

Chief Executive Officers' quarterly report

April to June 2021 (public version)



Lifestyle Capital of Victoria

I am pleased to present the Chief Executive Officer's Quarterly Report for the period ending 30 June 2021 (public version).

This document provides a timely, open and transparent overview of the organisation and its activities. The information within this document represents the period in time from April to June 2021 inclusive and the comments below reflect this 'time stamp'.

Key topic areas include:

- People and Culture;
- Organisational Highlights;
- Business Transformation;
- Planning Progress;
- Financial and Corporate Planning;
- Accountability and Transparency;
- Key Projects Updates;
- Key Meetings and Activities;
- Advocacy; and
- Audit and Risk.

Thank you to our staff and volunteers who provide Council services to our Community as we negotiate 2021 in a COVID-safe way.

Regards

Phil Cantillon

Chief Executive Officer

PEOPLE AND CULTURE

Weekly communication

Communication to staff from the CEO as a weekly email is distributed Mondays highlighting key achievements for the organisation, sections thanking staff, providing well done commentary, along with other news and items relating to Council briefings/meetings.

COVID-19 vaccine for eligible staff

Council staff were offered the COVID-19 vaccine for eligible staff members and all Australians over the age of 40 years old in late May 2021. The earlier phases of the vaccine rollout were prioritised for frontline workers and people with specific circumstances.

Future Ready Frankston Excellence Awards launch

In early May 2021, the new Future Ready Frankston Corporate Excellence Awards program was launched. The aim of the program is to recognise staff who demonstrated the corporate values (Kinder/Fairer/Smarter) as well as achievements across a broad set of award categories. An all staff celebration is currently scheduled for 4 August 2021 where winners will be announced.

Staff Engagement Survey

During June 2021, Council conducted a staff engagement pulse check survey based on the key themes identified in the 2020 staff engagement survey. 69% of staff completed the survey. Results are currently being finalised and will be available in August 2021.

Gender Equality – People Matter Survey

As a first step towards our new Gender Equality Action Plan, staff were invited to provide their opinions, thoughts and ideas to a standard set of survey questions on gender equality issues, including sexual harassment in the People Matter Survey. The survey was administered by the Victorian Public Sector Commission (VPSC) on behalf of the Commission for Gender Equality in the Public Sector (CGEPS), noting responses from staff will remain anonymous and confidential. The survey ran from 31 May 2021 to 13 June 2021. Results are currently being finalised and will be available at the end of July 2021.

Gender Equality Advisory Committee

Council started the process to establish a Gender Equality Advisory Committee, which will provide advice on strategies, initiatives and programs to respond to issues raised in the Workplace gender audit and to develop a meaningful and impactful Gender Equality Action Plan. Expressions of Interest were sought from staff in May 2021 and closed on 4 June 2021. The Committee had its first meeting on Wednesday 23 June 2021.

Senior Management Team workshops

A number of full day workshops were held with Managers and Council's Executive Management Team including the CEO. The sessions facilitated by the Global Leadership foundation focused on developing leadership skills. The tool being used is the Enneagram which helps to explore leadership styles and reflects on what this means for the people managers' teams.

Leading Performance Program

The Leading Performance Program has been delivered to over 100 Coordinators and Team Leaders, commenced in mid-March 2021 and will be completed in July 2021. This program was coordinated through the Learning and Organisation Development team.

ORGANISATIONAL HIGHLIGHTS

Severe weather event

Council responded during the severe weather event in mid-June 2021 with assistance being provided to the Victorian SES and the Victoria Police during the day and night of the storm. 105 staff (mostly from our Operations Centre) were deployed the next day to assist with the clean-up task. The Victorian SES Deputy Chief reported the number of calls for assistance received in that 24 hour period of the storm was a record number of calls for any event – ever.

Community Vision 2040

Council's draft Community Vision 2040 was released for comment during this period. The Vision is about capturing our community's long-term aspirations for the future and making sure Frankston is the best place to learn, live, work and play in 2040. Council involved its Community Panel during this process and feedback closed 11 May 2021. Council adopted this vision at its Council meeting on 28 June 2021.

External Awards

Council was shortlisted in this year's Top Tourism Town Awards in May 2021. Frankston City was recognised alongside 21 other finalists in this prestigious competition hosted by the Victorian Tourism Industry Council. The overall winner will be announced shortly.

The new Station Street Mall received the Award for Excellence in the Civic Landscape category at the Australian Institute of Landscape Architects (AILA) Victorian Awards 2021 held early June. The award is particularly impressive given the high calibre of entries, and it highlights Council's commitment to the positive transformation of the Frankston city centre and creating the best outcomes for residents, visitors and business operators.

Awards (internal)

Council launched the new Future Ready Frankston Excellence Awards (internal) in early May 2021. This new formal recognition program will recognise staff who demonstrate the values as well as achievements across the following award categories:

1. Outstanding Customer Experience (internal or external customers);
2. Contribution to improving organisation culture;
3. Development and implementation of an innovative project or initiative or significant contributing to Future Ready Frankston;
4. Demonstrated outstanding leadership in people, projects or areas of specialty recognised by a profession, organisation or local government sector;
5. Outstanding collaboration and team work resulting in great policy/strategy outcomes and/or better outcomes for customers/community.

6. Outstanding perseverance and persistence to navigate barriers and obstacles to achieve great customer/community outcomes.

Winners will be announced at the up and coming all staff celebration event in early August 2021.

Corporate donations and fundraising

Council staff fundraising events are currently on-hold. It is planned later this year, with the roll-out of vaccinations, for this programme to recommence safely.

BUSINESS TRANSFORMATION

Frankston's first 'Smart City Framework'

During this period, Council endorsed Council's first ever Smart City framework. This framework and accompanying roadmap is a key step on our 'Future Frankston Ready' journey as we work with the community to increase the liveability of our city. The flagship project is smart parking, where we will use the latest advances in technology to provide data driven insights to enhance parking options across the city.

MyAddress update

Following its launch in early 2021, Council's new 'MyAddress' has soared in popularity. On average there were 430 sessions per week and more recently it has increased to 11,500 interactions mostly attributed to the commencement of Council's Hard Waste collection. The next most popular topics searched on the MyAddress page are rubbish collection days and Councillor information/details.

Frankston City Libraries new website

The new Frankston City Libraries website went live 18 May 2021. The new website is responsive to mobile users and offers a clean and well laid out structure for visitors also ensuring the libraries are secure in the digital platform.

Planning applications online

In mid-May 2021, the new planning applications process went live for online customers. This is the first step towards a seamless online planning application experience. Applicants can now submit their planning applications online providing immediate confirmation and ability to pay on the spot.

Sportsground booking solution implemented

A new online sportsground booking solution was implemented in June 2021. This solution will allow for both seasonal sports club bookings and casual hires to avail of an online seamless solution replacing the previous manual paper based solution. Sportsground allocations for the upcoming summer season will be processed through this new system and provide a greatly improved experience for our community.

Future Ready Frankston launch - video

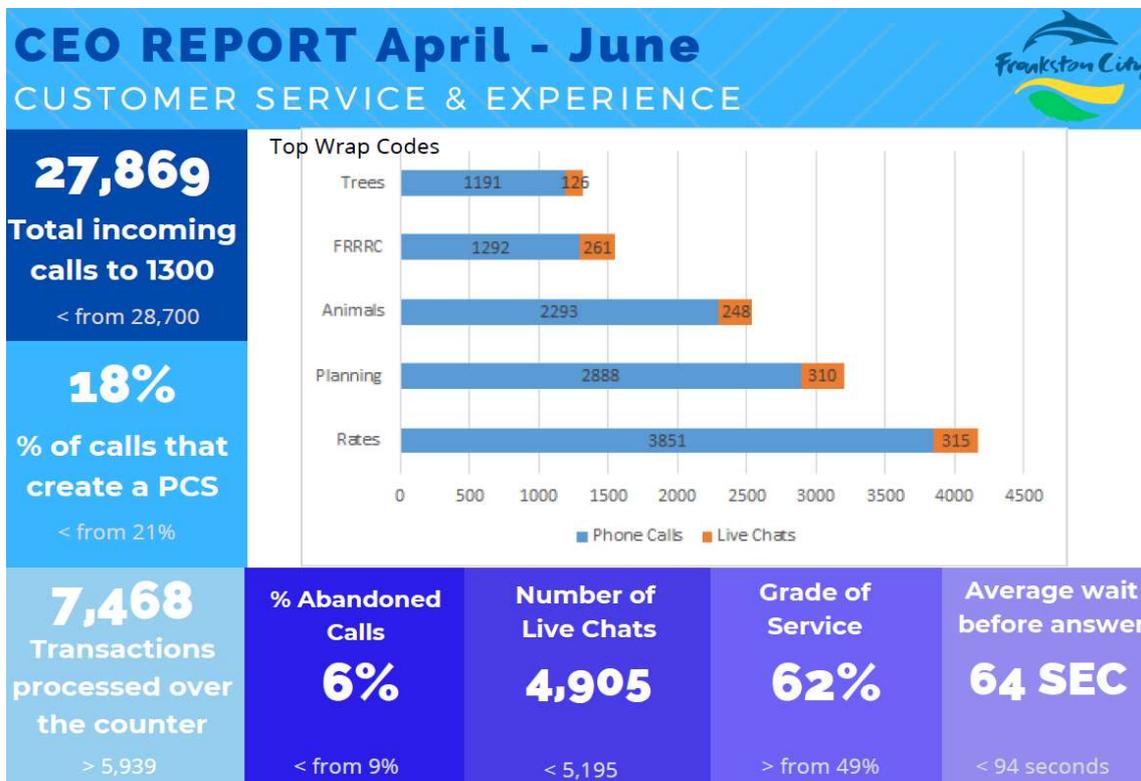
At the end of June 2021, Council posted a Future Ready Frankston video to Council's social media platforms. The videos intent was to highlight to the community Council has listened to their feedback and is working to improve all aspects of its operation and to move Council towards a Future Ready Frankston everyone can be proud of.

Council’s Corporate Customer Service Update

From April to June 2021, Council’s Customer Service team have continued to work flexibly and provide quality customer service. There was a further lock down in June which highlighted the importance of being able to pivot the customer service team back to online service very quickly. We were able to do this seamlessly as we have now established the working practices.

The team continue to work on customer service focused projects - our Customer Service Charter has been launched and this is the first quarter we will report on measurements.

The information below highlights the scale of work in the Customer Service area and the importance of ongoing measurement aligned with our Charter.



CEO REPORT April - June

CUSTOMER SERVICE & EXPERIENCE



1,842
Snap Send
Solve Req's
> from 2,203

5,132
Pathway Req's
by CSO's
> from 6,124

1,786
ePathway
req's
< from 1,853

Top Customer Request Types



Customer Service Promise Measurements

| MEASURES | APRIL | MAY | JUNE | THIS QUARTER | LAST QUARTER |
|------------------------|--|--|---|---|--|
| Average Wait Times | Phones: 1 min 11 sec Live Chat: 1 min 5 sec | Phones: 41 sec Live Chat: 1 min 0 sec | Phones: 1 min 12 sec Live Chat: 1 min 15 sec | Phones: 1 min 4 sec Live Chat: 1 min 8 sec | Phones: 1 min 34 sec Live Chat: 1 min 2 sec |
| Abandoned Calls | 7% or 642 | 5% or 405 | 7% or 661 | 6% or 1,708 | 9% or 35 |
| Unanswered Live Chats | 2% or 7 | 1% or 3 | 3% or 12 | 2% or 22 | 3% or 35 |
| Live Chat Availability | 63% | 70% | 77% | Average of 71% | Average of 68% |
| Grade of Service | 58% | 69% | 59% | Average of 62% | Average of 49% |
| Satisfaction Score | 4.7 | 4.7 | 4.8 | Average of 4.8 | Average of 4.0 |

Social and media engagement - Frankston City Community

The May-June 2021 circuit-breaker lockdown and increased eligibility, encouraged media and public interest in the COVID-19 vaccination program, which was reflected in our external communications during the quarter.

We were successful in our application for a \$20,000 Victorian Government grant to help promote vaccinations within our community. As part of this campaign, Mayor Cr Kris Bolam JP recorded a series of radio advertisements which are currently running on local station, 3RPP.

Images and positive stories from vaccinated Councillors, staff and community members inspired a Frankston City News spread on our 'vaccination heroes', in the hope it would encourage other eligible residents to do their part.

A short piece featuring two local sisters visiting Peninsula Health's new Bruce Park vaccination clinic was very well received by local print and online media outlets.

Over the past 12 weeks, Council has achieved positive coverage on the front page of nine editions of the Frankston Times. Many of these featured striking photographs and intriguing stories from members of our arts community promoting their works at the Frankston Arts Centre.

In a big win for tourism, the June edition of Mornington Peninsula Magazine included a stunning double-page picture spread, wrapping up this year's Big Picture Fest.

Communications continued to support Council's advocacy priorities with social media posts on key meetings with State and Federal politicians, including those attended by the Mayor and I during our recent visits to Canberra, as well as publicising the terrific MAV advocacy outcomes this quarter. The First Annual Pollies BBQ at Frankston Bunnings was promoted through online and traditional channels and raised more than \$2000 for Community Support Frankston.

Relationships with representatives from local media outlets allowed Council to widely share responses to national stories about the City's diversity and commuter car parking, and encouraged more balanced coverage.

REM/Pathways data update

Going forward as part of the CEO's quarterly update, the following statistics on two key channels of communication with the community will be provided;

1. Customer requests logged with Council by Community members via our customer service team.
2. Correspondence (both emails and paper based letters) sent to Council.

Trend analysis on how we are performing compared with the same time last year as many requests we receive are seasonal such as animal registration renewal, so comparing simply month to month or quarter to quarter does not paint the full picture, will also be provided.

Table below highlights Customer Requests Apr - Jun 2021



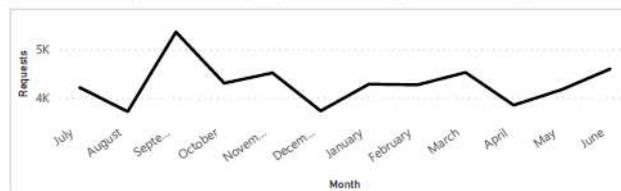
Customer Request Activity - Quarterly Report

Data as at: Wednesday, 30 June 2021

Requests Received (Opened)

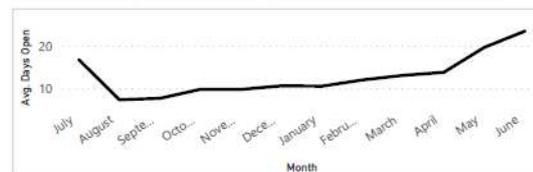
| Currently Open | Apr 2021 | May 2021 | Jun 2021 | Qtr 4, This FY | Qtr 4, Prev FY | This FYTD | Prev FYTD |
|----------------|----------|----------|----------|----------------|----------------|-----------|-----------|
| 1586 | 3.85K | 4.17K | 4.60K | 12.62K | 12.39K | 51.73K | 48.47K |

69.27
Avg Days Open



Requests Closed

| Apr 2021 | May 2021 | Jun 2021 | Qtr 4, This FY | Qtr 4, Prev FY | This FYTD | Prev FYTD |
|----------|----------|----------|----------------|----------------|-----------|-----------|
| 3.88K | 4.35K | 4.67K | 12.90K | 12.46K | 51.71K | 52.06K |



| Apr 2021 | May 2021 | Jun 2021 | Qtr 4, This FY | Qtr 4, Prev FY | This FYTD | Prev FYTD |
|----------|----------|----------|----------------|----------------|-----------|-----------|
| 13.80 | 19.70 | 23.56 | 19.32 | 13.12 | 13.00 | 32.70 |

Average number of days requests were open for those requests that have been closed in each of the above time frames, but may have been received much earlier.

Council received 12,620 requests over the last quarter which is a slight increase of 230 on the same time last year. During this period Council officers closed 12,900 requests. The average number of days a request was open for during this period was 19 days*, which is higher than the same time last year where the average number of days requests were open was sitting at 13 days*.

For the financial year (1 July 2020 – June 30 2021) Council received 51,730 requests compared with 48,470 from the 1 July 2019 – June 30 2020. Council has closed 51,710 requests this financial year compared with 52,060 last financial year. Council has seen a dramatic decrease in the number of days requests have been open financial year 20/21 (13 days*) compared to financial year 19/20 (34 days*). This improvement has come from our strong commitment to resolving customer requests as quickly as possible and is an area we are continuing to look at ways to improve how we service the community.

At the end of the reporting period Council had 1586 requests open with an average number of days of 69*. This is a significant decrease (30%) from last quarter where the average was sitting at 102*. This improvement has come from a concerted effort across Council to review long standing customer requests to bring them to a satisfactory conclusion. This is an area where Council will continue to strive to provide excellent customer service.

Table below highlights Correspondence Apr - Jun 2021



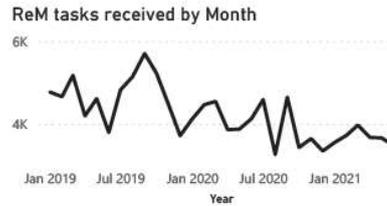
ReM Requests - Quarterly Report

Directorate: All | Department: All

Requests Received (# Opened)

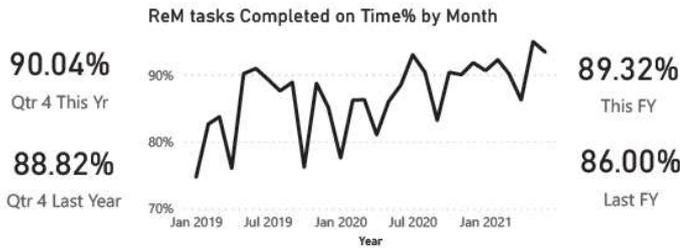
581
Currently Open
47.10
Avg Time Open

10.83K
Qtr 4 This FY
11.87K
Qtr 4 Last FY



45.04K
This FY
54.10K
Last FY

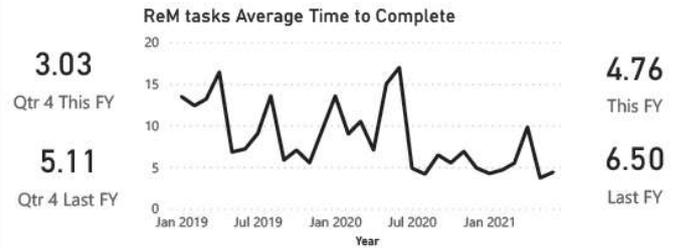
Requests Completed on Time (%)



90.04%
Qtr 4 This Yr
88.82%
Qtr 4 Last Year

89.32%
This FY
86.00%
Last FY

Average Time to Complete Requests (# Days)



3.03
Qtr 4 This FY
5.11
Qtr 4 Last FY

4.76
This FY
6.50
Last FY

*Data sourced from ReM which is mail through the post and emails that are sent through to info@frankston.vic.gov.au

Council received 10,830 pieces of correspondence last quarter which is a decrease from the same time last year of 11,870. During this period Council officers responded to or acknowledged 9,747 pieces of correspondence. Council aims to respond to correspondence within 10 days and achieved this target for 89% of correspondence. This is an increase of 4% from the last reporting period. The average number of days to respond to correspondence was 3* days for this reporting period compared to 5* days over the same time last year.

For the Financial 1 July 2020 to 30 June 2021, Council has seen a decrease of 17% in the volume of correspondence received compared with the same time last financial year. This can be attributed to a shift toward other channels of communications by the community and a decline in popularity in paper based correspondence.

* Figures are rounded to the nearest whole number.

PLANNING PROGRESS

Statutory Planning data updates – Quarter 4 (2020-21)

The cost of the service for quarter 4 (Q4) was \$1,592 per application, which is a reduction on all the previous quarters this financial year and is likely due to increase in application volumes. It should also be noted that this is calculated based on direct costs for the quarter and is a preliminary figure as at 6 July.

Statutory planning on-time delivery for Q4 was above the target of 70 percent at 79.6 percent, with exceptional months in May and June achieving over 80 percent. In addition to this, the performance for whole financial year achieved the target of 70 percent of applications determined within statutory timeframes. This is an exceptional effort noting some staff vacancies and the whole department's heavy involvement in the Statutory Planning Business Transformation Project. This project has and will continue achieve longer term efficiency gains and an improved customer experience.

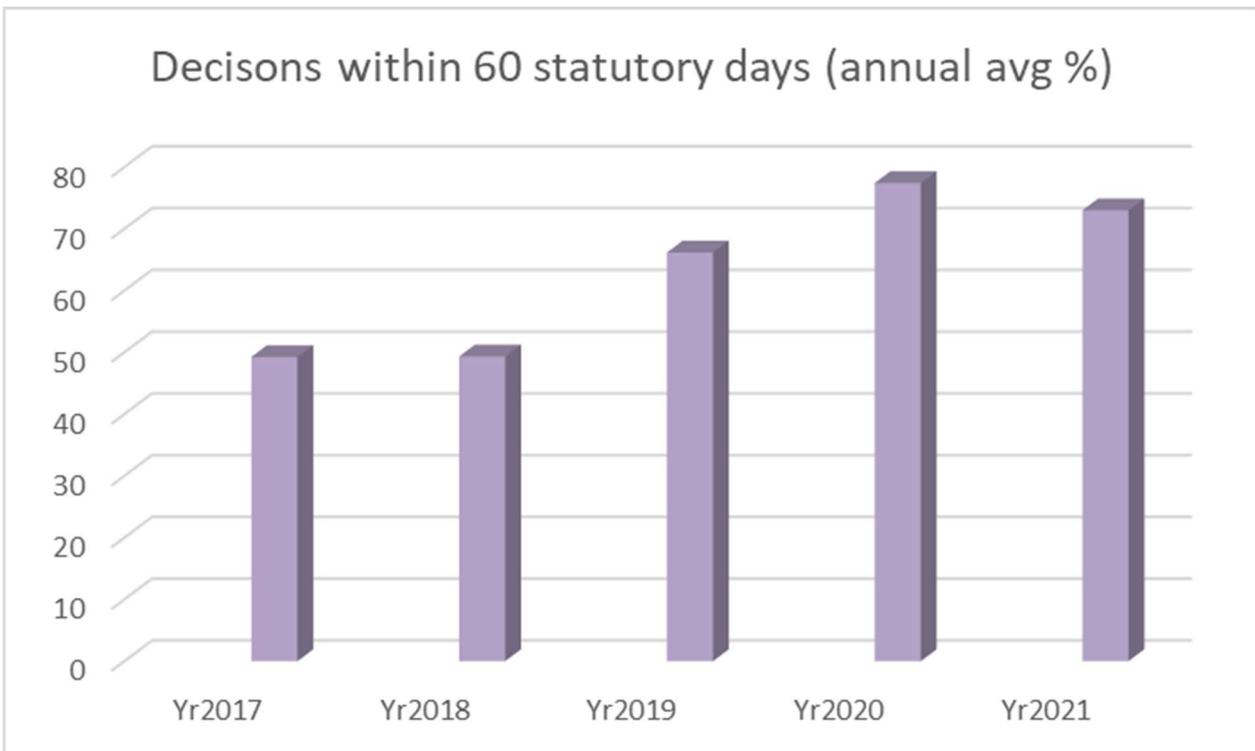
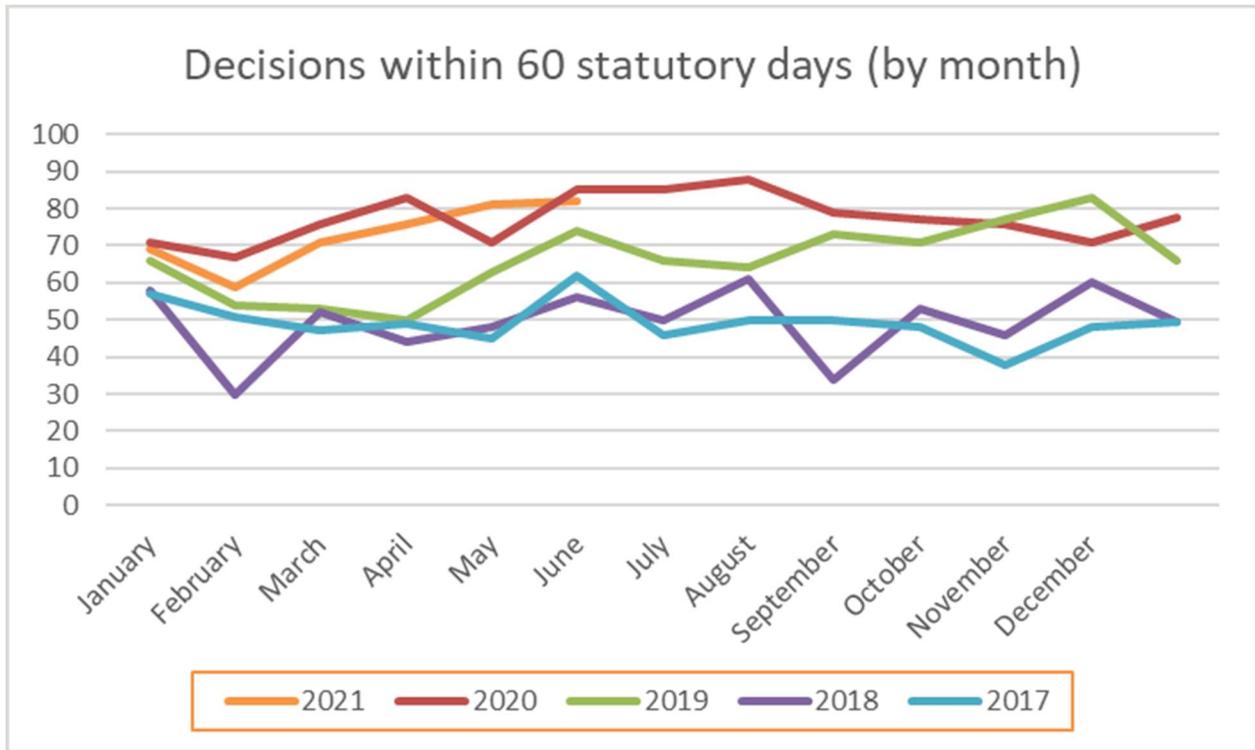
As mentioned in the May Statutory Planning Progress report, the Statutory Planning Business Transformation Project has delivered greater on-line lodgement capability, with the ability to now lodge regular planning permit applications on-line. Online lodgement of applications saves time for both applicants and Council administrative staff, and provides more flexibility in lodgement timing and payment options, instantaneous receipt by Council, and a generally better service experience for applicants. Work is continuing on other project deliverables, and planning of further improvements.

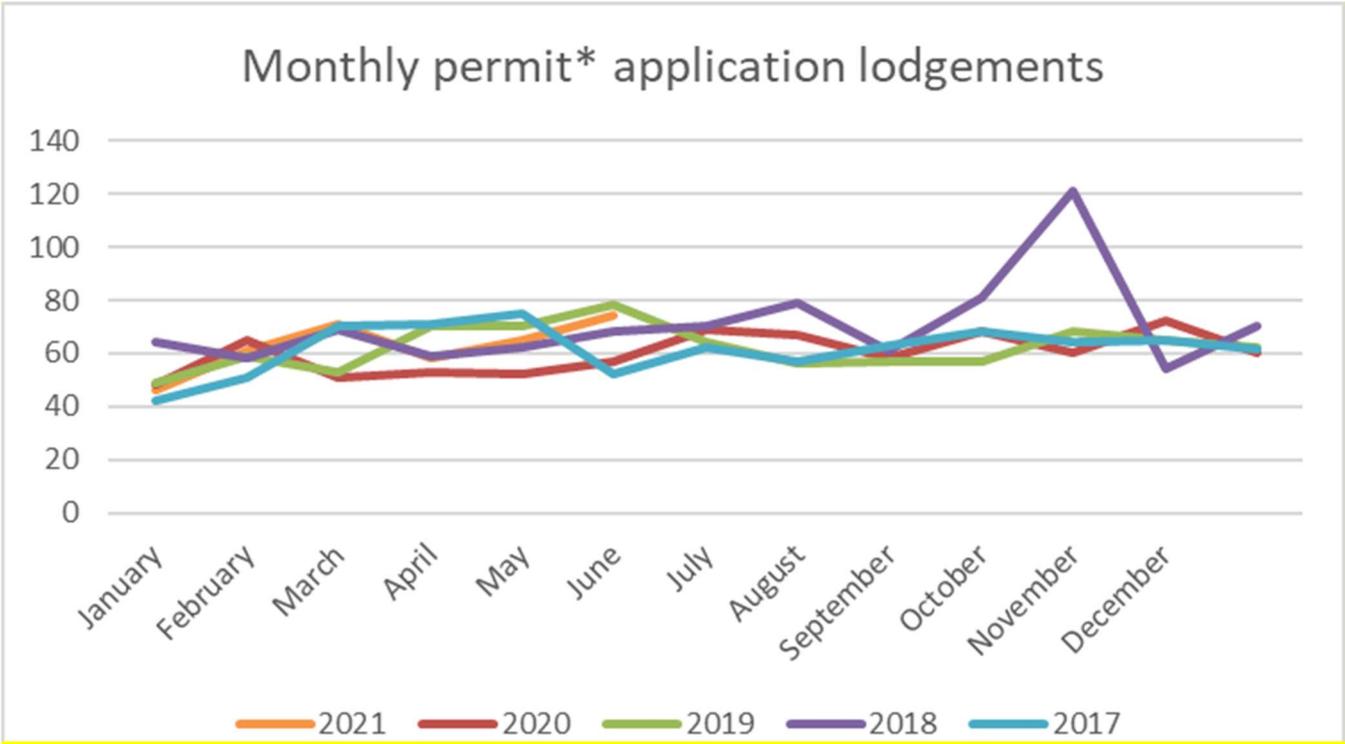
The on-time delivery data is illustrated in the below charts as well as the volume of applications received per month over the last five years. This demonstrates the consistent volume of applications received each month, noting that the lodgement volume only includes standard permit applications and is therefore only a portion of the actual planning application workload. Specifically, the data does not include other consents, such as amendment applications, secondary consents, condition sign off, extensions of time and subdivision act processes. Including amendment applications, the average application volume for the quarter is 115 applications per month.

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

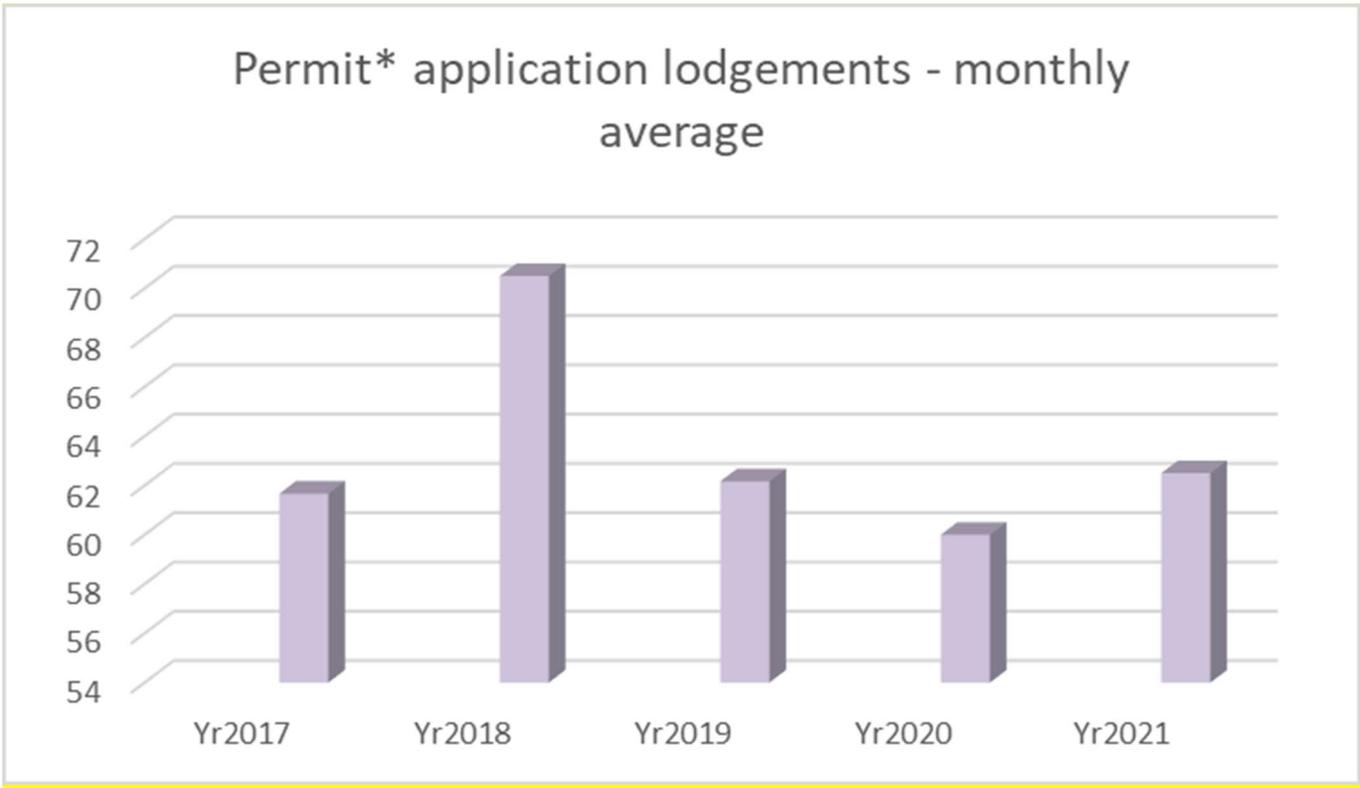
It should be noted that the data for Q4 was calculated manually as the State Government Planning Permit Activity Reporting System (PPARS) does not publish the monthly or quarterly data until approximately the middle of the following month. There may be a minor discrepancy with the manually calculated on-time delivery data and the published PPARS data.

| Developer Financial Contributions- Quarter 4 (2020-21) | |
|---|------------------------------|
| Contribution Type | Total Amount Received |
| Open Space Contributions | \$458,000 |
| Car Parking Financial Contributions (cash-in-lieu) | \$0.00 |





*Only new permit applications, does not include amendments and other application types.



*Only new permit applications, does not include amendments and other application types.

Policy Planning and Environmental Strategies update

The following *Policy & Strategy Development* work was undertaken during April - June:

- The *Draft Biodiversity Action Plan* was finalised following a series of workshops were held with internal stakeholders. The feedback from this consultation informed the finalised draft for public exhibition.
- The *Community Vision 2040* was finalised following public exhibition which included targeted conversations with key community groups, a community drop-in session at the Carrum Downs Library. The Community Panel considered the feedback from the broader community consultation to review and finalise the Community Vision for adoption in June.
- The *Draft Sustainable Economic and Skilled Workforce Strategies* have been drafted and is currently being reviewed. The strategies will be presented in August for to commence public exhibition.
- A Community Engagement Plan for the draft *FMAC Structure Plan* and *Revitalisation Action Plan* was prepared.
- An evidence review and consultation with stakeholders has been undertaken to develop the *Health and Well Being Plan*, which will now form a separate document to the Council Plan.
- An arborist has been engaged to undertake a *Banksia Study* along the Seaford and Frankston foreshores.
- Development of *Urban Forest Precinct Plans* for Carrum Downs/Sandhurst/Skye and Seaford commenced.
- The Frankston Local ESD Policy planning scheme amendment was adopted by Council and submitted to the Minister for approval.

The following *Programs and Events* were delivered during April - June period:

- Business support and networking events.
- Mumpreneur Workshop Series –a 6 week series every Wednesday from 21 April to 26 May.
- Gardens for Wildlife program.
- ‘Attracting Lizards to your Garden’ webinar.
- NOTE: Business Networking, Big Build Expo, Gardens for Wildlife visits and a planned iNaturalist training session for environmental volunteers was cancelled or postponed in the last week of May due to the statewide COVID-19 lockdown.

FINANCIAL AND CORPORATE PLANNING

Integrated planning – Local Government Act changes to deliverables

The Local Government Act’s change to a principle based act has prompted a review of Councils Integrated Planning and Reporting Framework and deliverable timelines. This review was our first step towards strengthening integration between Council’s key strategic and financial plans and ensuring Council adequately meets its legislative requirements with regards to community engagement, strategic planning, financial management and service performance.

Stakeholders responsible for Council’s key strategic and financial plans have formed a working group who developed a proposed framework and updated the Integrated Planning 2020-2021 timeline. Effort has been made to integrate and align data collection as well as key review and adoption milestones.

The development of the 2021-2025 Council Plan and Budget was adopted by Council on June 28, with the highlight of the development process being the Council Plan and Budget forum held on 27 March 2021. This forum brought Councillors together to consider their priorities over the next four years and begin the budget discussion that will help to enable them. Councillors conversed throughout the day with Senior Management to consider a range of information including community engagement results, emerging issues, challenges and opportunities impacting the Frankston City community.

The Local Government Act 2020 now requires Council to prepare and adopt a Rating and Revenue Plan to cover a minimum period of four years following each Council election. The Revenue and Rating Plan sets out how Council will generate income to deliver the Council Plan, Council Services and infrastructure commitments over a 4 year period. The plan will define the revenue and rating envelope within which Council proposes to operate. Council's 2021-2025 Revenue and Rating Plan was also adopted at the Council meeting on 28 June, 2021.

The 2021-2025 Council Plan and Budget and 2021-2025 Revenue and Rating Plan were on public exhibition for a period of four weeks. This engagement also included a number of local pop up information sessions, before COVID restrictions were introduced in late May and engagement continued online through Councils social media streams.

The Community Vision – Frankston City 2040 was finalised with the Community Panel after public exhibition held in April and was adopted by Council on 28 June 2021.

Service Planning Update

Service Plans have proven to be a backbone to the development of Council Plan initiatives and budget alignment. They have been used to inform our strategic long term outlook, helping us to ensure we consider what is important to the community with future service demands and resource requirements. There are six internal service plans outstanding and are due for completion early 2021-2022. All service plans will also undertake a review in light of the adopted Council Plan and Budget and will be used to update Directorate plans for 2021-2022.

Ombudsman's investigation into how ratepayers in hardship are treated by Councils

In August 2020, the Victorian Ombudsman began an investigation into how ratepayers in financial hardship are dealt with across the sector. The investigation focused on hardship relief for ratepayers who cannot pay rates on their primary residence.

The Ombudsman heard concerns from ratepayers, financial counsellors and community lawyers about the way local councils treat people who cannot afford their council rates.

The investigation was launched to consider the following issues:

- Whether information about councils' financial hardship assistance is easily accessible for ratepayers;
- Whether assistance is fair and reasonable, and whether councils provide that assistance appropriately;
- How council assistance schemes compare with best practice, including in the energy and water and telecommunications sectors; and
- What councils can learn from COVID-19 relief schemes to improve responses to financial hardship in the future.

The report identified several practices were adopted by some Councils that were in contravention of the Local Government and the Ombudsman Acts and made several recommendations for improvement. Officers have reviewed the report in detail and can confirm that, Frankston City Council is in a good position and does not practice any of the issues noted.

The report also identified some good practices that are already in place at some Councils and other authorities. Most of these practices are in place at Council as well.

We have reviewed all of the findings of the report and Frankston is employing best practice in management of ratepayers in hardship. We were not in contravention of any of the Acts and manage hardship appropriately and empathetically.

ACCOUNTABILITY AND TRANSPARENCY

The Accountability and Transparency Reform (ATR) document commenced in May 2018 with 160 items identified. Items were considered and implemented by the relevant Managers. Council resolved at its Meeting on 29 June 2020 to finalise the ATR document and monitor the remaining ongoing items via a quarterly status report. A report for the July 2021 quarter is attached (Attachment A).

One of the items identified in the ATR was to provide a quarterly status on the attendance of Councillors at Briefings in a quarterly period. The overall status is included in the Annual Report every year. The status is also included in the Local Government Performance Reporting Framework indicators annually to the community via LGV's Know Your Council website.

The status of Councillor Attendance at Council Meetings is also recorded and is included in the Local Government Performance Reporting Framework indicators annually as part of the reporting to Local Government Victoria (LGV). It is provided to the community via LGV's Know Your Council website and in Council's Annual Report every year.

Table 1 titled, 'Councillor Attendance at Meetings (November 2020 to June 2021)' below provides an overview of attendance for this period.

| Councillor Attendance at Meetings - November 2020 - June 2021 | | | | | | |
|---|----------------------------|---------------------------|-----------------------|----------------------------|----------------|------------|
| Councillor | Ordinary Meetings Attended | Special Meetings Attended | Councillor Briefings* | Planning Meetings Attended | Total Attended | Attendance |
| Cr David Asker | 14 | | 35 | 0 | 49 | 100% |
| Cr Sue Baker | 14 | | 34 | 0 | 48 | 98% |
| Cr Kris Bolam | 13 | | 32 | 0 | 45 | 92% |
| Cr Nathan Conroy | 14 | | 35 | 0 | 49 | 100% |
| Cr Claire Harvey | 14 | | 34 | 0 | 48 | 98% |
| Cr Brad Hill | 14 | | 35 | 0 | 49 | 100% |
| Cr Liam Hughes | 14 | | 31 | 0 | 45 | 92% |
| Cr Steven Hughes | 14 | | 25 | 0 | 39 | 80% |
| Cr Suzette Tayler | 14 | | 29 | 0 | 43 | 88% |
| Total | 125 | 0 | 290 | 0 | 415 | 94% |

Local Government Act 2020

The Local Government Act 2020 (Act) is being implemented in four stages, with the remaining stage to be implemented from 1 July 2021, as the new provisions come into effect.

The following requirements were adopted by Council, including: Council Councillor Gifts Policy adopted on 19 April 2021, four year Budget, Revenue and Rating Plan and Council Plan 2021-2024 and 10 year Community Vision on 28 June 2021.

Strengthening Governance

Council continues to implement the action plan in response to the Municipal Monitor's recommendations with the first quarterly progress report noted by Council at its meeting on 31 August 2020. The final report is expected in October 2021.

The Quarterly Progress Report as at June 2021 is attached (Attachment B).

Open/Award/Publishing of Contracts and publishing

Since 1 July 2020, Council has awarded contracts valued over \$550,000 (GST included) in open Council Meetings. Contracts over \$150,000 for goods and services and contracts over \$200,000 for works continue to be published, as awarded, on Council's website. This ongoing process continues to be fulfilled by Council's Procurement Team and has contributed to a reduction in the number of decisions being made in closed Council.

Procurement Policy

The 2020/21 Procurement Policy was endorsed by Council at its Ordinary Meeting held 31 August 2020. Due to the upcoming amendments to the Local Government Act (the Act), the Procurement Policy will be undergoing another review. The changes to the Act related to procurement will come into operation on 1 July 2021.

Council has up to 6 months (1 July 2021 to 31 December 2021) to adopt a Procurement Policy in accordance with the new framework. Until such time as the new policy is adopted under s108 of LGA 2020, the pre-existing policy as well as the restrictions of power of a Council to enter into Contracts (s186 and s186A of LGA 189) continue to apply. New Best Practice Procurement Guidelines (2020) will be launched by Local Government Victoria (LGV) on or after 1 July 2021.

The Contracts and Procurement Unit (C&P) is currently reviewing the existing Procurement Policy to align it with the amendments in the Act. A focus of the new policy will be a strengthening of the social and sustainable procurement objectives. It is expected a draft will be ready for Council review in August 2021.

Tally on tracking reports presented to Closed Council

In 2019-2020 Council's result for the Local Government Performance Reporting measure *Decisions made in Closed Council* was 18.84%. The average for all Victorian Councils has been less than 10% since 2016 (reference 'Know Your Council' website). In 2020-2021 an aspirational target of 10% was set by Council.

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

The result for *Decisions made in Closed Council* from 1 July 2020 to 30 June 2021 was 8.92%, which achieved Council's aspirational target and has demonstrated better transparent decision making for the community.

In Quarter 3, (1 January to March 2021) only 4% of decisions were made in Closed Council. There were 381 reports in both Open and Closed Council with 34 being considered in Closed Council. There have been 13 Notices of Motion and 10 Urgent Business items raised to date for this financial year.

KEY PROJECT UPDATES

The 2020/21 Capital Works Program is coming to a conclusion and Council remains on track to achieve its set targets, and provide vital services and infrastructure needs to the community. As at 30 June 2021, the actual expenditure is \$41.54M and commitments are \$18.54M against the adjusted Capital Works Budget of \$54.46M.

The end of financial year forecast is \$49.03M, which equates to 90% delivery of the Annual Capital Works Program.

Key project updates below:-

- **RF Miles Recreation Reserve New Pavilion:**

Works are now complete on the new oval, cricket nets and netball courts. The Club has now moved back to the facility.

- **Centenary Park Tennis Redevelopment:**

The 13 new tennis courts including court lights, refurbishment of the existing pavilion and carpark works have been completed and handed over in March 2021.

Further minor works associated with this upgrade are still in progress utilising project savings including septic tank upgrade and additional landscape works.

- **Jubilee Park Stadium:**

The construction works are currently out to tender and closes on 27 June 2021. Construction is expected to commence following tender evaluation and Council approval in November 2021.

Young Street Works

The State Government agreed to contribute to the cost of a new toilet block outside Frankston Station. The new toilet will also include bus driver toilet and Council officers are now seeking DOT approval for proposed plans. Works are currently underway with the facility due to open late 2021.

KEY MEETINGS AND ACTIVITIES

During this quarter (April 2021 – June 2021), the CEO continued to participate in meetings either via video-conferencing or face to face pending restrictions/lock-down regulations.

Since mid-March 2021, 'Meet the Mayor and CEO Community Sessions' have been held weekly. These sessions offer the community the chance to book a 30 minute meeting to discuss ideas or issues that are important to them. Two visits to Canberra were held in mid-May and mid-June 2021 by the CEO along with the Mayor, Cr Kris Bolam JP and Coordinator Advocacy and Strategic Partnerships, Kristen Thomson with over 25 appointments conducted.

Listed below is a snapshot of the meetings attended by the CEO during April - June 2021:

- Participation in various Senior Leadership Program sessions;
- Attendance at various Greater South East Melbourne Group meetings involving CEOs;
- Participation in various Joint State/Local Government CEO's forum to discuss COVID-19 matters including DJPR and MAV;
- Attendance at the Kananook Creek Governance Group meeting;
- Meeting with Centre Manager, Vicinity Centres – Frankston;
- Various meetings with Councillors to discuss key matters;
- Weekly meetings with the Mayor covering topics such as Advocacy, Communications, Developers matters and Economic Development;
- Meeting with Ms Peta Murphy, MP – Member for Dunkley;
- Participation in a number of meetings with fellow CEO's regarding South-East Melbourne Advanced Waste Processing (SEMAWP);
- Meeting with Peninsula Leisure Board;
- Meeting with Director, McClelland Gallery and Sculpture Park;
- Attendance at the Frankston Football Club – Round 1 VFL season event;
- Participation at Shadow Cabinet event held at the Frankston RSL;
- On-site visit to the Ballam Park Homestead with representatives from the Frankston Historical Society;
- Participation at various Jubilee Park Indoor Stadium – Project Advisory Group meetings;
- MC role at the official opening of the Ballam Park Soccer Pavilion;
- Visit to the Eastern Innovation business Centre in Mulgrave;
- Participation in the MAV Metropolitan Southern Regional meeting;
- Meeting with the Spotlight Group;
- Meeting with CEO of First People's Health and Wellbeing Centre;
- MC role at Council's Australian Citizenship Ceremony (two held during this period);
- Participation on the Frankston's Early Parenting Centre Board – co-chaired by Mr Paul Edbrooke MP – Member for Frankston and Ms Sonya Kilkenny MP – Member for Carrum;
- MC at the sod-turning of the Monterey Soccer Pavilion redevelopment;
- Participation in the Audit and Risk Committee meeting;
- Participation in the Rainbow flag raising at the Civic Centre for IDAHBOIT day;
- MC at the official opening of the Clyde Street Mall and Hall of Fame;

- Participation in the Frankston Arts Advisory Committee interviews for new Board member;
- Various meetings with the Frankston Coast Guard representatives;
- Meeting with the Frankston Yacht Club representatives;
- Regular meetings with St Kilda Football Club representatives regarding Belvedere Precinct (Linen House);
- Informal meeting with the Information Commissioner, OVIC;
- Participation in Ministerial Roundtable with Council CEOs on Recycling Victoria;
- Meeting with representatives to discuss Frankston Foreshore Asset Development;
- Meeting with Minister Fletcher to discuss commuter car parking opportunities;

ADVOCACY

Community Consultation on draft Advocacy Priorities

Community consultation occurred throughout April and May 2021 to determine community satisfaction with the proposed draft advocacy priorities. An analysis of feedback provided, with 214 responses received to the consultation, shows general support of all initiatives identified within the three themes. Some further investigations will need to be undertaken to determine project feasibility with two additional initiatives included in the final priorities recommendations.

Meetings and events

- 1 April 2021 - Member for Carrum (Sonya Kilkenny) visited Carrum Downs Library
- 14 April 2021 - Meeting with Peta Murphy, Member for Dunkley to discuss local matters
- 19 April 2021 - State Shadow Cabinet visited Frankston City. Individual meetings were arranged between Council and:
 - Shadow Minister for Mental Health, Prevention of Family Violence & Women (Emma Kealey)
 - Shadow Minister for Tourism, Major Events and Sport (Cindy McLeish)
 - Shadow Minister for Housing, Ageing and Local Government (David Morris)
 - Shadow Treasurer and Shadow Minister for Economic Development (Louise Staley)
 - Shadow Minister for Planning & Heritage, Public Transport (Metro) and Federal-State Relations (David Davis)
- 22 April 2021 - Site walkthrough tour of RF Miles Recreation Reserve pavilion redevelopment with Minister for Sport (Ros Spence), Member for Frankston (Paul Edbrooke), Member for Carrum (Sonya Kilkenny), Member for Dunkley (Peta Murphy) and Senator for Victoria (Senator David Van)
- 22 April 2021 - Official opening of Ballam Park South Pavilion with Minister for Sport (Ros Spence), Member for Frankston (Paul Edbrooke), Member for Dunkley (Peta Murphy) and Senator for Victoria (Senator David Van)
- 7 May 2021 - Meeting with Member for Flinders and Federal Minister for Health (Greg Hunt) to discuss inpatient withdrawal services at Frankston Hospital and rail electrification
- 11, 12 and 13 May 2021 - Council delegation to Canberra

- 18 May 2021 - Official opening of Clyde Street Mall and Hall of Fame with Member for Frankston (Paul Edbrooke) and Member for Dunkley (Peta Murphy)
- 19 May 2021 - Meeting with Chris Crewther (former Member for Dunkley) to discuss commuter car parking election commitment
- 21 May 2021 - Meeting with Member for Carrum (Sonya Kilkenny) to discuss redeveloping tennis courts at Carrum Downs Recreation Reserve into multipurpose for growth in netball
- 22 and 23 May 2021 - Council attended a supplementary visit to Canberra to follow up on actions with Ministers and to have meetings that were rescheduled from the May delegation
- 26 June 2021 - Council hosted an inaugural Politicians BBQ event with Member for Frankston (Paul Edbrooke), Member for Dunkley (Peta Murphy) and Senator for Victoria (Senator David Van)

Canberra trip – May/June 2021

The Mayor, Cr Kris Bolam JP, the CEO Mr Phil Cantillon and Ms Kristen Thomson, Coordinator Advocacy and Strategic Partnerships attended 21 meetings with Federal Government Ministers, Shadow Ministers, their advisors and a local council in Canberra in mid-May this year to advocate on behalf of the Frankston City community for a range of local projects and initiatives. The opportunity to meet face-to-face was paramount to Council's ability to influence decision-making. A detailed list of these meetings, discussion points and outcomes was presented to the Council meeting held on 31 May 2021 noting a further advocacy visit to Canberra was approved and held in June 2021. With over 9 meetings held during this 2nd visit including meeting His Excellency Mr Luke Daunivalu, High Commissioner for Fiji to talk about the mutual benefits association with forming a possible Sister City relationship with Suva in Fiji.

Greater South East Melbourne Group (GSEM)

Regular meetings are held with the GSEM CEO group enabling opportunities for Frankston to advocate for better outcomes (includes shires of Cardinia and Mornington Peninsula, and the cities of Knox, Casey, Frankston, Greater Dandenong, Kingston and Monash). The vision is for job creation, job retention, future proofing the community and ensuring liveability and sustainability. Arrangements are currently underway to replace the Hon. Bruce Billson who resigned from the Board earlier this year.

One of the key projects for GSEM is overseeing a more coordinated approach to the development of the recycled water project is in train to improve opportunities for agriculture and usage by Councils and businesses.

Frankston Revitalisation Board

The Frankston Revitalisation Board meeting held on 11 May 2021 both the Mayor, Cr Kris Bolam JP and CEO, Mr Phil Cantillon were unable to attend and Dr Gillian Kay, Director Communities attend on Council's behalf.

Mr Phil Cantillon, CEO holds a position on the board as a representative of Frankston City Council. Meetings are chaired by the Member for Frankston, Mr Paul Edbrooke MP and various organisations across our municipality along with State Government officials participate in on the Board. The board is responsible for implementing the revitalisation strategy (vision for Frankston) along with reviewing key action plans and strategies for the Frankston Town Centre including car parking reviews, updates on responding to alcohol and other drugs in Frankston and the Mornington Peninsula program. The next meeting is scheduled for Tuesday 6 July 2021.

Frankston Early Parenting Centre Board

The Frankston Early Parenting Centre Board meeting held on 7 May 2021 co-chaired by Mr Paul Edbrooke MP, Member for Frankston and Ms Sonya Kilkenny MP, Member for Carrum was attended by Mr Phil Cantillon, CEO. Mr Cantillon holds a position on the board as a representative of Frankston City Council.

The board was formed to help steer the Frankston Early Parenting Centre outcomes to provide better access to specialist services and early parenting support for Frankston families, closer to home. Services will be tailored to the needs of our community, with a strong focus on delivery a centre that is fit-for-purpose and well-integrated with other services in the area. The group is supported by the Department of Health and the Victorian Health Building Authority.

Frankston Metropolitan Activities Centre Car Parking Committee

A business case is being developed for a smart parking trial in Frankston Metropolitan Activity Centre incorporating Playne St, Lower Young St, Wells St and Thompson St. The business case development will be completed in quarter one of 2021/22 and include consultation with stakeholders to inform a preferred option for implementation.

AUDIT AND RISK

Cyber Security Audit

In early April, Council's Information Technology (IT) team commenced work with external auditors on a Cyber Security Audit. A Cyber Survey forms part of this audit process and will provide valuable insights into Cyber Awareness across the organisation, helping to prioritise where IT will focus going forward to ensure Council is secure and protected.

Child Safety update

Council recently employed a Coordinator of Child Safety to assist with the review of Frankston City's Child Safe Policy and review the implementation of the Child Safe Standards and Reportable Conduct Scheme. The compliance review was required to ensure that council has adequate policies, procedures and systems in place that meet the requirements.

After a comprehensive audit 41 recommendations were accepted by the Child Safety Committee and the Executive Management Team, these recommendations have now been established in an Action Plan to ensure they are implemented in a timely manner.

Frankston City Council is committed to ensuring compliance is achieved and a child safe culture is embedded within the organisation and across the community. A Coordinator of Child Safety will be employed for 12 months to implement all audit recommendations which will allow Frankston City Council to sign up to the Victorian Child Friendly Cities and Communities Charter and become a 'Child Friendly City'.

Thank you for taking the time to read this report.

OFFICE USE ONLY: A4441024



Accountability and Transparency Reform

July 2021 – Quarterly Update



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On track



Recoverable



Off track

| Action | Responsible Officer | Progress Comments | Status |
|--|--|---|---|
| <p>Item 2: That the CEO's Report is to be expected of all future CEOs of Frankston City Council.</p> | Chief Executive Officer | The CEO Quarterly Report has been considered by Council quarterly since July 2019. The next report will be presented to Council at the 19 July 2021 Council Meeting. |  |
| <p>Item 3: The CEO is to review existing consultancy usage and report back to Council on any identified 'knowledge deficits' within the organisation (areas requiring staff training, additional staff) based on consultancy expenditure.</p> | Manager Financial and Corporate Planning | Consultancy expenditure is reported quarterly via the Quarterly Financial Report. The costs associated with consultancy usage is reviewed regularly by the Executive Management Team. |  |
| <p>Item 5: Where Councillors fail to attend less than 50% of briefings in a quarterly period, a report is to be provided to Council with an explanation as to why such Councillors are not attending said briefings.</p> | Manager Governance and Information | Councillor attendance at Briefings is reported through the Annual Report and CEO's Quarterly Report. The next update will be reflected in the CEO's report at the 19 July 2021 Council Meeting. There is no requirement for a report to be considered by Council on Councillors who fail to attend briefings. |  |



On track



Recoverable



Off track

| Action | Responsible Officer | Progress Comments | Status |
|--|---|--|---|
| <p>Item 6: That all advisory committees be required to report before Council once per year, at a briefing, to advise Council of their activities.</p> | <p>Manager Governance and Information</p> | <p>Council has 2 Advisory Committees:</p> <ul style="list-style-type: none"> - Frankston Arts Advisory Committee, who report regularly to Council on its activities; and - Major Projects Advisory Committee, who meet with Councillors to discuss key projects. <p>A report is also presented to Council quarterly on Minutes of Committees where a Councillor is a delegate.</p> |  |
| <p>Item 8: Where the CEO and/or EMT serve on any external committees outside of Frankston City Council (but in relation to Frankston City Council duties), he/she is to provide a report to Council. This can be done in the form of the quarterly report to Council.</p> | <p>Manager Governance and Information</p> | <p>A report is considered by Council quarterly on Committee Minutes of which a Director or CEO serves as part of their duties.</p> |  |



On track



Recoverable



Off track

| Action | Responsible Officer | Progress Comments | Status |
|--|---|--|---|
| <p>Item 10: That online databases (that can be accessed by the public) be created for the following: a) Council submissions to State and Federal governments; b) Funding council has applied or to State and Federal governments.</p> | <p>Manager Governance and Information</p> | <p>A database containing details of submissions and funding that Council has applied for to State and Federal Governments, is updated every 6 months and is available under the <i>Documents to be made publicly available</i> section on Councils website. This commenced from February 2020.</p> |  |
| <p>Item 11: Officers are to provide written reports to Council, as Councillors do, for interstate and international trips advising of findings.</p> | <p>Manager Governance and Information</p> | <p>This is reported through the CEO's Quarterly Report. An update has been provided for the 19 July 2021 Council Meeting.</p> |  |



On track



Recoverable



Off track

| Action | Responsible Officer | Progress Comments | Status |
|--|---|--|---|
| <p>Item 12: External advocacy bodies (i.e.. MAV, Anti-Gambling Alliance), where Council provides an annual contribution, must provide a written report to Council on the external organisation's activities in the past twelve months. These reports are then clustered and presented to Council.</p> | <p>Manager Governance and Information</p> | <p>The Annual Reports are to tabled annually in October each year. Due to the Council Elections and the development of the Councillor Induction Program, a report has not been provided to date. This will be tabled for noting at the October 2021 Council Meeting and then in October each year, with the exception of the Council Election year, where it will be tabled in November.</p> |  |
| <p>Item 15: That a lobbyist/developers register be created for officers and Councillors to declare when they have met with (external) lobbyists and/or developers. Furthermore the terms 'lobbyist' and 'developer' be properly defined so Councillors and staff are not vague on the terms.</p> | <p>Manager Governance and Information</p> | <p>A Lobbyist and Developers Register is available on the Councillor Portal. Councillors are provided an update on a quarterly basis.</p> |  |



On track



Recoverable



Off track

| Action | Responsible Officer | Progress Comments | Status |
|--|---|--|---|
| <p>Item 16: Per the 'Diageo' approach, the Annual Report is to record all Councillor and EMT Code of Conduct breaches for that given year.</p> | <p>Manager Governance and Information</p> | <p>Details of any Councillor or EMT Code of Conduct Breaches are reported through the CEO's Quarterly Report. Next update is included in the report for the 19 July 2021 Council Meeting.</p> |  |
| <p>Item 17: That a database, similar to the one in operation at the City of Rochester, New York (United States), to allow the wider public to peruse Freedom of Information outcomes (or the alternative proposition proposed in .58) online ('Reading Room') be adopted at Frankston City Council.</p> | <p>Manager Governance and Information</p> | <p>An FOI Summary was provided to Council at its meeting on 15 February 2021 and was well received, with over 70% of requests being processed outside of the FOI statutory timeframes. The next summary will be provided to Council in early 2022.</p> |  |
| <p>Item 18: A process, similar to City of Redlands, where Councillor complaints (against Code of Conduct, Meeting Local Law, Staff Interaction Policy, Media Policy, Act etc.) are recorded on the website.</p> | <p>Manager Governance and Information</p> | <p>Details of any Councillor complaints will be reported through the CEO's Quarterly Report. Next update is included in the report for the 19 July 2021 Council Meeting.</p> |  |



On track



Recoverable



Off track

| Action | Responsible Officer | Progress Comments | Status |
|---|---|---|---|
| <p>Item 19: City of Gold Coast: A process, similar to the Gold Coast, where Councillor interests and conflicts of interest (for briefings, meetings etc.) are recorded on the website.</p> | <p>Manager Governance and Information</p> | <p>Details of any Councillor Conflict of Interest is available on the Council website under <i>Documents to be made publicly available</i>. There is also a requirement for a summary of Personal interest disclosure forms to be made available. This has been made available on the website since January 2021.</p> |  |
| <p>Item 20: Better disclosure of remuneration arrangements for senior officers Example Melbourne City Council does this in their annual report.</p> | <p>Manager Governance and Information</p> | <p>Details of senior officer remuneration is available on the Council website under <i>Our organisation</i>. This is an extract from the Annual Report and will be updated annually.</p> |  |
| <p>Item 24: That a quarterly briefing be provided to Councillors on the greatest organisational risks that require attention (strategic and organisationally)</p> | <p>Manager Commercial Services</p> | <p>A report on organisational risks is tabled at the Audit and Risk Committee and reported to Council every 6 months. Next update to be provided by September 2021.</p> |  |



On track



Recoverable



Off track

| Action | Responsible Officer | Progress Comments | Status |
|--|------------------------------------|--|---|
| <p>Item 25: In light of the Frankston Football Club insolvency, the CEO is to demand of community sporting groups to produce annual documentation to determine the fiscal health of a said club. This information is to then be presented to Councillors, at a briefing, in the form of a 'solvency scale' per sporting club. This information may be helpful insofar determining whether to renew leases and the Council playing a role in rallying the community to assist clubs that may be severely struggling.</p> | <p>Manager Commercial Services</p> | <p>All tenancy agreements are now subject to financial analysis to ensure the tenant is able to meet the obligations contained in their agreement.</p> <p>Seasonal tenancy agreements are reviewed annually and changes are made to improve operational efficiencies, where required.</p> <p>All lease and licence agreements that have been entered into in the last 18 months, now include a provision for tenants to provide annual financial statements.</p> |  |
| <p>Item 26: Availability of a Frankston City Council Lease Register (including terms) to the public upon request.</p> | <p>Manager Commercial Services</p> | <p>Council's Lease Register is updated every 6 months and is available on the Council website under <i>Documents to be made publicly available</i>. The next update will be made by end of October 2021.</p> |  |



On track



Recoverable



Off track

| Action | Responsible Officer | Progress Comments | Status |
|---|------------------------------------|--|---|
| <p>Item 27: Availability of a Frankston City Council Service Contracts Register (for contracts over \$999,000) to the public upon request.</p> | <p>Manager Commercial Services</p> | <p>Details of contracts awarded, that result from an RFT process is published on the Council website under <i>Tenders – Awarded Contracts</i>. This page will list contracts awarded over \$150K for goods and services and contracts over \$200K for works.</p> <p>This website was last updated on 11 December 2020.</p> |  |
| <p>Item 28: As is practiced by the City of Gardner in Massachusetts (United States), upon a certain period, tender outcomes (including tender bids) on goods and services are made available online to the public.</p> | <p>Manager Commercial Services</p> | <p>Officers have implemented the following transparency measures:</p> <ul style="list-style-type: none"> - Publishing the outcomes of public tenders on Council’s website under <i>Tenders- Awards</i>; - Moving contract award papers from Closed into Open. This commenced in July 2020. |  |



On track



Recoverable



Off track

| Action | Responsible Officer | Progress Comments | Status |
|--|------------------------------------|--|---|
| <p>Item 31: That a report be provided to Councillors annually on the number of public complaints received and which departments they are emanating from. The report should also be comparative and juxtapose results from previous years.</p> | <p>Manager Community Relations</p> | <p>A Complaints Policy is currently being prepared to provide guidance on how complaints will be managed. This must be adopted by December 2021, in accordance with the new requirements of the Local Government Act 2020. In the interim, any complaints received will be reported through the CEO quarterly report. Next update will be provided for the 19 July 2021 Council Meeting.</p> |  |
| <p>Item 32: That an end of year media report be made available on Councils website Example: Melbourne City Council comprehensive media report for the 2015-16 year.</p> | <p>Manager Community Relations</p> | <p>Key issues throughout the year as well as sentiment reporting on social media will be reported through the Annual Report. The format will be similar to the Economic Scorecard, so that it is easily understood.</p> |  |



On track



Recoverable



Off track

| Action | Responsible Officer | Progress Comments | Status |
|---|---|---|---|
| <p>Item 37: As is practiced by the City of Gardner in Massachusetts (United States), quarterly figures are made available online to the public regarding departmental spending on goods and services (Open Check database).</p> | <p>Manager Financial and Corporate Planning</p> | <p>A summary expenditure report for consultancy and general operating expenses by department was included in the Quarterly Financial Report for March and was considered by Council on May. Further disclosures will be considered for inclusion in the first Quarterly Financial Report for 2021-2022</p> |  |
| <p>Item 38: Calling for more transparency in audit committee process Example: Melbourne City Council provides up to 4 years of performance reports.</p> | <p>Manager Financial and Corporate Planning</p> | <p>The Local Government Act 2020 now requires the Chair of the Audit and Risk Committee to table a report half yearly on the activities of the Committee. A report was presented by the Chair to Council on 27 January 2021.</p> |  |
| <p>Item 39: That every term a 'transparency review' is to occur of the Frankston City Council website, the review is to cover, and assess, the types of information openly available via the Council's website to help gauge how open the organisation is, learn about how it can be more transparent and compare its performance in this area with its peer Councils.</p> | <p>Manager Business Transformation</p> | <p>The 20/21 Annual Budget and LTIP includes funding to review and transfer all the existing content from Council's current corporate website to a new platform. Council's website has been successfully migrated to the new platform. Content has been migrated with the most popular pages reviewed and updated. A full content review will now commence with a transparency lens to ensure comparability with other peer Councils.</p> |  |



On track



Recoverable



Off track

| Action | Responsible Officer | Progress Comments | Status |
|--|---|--|---|
| <p>Item 41: That all reports to Council which relate to funding for major projects must include 'probability' costs which anticipate additional costs beyond the line-item amount being considered (i.e. Frankston Yacht Club).</p> | <p>Director Infrastructure and Operations</p> | <p>Projects that are presented to MPAC will include the probability costs. The trend of the probability cost will be highlighted in the presentation. These costs will decrease as confidence in the risk mitigation of the project are addressed.</p> |  |
| <p>Item 42: Greater quarterly disclosure of developer contributions as they are made Example: Melbourne City Council releases a quarterly report on developer contributions.</p> | <p>Manager Statutory Planning</p> | <p>This information has been included in the previous two CEO Quarterly Reports and will continue to form part of this report.</p> |  |



Action Plan with progress report

Implementation of Municipal Monitor's recommendations

July 2021

This Action Plan with progress report ensures the five key recommendations from the Municipal Monitor's Report 2019 are addressed to improve Council's overall performance by October 2021. The progress is reported to Council every quarter as part of the CEO's Quarterly Report and a copy made available on Council's website.

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Overview



| Municipal monitor's recommendations | Quarterly Achievements | Progress to completion | Overall status |
|---|---|--|----------------|
| <p>1. Streamline Agendas</p> <p>Ensure that agendas for assemblies of Councillors continue to be structured and streamlined to create opportunities for discussion amongst Councillors to resolve issues and accommodate different points of view.</p> | <p><i>The status of listed reports for the agenda to Council and the Councillor Schedule are reviewed weekly. This has reduced the number of reports and items scheduled in the Council Meeting agenda. Councillors are more engaged and have more time for discussion and consideration of items. Council Report writing training for staff was delayed and is scheduled to be completed in August 2021.</i></p> | <p>95%</p> <p>Complete by October 2020</p> | |
| <p>2. Reduce Notice of Motions</p> <p>Reduce the number of complexity of notices of motion and alternate motions including by engaging in discussions with the CEO and Executive Team as well as fulsome discussion at assemblies of Councillors.</p> | <p><i>The number of Notice of Motions has reduced throughout 2020. A NOM protocol was discussed with Councillors in 2020. The Governance Rules, adopted in August 2020, includes the process for Notice of Motions.</i></p> | <p>100%</p> <p>Completed</p> | |
| <p>3. Improve Community Satisfaction Survey Results</p> <p>Recognise the significant improvement over the past 12 months in the community satisfaction survey results and take steps towards further improvement.</p> | <p><i>The Local Government Community Satisfaction Survey Results were released in July 2020 and improvements were made to transform services and improve the customer service experience. The 2021 Community Satisfaction Survey results were received in June and results are released in July 2021.</i></p> | <p>95%</p> <p>Complete by October 2021</p> | |
| <p>4. Improve staff engagement survey results</p> <p>Continue Councillors and management's commitment and efforts to improve the staff engagement survey results.</p> | <p><i>The staff survey results were received in July 2020, an increased response rate from 48% to 69%, with 63% of staff saying Frankston City Council is a 'truly great place to work'. Culture Improvement Plans were developed and a pulse survey was conducted in June 2021. A Senior Leadership Program, Performance Management Program and Staff Recognition Procedure were launched and staff engaged to develop the Community Vision, Council Plan and Budget to set Council's direction.</i></p> | <p>100%</p> <p>Completed</p> | |
| <p>5. Increase trust and communication between management and Councillors</p> <p>Continue to find mechanisms to increase trust and effective communication between management and Councillors.</p> | <p><i>The Councillor Induction Program was completed over six months by May 2021 which provided opportunities for Councillors to build trust and relationships. Ward Meetings were scheduled for 2021 and community engagement pop ups, openings and events were held with Councillors and Council officers. Communication improved through regular memorandums and opportunities for discussion to make informed decisions.</i></p> | <p>100%</p> <p>Completed</p> | |

1. Streamline Agendas



| Monitor's recommendations | Council's response | Expected completion date | Progress comments | Status |
|---|---|--------------------------|--|--------|
| Ensure that agendas for assemblies of Councillors continue to be structured and streamlined to create opportunities for discussion amongst Councillors to resolve issues and accommodate different points of view. | 1.1 Improve the structure of Council reports and assembly papers, by removing unnecessary content and headings. | October 2020 | <i>A new draft Council Report structure was reviewed and considered. In order to streamline the process effectively, the volume of the reports have been reduced to less than 3 pages.</i> | ✓ |
| | 1.2 Invest in essential training for staff to build their expertise in clear and concise report writing, and the construction of solid report recommendations. | October 2020 | <i>Developed and implemented a guidance document for staff to use when preparing reports. Training sessions were delayed and rescheduled for August 2021.</i> | ■ |
| | 1.3 Strengthen the Council Meeting processes, improving report recommendations and to maintain timely production of agendas and minutes. | June 2020 | <i>Draft agendas are reviewed and recommendations are being revised prior to being released. The process for approval of minutes has been revised and improved.</i> | ✓ |
| | 1.4 Limit presentation times during briefings and allowing more open discussion amongst Councillors and Council staff on the issues at hand. | June 2020 | <i>Councillor Schedule reviewed weekly and times have been reduced. The Draft Agenda is the only item reviewed on the night.</i> | ✓ |
| | 1.5 Strengthen governance support at the Agenda Review of Council Briefings and Council Meetings to assist in the construction of alternate motions, and other general advice in relation to meeting procedure. | June 2020 | <i>The Manager Governance and Information supports the Mayor with meeting procedures during the meeting. The Coordinator Governance, along with the Team Leader Governance, alternatively attends each Agenda Review and Council Meeting to oversee the governance arrangements.</i> | ✓ |
| | 1.6 Continue the reflective practice of a meeting debrief at the end of each Council Briefing and Council Meeting. | June 2020 | <i>A debrief discussion is held at the end of every Council Meeting. Debrief minutes are presented to Council to be noted at the following Council Meeting and included in the CEO's Quarterly Report.</i> | ✓ |

2. Reduce Notice of Motions



| Monitor's recommendations | Council's response | Expected completion date | Progress comments | Status |
|--|---|--------------------------|--|--------|
| Reduce the number of complexity of notices of motion and alternate motions including by engaging in discussions with the CEO and Executive Team as well as fulsome discussion at assemblies of Councillors. | 2.1 Develop a Notice of Motion Protocol to provide clarity around the process for lodging and actioning notice of motions, including: timeframes, types of matters, volume of notice of motions and format. | October 2020 | <i>A draft Notice of Motion Protocol was developed and the previous term of Councillors provided input at a Briefing. The Governance Rules, adopted in August 2020, include the NOM process.</i> | ✓ |
| | 2.2 Invest in and encourage more open dialogue amongst Councillors and Council staff during Pre-Agenda meetings and Council Briefings, to allow for Councillors to better understand the issues at hand, leading to better decision making and community confidence in Council. | October 2020 | <i>The Mayor facilitates deliberative discussion during the Councillor Briefings on each report to clarify and resolve any issues raised. Councillors are better informed for any upcoming decision making.</i> | ✓ |
| | 2.3 Continue reviewing the number of Notices of Motion considered by Council through discussions with the CEO and Management. | October 2020 | <i>The CEO and Executive Team discuss notice of motions with Councillors before they are submitted to Council. In 2016-2017 there were 110 Notices of Motions (NOMs) and these reduced to 33 NOMs by 2018-2019. In 2019-2020 it increased to 64 but for this current financial year, it has reduced significantly, with only 12 NOMs being recorded for consideration.</i> | ✓ |

3. Improve Community Satisfaction Survey Results



| Monitor's recommendations | Council's response | Expected completion date | Progress comments | Status |
|---|---|--------------------------|--|-------------|
| Recognise the significant improvement over the past 12 months in the community satisfaction survey results and take steps towards further improvement. | 3.1 Explore means to better engage the community in the long term planning, strategic direction setting and decision making of Council. | October 2021 | <i>The Community Engagement Policy was adopted by Council in March 2021 and the Community Engagement Framework was adopted in June 2021. Council used deliberative engagement practices, including a community panel, online and local pop ups, to develop Council's Community Vision, four year Council Plan and Budget to set the strategic direction. These were adopted by Council in June 2021.</i> | Completed ✓ |
| | 3.2 Engage the community through regular feedback to implement changes to our service delivery. | June 2021 | <i>Work was undertaken over the last 12 months to improve Council's services and regular feedback was sought, particularly online during COVID restrictions. The 2021 Community Satisfaction Survey results were received in late June 2021 and will gauge the level of improvement over the last 12 months. Results are released in July 2021</i> | On track ■ |
| | 3.3 Investigate options to streamline Council services to create a better customer experience for its community. | June 2021 | <i>A Continuous Improvement Team was established in 2020-2021 and is playing a key role in transforming the customer service experience. A Future Ready strategy was adopted which includes a roadmap for transformation, with initiatives already underway.</i> | Completed ✓ |

3. Improve Community Satisfaction Survey Results



| Monitor's recommendations | Council's response | Expected completion date | Progress comments | Status |
|--|--|--------------------------|---|----------|
| <p>Recognise the significant improvement over the past 12 months in the community satisfaction survey results and take steps towards further improvement.</p> | <p>3.4 Improve transparency in its decision making through the reduction of Closed Council agenda items by moving contractual matters into Open Council.</p> | <p>June 2021</p> | <p><i>In 2019-2020 Council's result for the Local Government Performance Reporting measure 'Decisions made in Closed Council' was 18.84%. In 2020-2021 an aspirational target of 10% was set by Council. Contractual matters, along with the agendas and reports being streamlined, were presented in open Council Meetings. The result for 2020-2021 was 8.92%, which achieved the target and demonstrated better transparent decision making for the community.</i></p> | <p>✓</p> |
| | <p>3.5 Enhance advocacy priorities by building relationships and leveraging the advocacy role.</p> | <p>March 2021</p> | <p><i>Council's Advocacy Strategy was adopted in June 2021. The advocacy priorities were informed by customer research to better understand community's expectations and provide opportunities to campaign to stakeholders. In May and June Councillors and Council officers attended sessions in Canberra to advocate for Council's priorities.</i></p> | <p>✓</p> |
| | <p>3.6 Continue to invest in the organisation to develop a strong service culture.</p> | <p>June 2021</p> | <p><i>The Future Ready Strategy has been launched and is aimed at improved ways of working for staff and a better customer experience for the community. Investing in uplifting staff capability part of the roadmap of initiatives.</i></p> | <p>✓</p> |
| | <p>3.7 Develop protocols for behaviours to align with the new organisational values of "Kinder, Smarter and Fairer".</p> | <p>June 2021</p> | <p><i>The Future Ready Frankston Corporate Excellence Awards program was launched in May 2021. The aim is to recognise staff demonstrating our corporate values and achievements across a broad set of award categories. The Senior leaders developed a set of behaviours to outline a framework completed by staff to align, manage & reward behaviour in line the values.</i></p> | <p>■</p> |

4. Improve Staff Engagement Survey Results



| Monitor's recommendations | Council's response | Expected completion date | Progress comments | Status |
|---|--|--------------------------|--|--------|
| Continue Councillors and management's commitment and efforts to improve the staff engagement survey results. | 4.1 Continue the organisation's cross-functional team to progress the implementation of actions. | June 2020 | <i>The cross-functional team met in April 2020 to progress implementation. The themes worked on have carried through to the new staff survey for 2020.</i> | ✓ |
| | 4.2 Engage the staff through regular pulse surveys to identify any improvements in workplace culture. | June 2021 | <i>A staff survey was conducted in April 2020 and Councillors were briefed on the results in July 2020. Culture improvement plans were developed by November 2020. A pulse survey was conducted in June 2020 to indicate progress over the last 12 months.</i> | ✓ |
| | 4.3 Focus on "Building our Future" through engaging staff in open and transparent discussions when making decisions. | June 2021 | <i>The CEO circulates a weekly email update on key issues and achievements and holds a CEO quarterly virtual session for all staff. Councillor Briefings engage staff and Councillors in the lead up to decisions made by Council.</i> | ✓ |
| | 4.4 Continue to embed the values and behaviours of "Kinder, Smarter and Fairer" through positive interactions and initiatives. | June 2021 | <i>The values and behaviours continue to be embedded across the organisation. A new performance development program and an employee recognition procedure were launched.</i> | ✓ |
| | 4.5 Continue to embed the Leadership Capability Framework, Staff Recognition Program and Learning and Development Program. | June 2021 | <i>A Future Ready Senior Leadership Program is in progress and a Performance Management Program was rolled out to all Coordinators and Team Leaders. A broader Learning Development Framework was also developed.</i> | ✓ |
| | 4.6 Explore means to engage staff in the development of its Council Plan 2021-2025 and Service Planning Framework, to help set the strategic direction of Council. | October 2021 | <i>Councillors and staff were engaged on the Council Plan 2021-2025. Service Plans informed the Council Plan and Budget development and community engagement which set the strategic direction of Council.</i> | ✓ |

5. Increase trust and communication between management and Councillors



| Monitor's recommendations | Council's response | Expected completion date | Progress comments | Status |
|--|---|--------------------------|---|--------|
| Continue to find mechanisms to increase trust and effective communication between management and Councillors. | 5.1 Promote a positive feedback culture through improvements in induction training to build trust and ensure a collegiate approach. | June 2021 | <i>The Councillor Induction Program commenced in November 2020 and was completed by May 2021. Councillors provided positive feedback on the quality of the Program. This has built a good foundation of trust and relationships in the Council.</i> | ✓ |
| | 5.2 Establish the practice of prioritising the discussion, listening, conversing and debriefing by asking more questions, acknowledging each other's points and being respectful of each other. | June 2020 | <i>The Mayor has given each Councillor opportunities to raise their points, listen to each other and converse at Council Briefings and Meetings before making decisions.</i> | ✓ |
| | 5.3 Continue with the current practice of open communication and engagement through memorandums. | June 2020 | <i>Memorandums are used as formal communication to inform and engage Councillors in the lead up to Councillor Briefings and Meetings. These generate opportunities for further discussions and engagement.</i> | ✓ |
| | 5.4 Explore more opportunities for information sharing amongst Councillors and Management to enhance the relationship. | June 2020 | <i>Communication amongst Management and Councillors has occurred on all key issues and items presented. These contributed to more informed decision making, relationship building and trust amongst Council.</i> | ✓ |
| | 5.5 Involve the management in local community engagement sessions, Ward meetings (brief Councillors), openings and events that Councillors may already be in attendance to build trust and improve relationships. | June 2021 | <i>Benchmarking was conducted for Ward meetings which are scheduled to be held during 2021. Management have worked closely with Councillors to hold community engagement sessions, including successful local pop ups, openings and events.</i> | ✓ |
| | 5.6 Implement debriefing sessions as a component of the Closed Council Agenda, to identify any issues that arose, or areas for improvement to build strength, resilience and collegiality within the Council. | June 2020 | <i>A debrief discussion is held at the end of every Council Meeting. Debrief minutes are presented to Council, noted at the following Council Meeting and included in the CEO Quarterly Report.</i> | ✓ |