sale of 5-7 Keys Street, Frankston.
3. Consultants engaged to assist with the data analysis for the kindergarten infrastructure and services plan.
4. Consultants engaged to update the Fire Management Plan for Lexton Reserve and Little Boggy Creek Reserve along with vehicle and pedestrian counts.
5. Consultants to support our asset management strategy initiatives, including the legislated deliberative engagement of the Asset Plan.



## Appendix E – General Operating expenditure as at 31 March 2025

	Year to Date Actual	Full Year Adopted Budget	% of Budget Spent	Note
<b>CEO</b>				
Chief Executive Officer	76	-	0%	
	<b>76</b>	<b>-</b>	<b>0%</b>	
<b>Corporate and Commercial Services</b>				
Corporate and Commercial Services Directorate Mana	2,237	2,400	93%	
Waste Circularity	4,168	7,050	59%	
Financial and Integrated Planning	3,674	6,940	53%	
Governance and Information	6,767	2,600	260%	1
Procurement, Property and Risk	11,216	31,300	36%	
	<b>28,063</b>	<b>50,291</b>	<b>56%</b>	
<b>Customer Innovation and Arts</b>				
People and Culture	9,754	22,598	43%	
Business and Information Technology	179	5,000	4%	
Customer Experience & Transformation	3,521	14,500	24%	
Customer Innovation & Arts Directorate Managemen	4,003	1,000	400%	2
Arts and Culture	29,832	59,921	50%	
Community Relations	12,704	1,500	847%	3
	<b>59,992</b>	<b>104,519</b>	<b>57%</b>	
<b>Communities</b>				
Communities Directorate Management	974	-	0%	
Community Strengthening	32,075	45,662	70%	
Family Health Support Services	8,833	24,291	36%	
Safer Communities	8,790	5,845	150%	4
Development Services	1,199	6,830	18%	
City Futures	2,583	33,100	8%	
	<b>54,454</b>	<b>115,728</b>	<b>47%</b>	
<b>Infrastructure and Operations</b>				
Infrastructure and Operations Directorate Manageme	6,926	7,000	99%	
Operations	15,880	15,400	103%	
Engineering Services	1,082	1,000	108%	
Building Infrastructure	258	2,000	13%	
Capital Works Delivery	541	1,600	34%	
Sustainable Assets	-	6,432	0%	
	<b>24,687</b>	<b>33,432</b>	<b>74%</b>	
<b>Total expenditure</b>	<b>167,272</b>	<b>303,970</b>	<b>55%</b>	

### Notes

1. Venue hire and catering associated with the Councillor Induction Day.
2. Venue hire and catering for the Future Ready Frankston Excellence Awards.
3. Venue hire and catering for the Community Panel deliberative engagement workshop.
4. Catering associated with the School Crossings workshop at Frankston RSL.

How to contact us

Online:  
frankston.vic.gov.au

In person:  
30 Davey Street, Frankston VIC 3199  
Australia

Telephone:

1300 322 322  
+61 3 9784 1094  
Business hours, Monday to Friday  
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Fax:  
+61 3 9784 1094

In writing:

Frankston City Council PO Box 490  
Frankston VIC 3199

Interpreter services  
We cater for people of all  
backgrounds Please call 131 450

National Relay Service

If you are deaf, hard of hearing and/or  
have a speech impairment you can  
contact the Council using the National  
Relay Service.

Teletypewriter (TTY) 133 677 Voice  
Relay 1300 555 727  
SMS Relay 0423 677 767