

Chief Executive Officer's Quarterly Report

October to December 2021 (public version)



Lifestyle Capital of Victoria

I am pleased to present the Chief Executive Officer's Quarterly Report for the period ending 31 December 2021 (public version).

The public version provides a transparent, timely and open overview of the organisation and its key activities. The information within this document represents the period in time from October to December 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.

During this period, our Community started to open up after another long lock-down and I wish to again thank our staff, volunteers and Councillors who provide Council services to our Community in a COVID-19-safe way.

Regards

Phil Cantillon

Chief Executive Officer

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

PEOPLE AND CULTURE

Weekly communication

Communication continues to be distributed by the CEO to staff at least once a week via email on Mondays to provide advice on key achievements for the organisation, sections thanking staff, providing well done commentary, along with other news and items relating to Council briefings/meetings. Alongside this COVID-19-19 updates are distributed to staff weekly or as restrictions change.

Organisational Structure Realignment project

Council's Organisational Structure realignment project was completed on 1 November 2021, Council's previously known Directorate 'Business Innovation and Culture' was renamed 'Customer Innovation and Arts' to better align with the realignment outcomes (now incorporating Arts and Culture) along with the previously known Directorate 'Chief Financial Office' was renamed 'Corporate and Commercial Services' to better reflect the departments operating within this directorate. Staff were involved in providing suggestions and voting on their preferred option in both directorates.

Values Enhancement Project

Over 135 staff participated in the recently held values survey. The feedback will be used to gain a greater understanding of the most important behaviors staff think about when considering 'kinder-smarter-fairer'. Further consultation was conducted with departments in October and November 2021.

COVID-19-19 vaccine for eligible staff

All Council staff are now fully vaccinated (double dose) or have a valid medical exemption in line with our Vaccination Policy. Staff are being encouraged to follow the latest Government advice and have their booster injection when eligible.

CEO and Director Communities host virtual session

On 14 October 2021, the CEO and Director Communities, Dr Gillian Kay held a virtual session for staff with a record of over 157 staff logging onto the virtual session, it was a chance before Dr Kay retired for staff to hear Dr Kay's reflections and stories about her career and time at Council.

CEO and Director Infrastructure and Operations host virtual session

On 9 November 2021, the CEO and Director Infrastructure and Operations, Cam Arullanantham held a virtual session for staff to provide a better understanding of the Directorate's goals and aims. Over 100 officers attended.

CEO and EMT host virtual session

On 15 December 2021, the CEO and members of EMT held a virtual session for staff with a focus on the festive season involving staff asking questions of EMT relating to their Christmas past experiences and ended with some festive cheer (fun video). Over 130 officers attended.

People Matter Survey 2021

The survey conducted in May 2021 regarding experiences with gender equality, diversity and inclusion with 276 responses was shared with staff in late October 2021. The data was collated and analysed with results at a high level shared during online sessions, this data will be used to inform our gender equality plan.

Future Ready Senior Leaders Program

The Senior Leaders Program has now concluded, we are working with the cohort of senior leaders on embedding their learning in practical application on the job.

ORGANISATIONAL HIGHLIGHTS

New Director Communities

On 8 November 2021, Council welcomed Ms Angela Hughes to her role as Director Communities replacing Dr Gillian Kay who retired in late October 2021.

New Manager Roles

In early November 2021, three Manager positions were finalised following an extensive recruitment process. All three appointments went to internal candidates. Ms Claire Benzie was appointed Manager Family Health Support Services effective 8 November 2021, Ms Tammy Beauchamp was appointed Manager Community Safety effective 8 November 2021 and Ms Tammy Ryan was appointed Manager Arts and Culture effective 1 December 2021.

Severe weather event

In late October 2021, Frankston City municipality and parts of Victoria were badly hit by winds over 125km causing severe damage to property, trees, roads and vegetation. Around 800 households were affected in some way, either being left without power or experiencing hazardous storm damage to their property. The Council activated its Emergency Management Drop-in Centre offering showers, toilets, power to charge devices and rubbish bins for the safe disposal of food waste, the Red Cross also attended. During this time, Peninsula Leisure welcomed local residents without power to use their bathroom and shower facilities. Council's Recovery Call Centre and Community Support Frankston worked to ensure residents received up to date information and the appropriate services.

Council's frontline teams worked through the day (during the storm) into the weekend to ensure the City was safe from debris on roadways, footpaths and access to facilities with the support of the SES and Victoria Police.

External Awards

Council's Station Mall project was announced as the National Award Winner for the best Civic Landscape at the AILA National Landscape Architecture Awards in mid-October 2021.

Awards/Certificates (internal)

Volunteers were presented in December 2021 with years of service certificates signed by the Mayor, Cr Nathan Conroy to recognise their continuous service within the Family Health Support Services Department.

Corporate donations and fundraising

Council staff fundraising events are currently on hold, it is hoped this programme will be able to recommence safely in 2022.

STAR (Swim Teacher Active Recruitment) Program

The prolonged closures last year enabled a dedicated focus towards the scoping and development to better support recovery of the critical swim teacher shortage experienced at PARC and across the country for the past two years.

Recruiting and retaining Swim Teachers has been the greatest challenge in the recovery period post COVID-19 in PARC Swim. The loss of staff has impacted the program significantly, lessening PARC Swim classes by over 200 per week, seeing PARC Swim membership numbers declined by nearly 900 students. Although helpful, the rate of current swim teacher recruitment simply does not cover the current demand.

Peninsula Leisure developed a bespoke Swim Teacher Active Recruitment 'STAR' Program! Launched in October 2021, this program consists of two key components, both aiming to solve the two major barriers to employment; the upfront costs of becoming qualified and the time it takes before the candidate can be employed and then remunerated.

After an overwhelming level of interest, the PARC STAR program fielded more than 60 applications and selected 11 candidates for the pilot. The candidates are readying for their final assessment in February before they can become fully qualified Swim Teachers for the PARC Swim program.

So far, more than 100 wait listed students have been able to re-join the program for Term 1, because of the incoming new teachers.

12 more STAR candidates are getting ready for the next round of the program, starting in March.

BUSINESS TRANSFORMATION

Smart Cities initiative

During this reporting period Frankston City Council teamed up with Australia and New Zealand's leading micro mobility operator, Neuron Mobility, to deliver the 12-month trial, and pedal-assisted e-bikes will be available for hire to anyone over 18 years of age, without a permit, throughout the municipality.

Frankston City will become the first city in Victoria and first non-State capital city in Australia to trial Neuron Mobility pedal-assisted e-bikes.

Launching in January 2022, the 150 pedal-assisted e-bikes will prove the perfect addition for exploring the City's many parks, playgrounds, local businesses and attractions, in a more sustainable, cost effective and active way.

'Virtual parking locations' will be found within multiple suburbs of Frankston City including Seaford, Frankston North, Karingal, Frankston foreshore and Frankston South, including outside Peninsula Health, Monash University Peninsula Campus and the Visitor Information Centre.

In other Smart Cities news, Frankston now has three LoRaWAN gateways which are located on the Frankston Arts Centre roof and light poles and at the Kananook and Belvedere Reserves. LoRaWAN is short for Long Range Wide Area Network and is a low power technology that operates using a specified radio frequency. These gateways will allow for designated battery operated sensors owned by either Council or the Community for things like pedestrian, bicycle, motor vehicle traffic, noise, air, water pollution, fullness of bins, event patronage to name a few. Council's Smart parking trial went out to market for suitable solution with evaluation, award and implementation to begin in the next reporting cycle. An Electric Vehicle charging station trial has also moved to the procurement stage going to market in the next reporting cycle.

People & Culture improvements

In October 2021, Council's People and Culture implemented a number of initiatives to assist the organisation with more on-line functions including an on-line incident, injury and claims tool called Elumina, an application management and on-boarding training for hiring and staff have access to a 'Living Works Start' program as part of the South East Peninsula Health Networks' project which staff can learn essential life-saving skills via a free 90 minute online tutorial.

Engage Frankston!

Since the last reporting cycle Council's new engagement platform, allowing residents, visitors and community groups to have their say on local plans, projects and activities has been integrated with Council's corporate website. This will allow for a seamless customer experience whereby searching for engagement activities on Council's corporate website will return results from the Engage Frankston platform is a one-stop-shop for all website visitors.

Encounter – Beyond the Wall launched

In early December 2021, Council's Tourism team led the development and implementation of Frankston City's first augmented reality scavenger hunt which was funded by Council and the Victorian Government's Suburban Revitalisation Program. Housed within the EyeJack App, Encounter is a self-guided tour which leads participants across town to seven locations including some of the city's best restaurants, cafes and retail outlets, while also introducing them to some of our hidden land-ways and entertainment hotspots.

Council's Corporate Customer Service Update

From August to December 2021, the Customer Service team were extremely busy. The severe weather event contributed to a dramatic increase in calls relating to downed trees and storm clean-up. Our other service platforms being Live chat and Face to Face were equally busy. Once again, the team were able to transition into an 85% at homework force seamlessly as we have now established process and practices to support this. All Council's face to face centres were fully operational along with the Visitor Information Centre, which remained open during the Christmas and New Year period.

The information in the visuals below highlight the scale of work completed in the Customer Service area and the importance of ongoing measurement aligned with our Charter and soon to be established, CX strategy.

CEO REPORT Aug - Dec

CUSTOMER SERVICE & EXPERIENCE

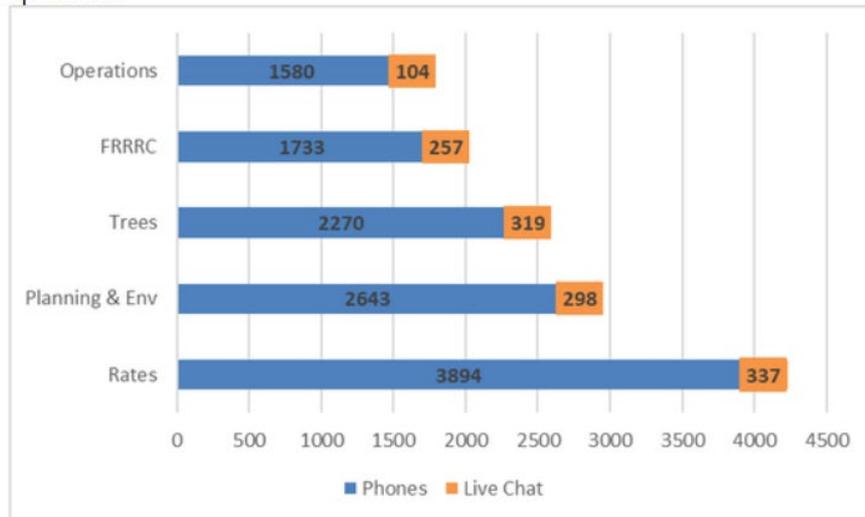


30,440
Total incoming calls to 1300
 > from 27,476

17%
% of calls that create a PCS
 > from 16%

5,053
Transactions processed over the counter
 > 1,098

Top Wrap Codes



% Abandoned Calls
13%
 > from 6%

Number of Live Chats
4,126
 < 5,930

Grade of Service
41%
 < from 64%

Average wait before answer
145 SEC
 > 59 seconds

CEO REPORT Aug - Dec

CUSTOMER SERVICE & EXPERIENCE

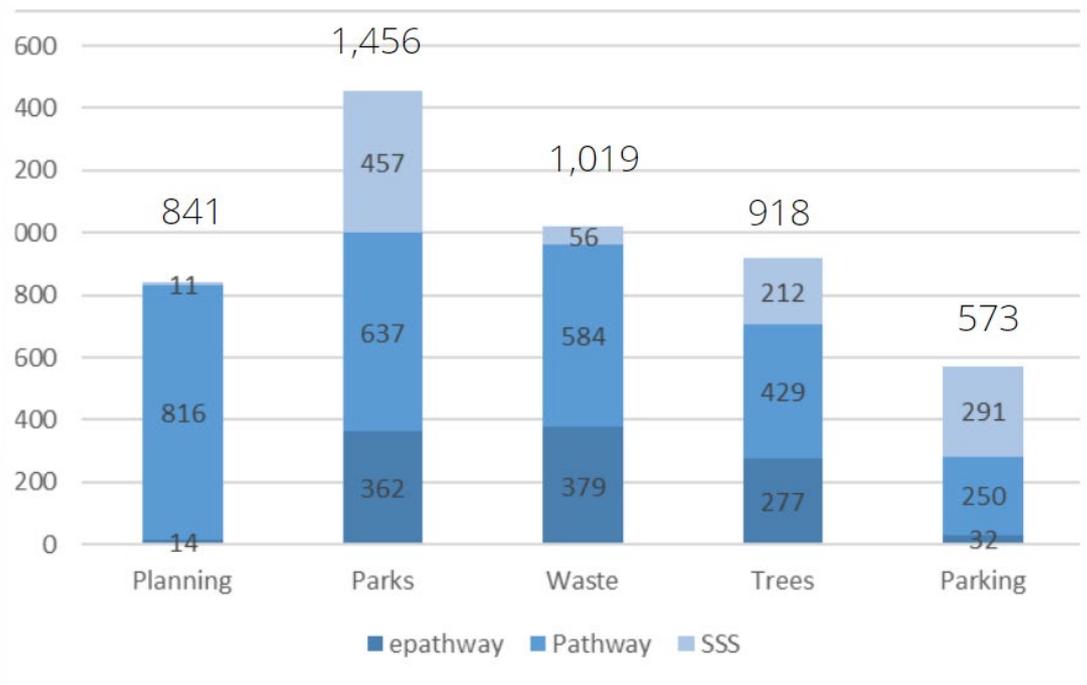


2,701
Snap Send
Solve Req's
 < from 2,191

4,615
Pathway Req's
by CSO's
 > from 4,494

3,560
ePathway
req's
 > from 3,047

Top Customer Request Types





Customer Service Promise Measurements



MEASURES	OCTOBER	NOVEMBER	DECEMBER	THIS QUARTER	LAST QUARTER
Average Wait Times	Phones: 1m 28 sec Live Chat: 34 sec	Phones: 3m 41 sec Live Chat: 36 sec	Phones: 1 min 58 sec Live Chat: 37 sec	Phones: 2m 25 sec Live Chat: 36 sec	Phones: 59 sec Live Chat: 35 sec
Abandoned Calls	11% or 1,224	17% or 2,041	11% or 806	13% or 4,071	6% or 1,708
Unanswered Live Chats	0% or 0	1% or 1	1% or 1	1% or 2	1% or 2
Live Chat Availability	86%	84%	84%	Average of 85%	Average of 81%
Grade of Service	59%	23%	41%	Average of 41%	Average of 64%
Satisfaction Score	4.7	4.7	4.8	Average of 4.7	Average of 4.7



Social and media engagement - Frankston City Community

Greater Melbourne was in lockdown for most of October 2021 so much of our communications focus during this month was on reiterating the Victorian Government's messaging around vaccinations, COVID-19 testing, isolation, and vaccination certificates.

The storms in late October impacted many of our services and it was important to provide up-to-date communications regarding power outages, blocked roads, tree management, health and safety, sanitary facilities for those unable to stay in their homes etc.

The easing of restrictions and end of lockdown 6.0 saw the re-opening of all of Council's services including the libraries, leisure facilities, Maternal and Child Health services, community centres, visitor's information centre, civic centre etc. as well as the delayed 'opening events' for major venues such as Karingal Hub and delayed sod turning ceremonies for numerous playgrounds, pavilions and infrastructure. The long-awaited Jubilee Park sod turn taking centre stage amongst numerous others.

Major announcements included Council's initiative to plant 80,000 trees by 2024, the Chisholm Redevelopment project, support of a residential development at Pagett Road in Carrum Downs, the planned major upgrade for Lady Emily Reserve in Skye, a sister city relationship with Suva, Fiji, a new PGA Gold Learning Hub, major road works at Hall Road,

In recognition of our community's resilience and contribution through COVID-19 19, we honoured our COVID-19-19 heroes and promoted our Citizen of the Year Awards and Volunteer of the Year Awards.

Our Domestic Animal Management Plan (DAMP) grabbed the attention of media in November, including the Herald Sun, as did the ongoing issues of commuter car parking and the rail electrification debate. We generated consistent coverage in local media such as the Frankston Times and Bayside News, as well various key online community noticeboards.

Finally, the team supported the election of our new Mayor Cr Nathan Conroy and Deputy Mayor Cr Suzette Tayler, and we have been busy scheduling media profiles and numerous media interviews – supported by refreshed media training.

REM/Pathways data update

As part of the CEO's quarterly update, the following statistics on two key channels of communication with the community are 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 of how we are performing compared with the same time last year will also be provided. This is because 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.

Table below highlights Customer Requests Oct – Dec 2021



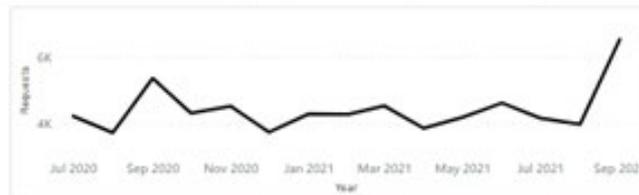
Customer Request Activity - Quarterly Report

Data as at: Thursday, 6 January 2022

Requests Received (Opened)

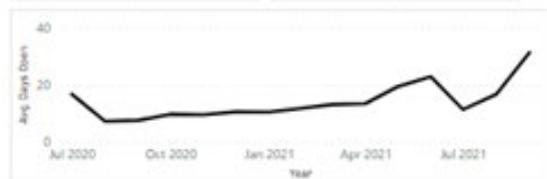
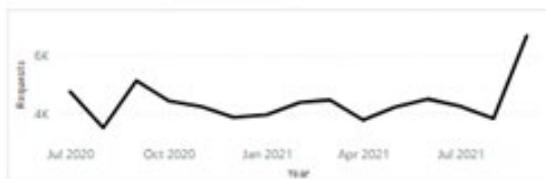
Currently Open	Oct 2021	Nov 2021	Dec 2021	Qtr 2. This FY	Qtr 2. Last FY	This FYTD	Prev FYTD
2722	6.08K	6.27K	4.10K	15.98K	12.57K	31.46K	26.06K

70.31
Avg Days Open



Requests Closed

Oct 2021	Nov 2021	Dec 2021	Qtr 2. This FY	Qtr 2. Last FY	This FYTD	Prev FYTD
5.76K	6.06K	4.07K	15.58K	12.51K	31.04K	25.88K



Oct 2021	Nov 2021	Dec 2021	Qtr 2. This FY	Qtr 2. Last FY	This FYTD	Prev FYTD
10.76	11.89	15.78	12.63	9.94	16.98	10.35

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 15,980 requests over the last quarter, which is 3,410 more over the same period last year. This is a 27% increase from this last year. During this time, Council officers closed 15,580 requests. The average number of days a request was open for during this period was 13 days*, which is three days higher than the same time last year. This relates to the much higher volume of requests received this year.

The second quarter of 2021/22 has seen a significant increase of requests received. However, the average number of days a request remained open was significantly lower than quarter one which sat at 22 days. This a great result for Council staff working to resolve your issues as soon as possible.

At the end of the reporting period, Council had 2,722 requests open with an average number of day's open of 70*. This is up from last quarter where the average was sitting at 65* and can be attributed to the significant increase in requests received. This higher number than the quarterly figure is due to the fact it also contains more complex long-term requests that require a longer than average time to resolve. This is an area where Council will continue to strive to improve and reduce this number quarter on quarter by improving our internal processes.

Table below highlights Correspondence Oct - Dec 2021



ReM Requests - Quarterly Report

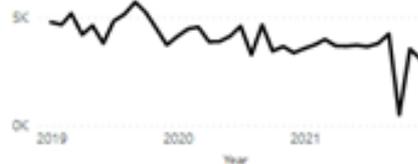
Directorate: Department:

Requests Received (# Opened)

1648
Currently Open
58.07
Avg Time Open

7085
Qtr 2 This FY
10.43K
Qtr 2 Last FY

ReM tasks received by Month

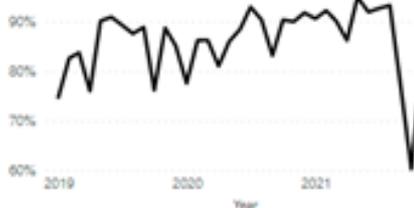


19.21K
This FY
22.94K
Last FY

Requests Completed on Time (%)

ReM tasks Completed on Time% by Month

64.74%
Qtr 2 This Yr
89.42%
Qtr 2 Last Year

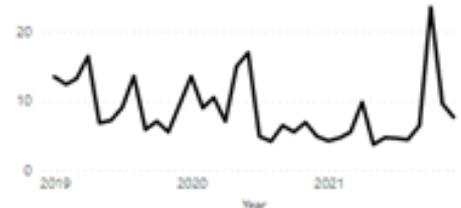


73.36%
This FY
88.60%
Last FY

Average Time to Complete Requests (# Days)

ReM tasks Average Time to Complete

6.17
Qtr 2 This FY
6.03
Qtr 2 Last FY



5.11
This FY
5.77
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 7,085 pieces of correspondence last quarter which is a decrease from the same time last year of 10,430. During this period, Council officers responded to or acknowledged 4,605 pieces of correspondence. Council aims to respond to correspondence within 10 days and achieved this target for 65% of correspondence. This is a decrease of 14% from the last reporting period. The average number of days to respond to correspondence was 6* days for this reporting period which was the same as this time last year. Overall, the performance for the quarter was poorer than this time last year and is something we will monitor for the forthcoming reporting periods.

* Figures are rounded to the nearest whole number.

PLANNING PROGRESS

Statutory Planning data updates – Quarter 2 (2021-22)

The cost of the service for quarter 2 (Q2) was \$1,439 per application, which is similar to the previous quarter and reflects consistent application lodgements and less expenditure due to deferment of VCAT hearings and some vacant positions. It should also be noted this is calculated based on direct costs for the quarter and is an initial figure as at 10 January 2022.

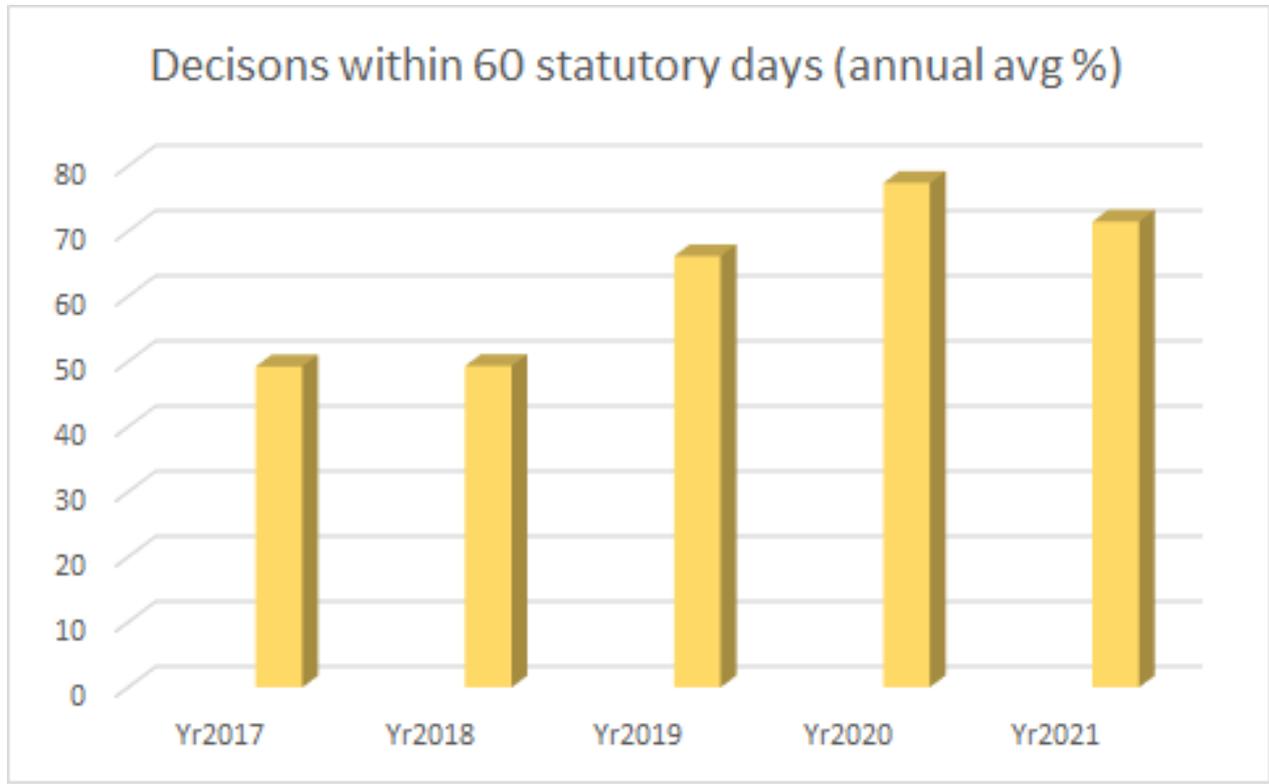
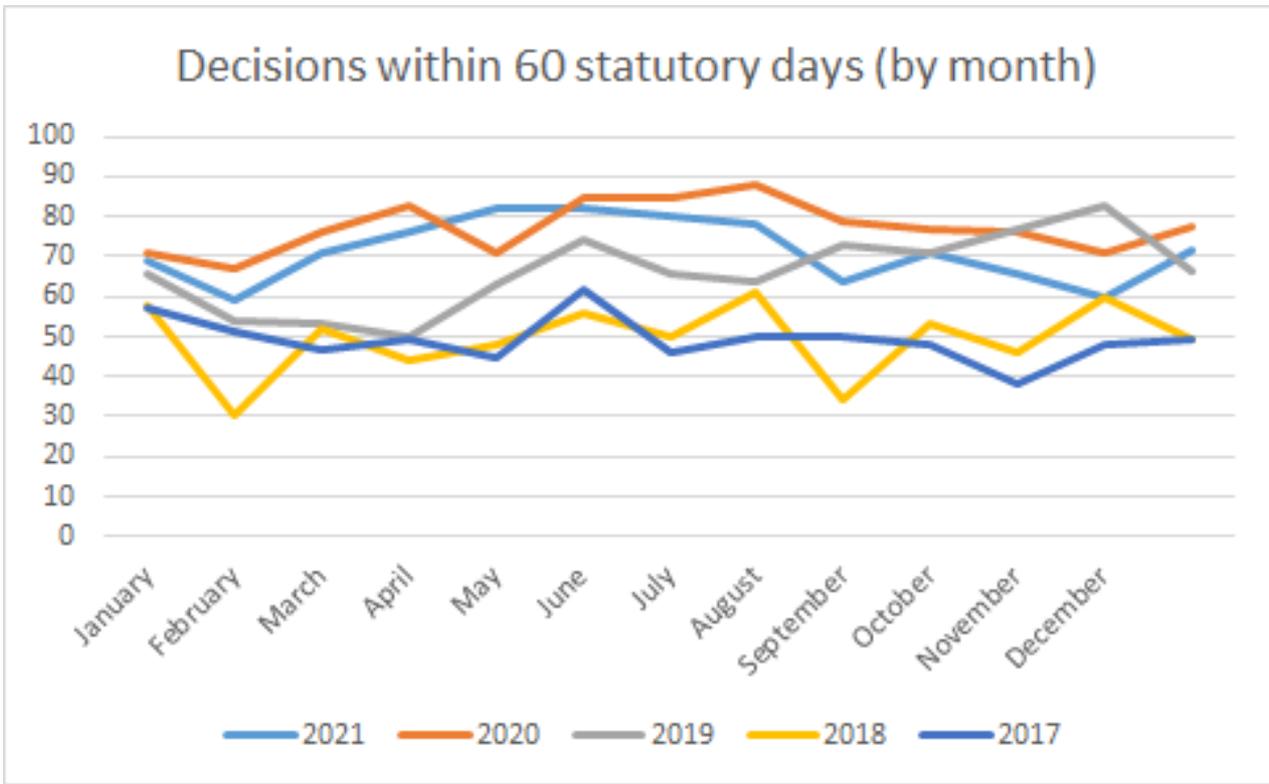
Statutory planning on-time delivery for Q2 at 66% was slightly below the target of 70%. Service outcomes are now beginning to reflect persistently high work volumes due to a period of increasing application lodgements, COVID-19 disruptions, diversion of staff resource to work on business transformation projects during 2021 and recent retirements of key staff. It is further anticipated that timeframe achievement may be impacted by our accumulated outstanding application load, further ongoing COVID-19 related disruptions and a very tight market for experienced statutory planning staff during 2021/22. Notwithstanding, recruitment is underway of vacant roles and it is expected that once the staffing profile is settled and COVID-19 disruptions reduced, decision volumes within statutory timeframes will improve.

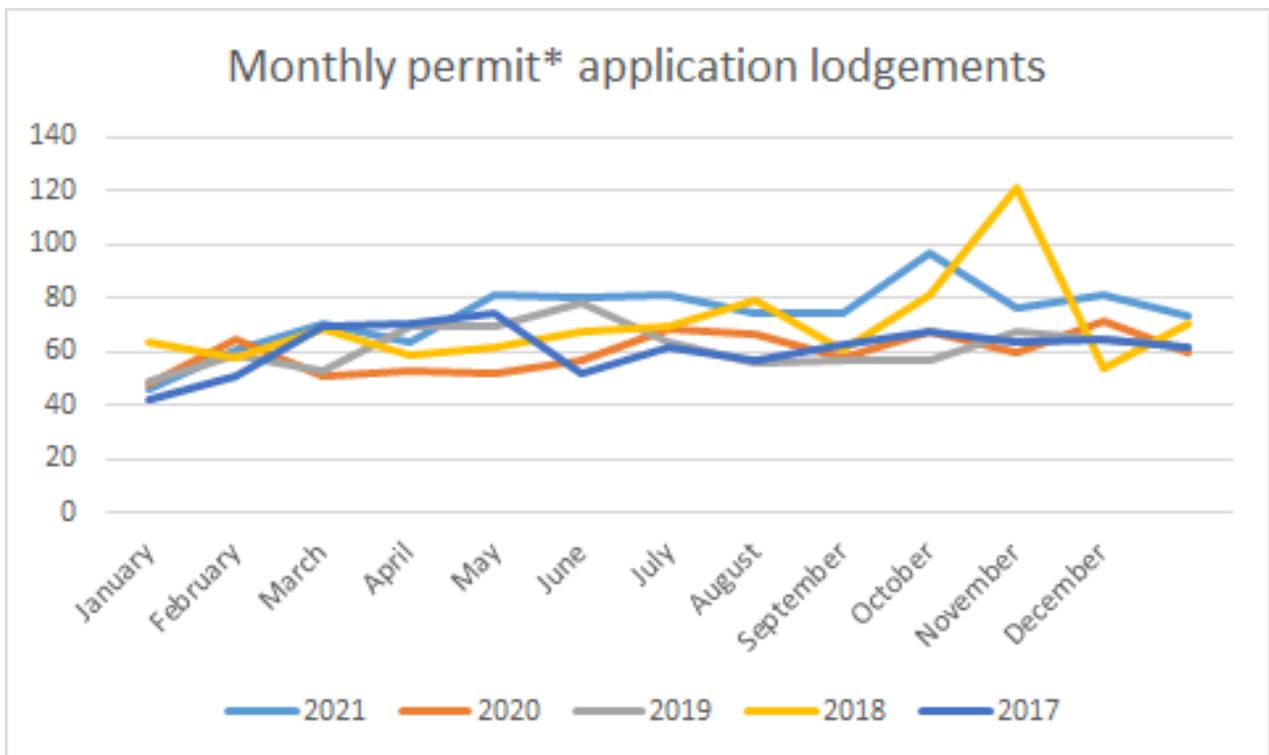
The on-time delivery data is illustrated in the charts below (calendar year) as well as the volume of applications received per month over the last five years. This demonstrates the consistent volume of applications received each month, noting that the lodgement volume only includes new permit and amendment applications and is therefore only a portion of the actual planning application workload.

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

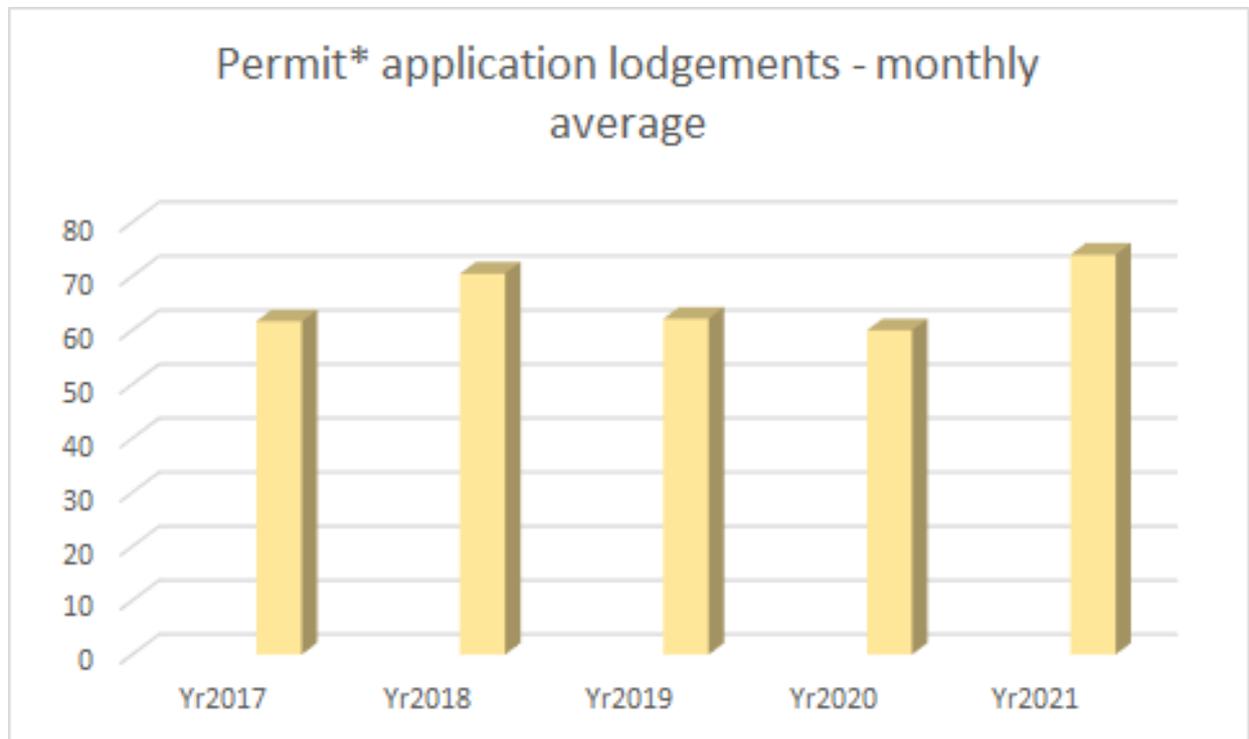
It should be noted the data for Q2 was calculated manually as the State Government Planning Permit Activity Reporting System (PPARS) does not publish the monthly or quarterly data until approximately the middle of the following month. There may be a minor discrepancy with the manually calculated on-time delivery data and the published PPARS data.

Developer Financial Contributions- Quarter 2 (2021-22)	
Contribution Type	Total Amount Received
Open Space Contributions	\$375,915.00
Car Parking Financial Contributions (cash-in-lieu)	\$0.00





* Only includes new permit and amendment applications.



* Only includes new permit and amendment applications.

City Futures Department update

The following *Policy & Strategy Development* work was undertaken during October – December 2021:

- The Biodiversity Action Plan was adopted by Council in November following Community consultation.
- A draft Frankston City Centre Revitalization Action Plan has been developed and was presented to Councillors at a briefing in December. Community consultation is being planned for early 2022.
- The Municipal Health and Wellbeing Plan 2021-2025, was adopted by Council in October 2021.
- Development of Urban Forest Precinct Plans for Carrum Downs/Sandhurst/Skye and Seaford is nearing completion.
- The Frankston Play Strategy and Local Park Action Plan was adopted by Council in October 2021.
- Community consultation for the George Pentland Botanic Gardens masterplan was undertaken in November and December 2021.

The following *Programs and Events* were delivered during the October – December 2021 period:

- Business Basics Workshops.
- Do it Outdoors 2.0 – outdoor dining on Nepean Hwy and live music entertainment.
- Do it Outdoors – Active Summer Series (Free Yoga and Zumba).
- Monash Linking to Business Program (collaboration between Monash Business School and Council).
- Business Networking Nights.

FINANCIAL AND CORPORATE PLANNING

Quarterly Performance Report – Quarter One

The 2021-2022 Quarter One Performance Report was presented to Council on 15 November 2021. It provided a status of initiatives Council is delivering towards each of the six Outcome identified in the 2021-2025 Council Plan. Council 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. The annual performance of the Council Plan is published in the Annual Report. 95% of the 134 initiatives for 2021-2022 are on track. Quarter one highlights include:

- Communities' directorate has adopted a significant number of key plans: Reconciliation Action Plan, Municipal Early Years Action Plan, Positive Ageing Action Plan, Lighting Action Plan and Local Shopping Strip Action Plan. The Local Park Action Plan, Play Strategy, Health and Wellbeing Plan and Disability Action Plan.
- Installation of approximately 7,000 LED streetlights was completed in August 2021.
- Almost 2,000 trees were installed to celebrate National Tree Day in July across selected sites within our municipality.
- The community engagement platform Engage Frankston! Website was launched in July 2021.

COVID-19 has had a significant impact on Council's financial result for the first quarter and forecast for the financial year. Council's forecast full year underlying operating position is indicating a deficit of \$3.541M, this is a \$2.612M unfavourable variance compared to the adopted 2021-2022 budget position of \$0.929M deficit. The forecast full year underlying operating position of the consolidated entity is indicating a deficit of \$6.261M, this is a \$5.064M unfavourable variance compared to the adopted 2021-2022 budget position of \$1.197M deficit.

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

Integrated planning – Local Government Act changes to deliverables

The Local Government Act changes to a principle based 'Act' has prompted a review of Council's Integrated Planning and Reporting Framework along with its 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.

Council adopted a number of these key documents on 29 June 2021; Community Vision – Frankston City 2040, 2021-2025 Council Plan and Budget and 2021-2025 Revenue and Rating Plan. In 2021-2022, Council will prepare a Workforce Plan and Asset Plan. Both plans will be developed to ensure alignment to Council's Integrated Planning and Reporting Framework, with significance to Council's Service Plans.

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 2021-2022 timeline.

Service Planning Update

In 2020-2021, Service Plans were proven to be a backbone to the development of Council Plan initiatives and budget alignment. The Service Plans are 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. Currently in 2021-2022, the final six Service Plans and existing 14 Service Plans have been developed, updated and close to being finalised.

Service plans will be used to inform Year Two Council Plan Initiatives and ensure resources are strategically aligned through the budget process and have been used to inform Directorate plans for 2021-2022.

ACCOUNTABILITY AND TRANSPARENCY

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

These matters were covered in a Councillor Briefing Held on 4 November 2021. Further guidance material is being prepared for Councillors to highlight the key points. Councillors are encouraged to contact the Manager Governance and Information in the first instance, for any governance, legal or administrative enquiries.

Notice of Motion process

Refinement of the notice of motion process can be achieved by amending the relevant provisions in the Governance Rules (see Governance Rule 24 for the current requirements). Options will be discussed with Councillors in the context of the review of the Governance Rules at a briefing in March 2022. Amendment of the Governance Rules must include community consultation in accordance with Council's Community Engagement Policy.

Public petition process

Refinement of the requirements for petitions can be achieved by amending the relevant provisions in the Governance Rules (see Governance Rules 58 to 65 for the current requirements). Officers have undertaken research into alternative processes and practices at other councils, which will be presented to Councillors for consideration at a briefing in March 2022.

Councillor Appreciation awards process

Creation of a protocol for Councillor Appreciation Awards will be developed to provide guidance on the nomination process and set out the criteria on eligibility of award nominees. It is proposed for this document to be finalised by the end of March 2022.

Transparency Hub

Currently out to market for a solution to the requirements for the creation of a Transparency Hub. Initial scoping has been done on the types of content that would be hosted on the platform. This will be informed by consultation with the community and Councillors. Additional content will be prioritised and loaded over time.

Accountability and Transparency Reform document

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 October to December 2021 quarter is attached (Attachment A) and provides the progress made on remaining 26 items. These have been reviewed with 21 items ready to be assessed for closure and five items requiring follow up.

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 and updated quarterly on Council's website.

The status of Councillor Attendance at Council Meetings is also recorded and included in the Local Government Performance Reporting Framework indicators as part of the reporting to Local Government Victoria (LGV). These are 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 and briefings (October to December 2021)' below provides an overview of attendance for this period.

Councillor Attendance at Meetings & Briefings October 2021 – December 2021

Councillor	Council Meetings Attended	Councillor Briefings Attended	Total Attended	Attendance
Cr David Asker	6	9	15	94%
Cr Sue Baker	6	10	16	100%
Cr Kris Bolam	6	10	16	100%

Cr Nathan Conroy	6	10	16	100%
Cr Claire Harvey	6	9	15	94%
Cr Brad Hill	6	10	16	100%
Cr Liam Hughes	6	10	16	100%
Cr Steven Hughes	6	6	12	75%
Cr Suzette Tayler	6	9	15	94%
Total	54	119	163	91%

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

Councillor Attendance at Briefings October - December 2021

Councillor	Councillor Briefings	Attendance*
Cr David Asker	9	90%
Cr Sue Baker	10	100%
Cr Kris Bolam	10	100%
Cr Nathan Conroy	10	100%
Cr Claire Harvey	9	90%
Cr Brad Hill	10	100%
Cr Liam Hughes	10	100%
Cr Steven Hughes	6	60%
Cr Suzette Tayler	9	90%
Total	83	92%

**10 Councillor Briefings were held from October to December 2021*

Local Government Act 2020

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

The Council Plan 2021-2025, Community Vision 2040, CEO Employment and Remuneration Policy, Complaints Handling and Feedback Policy, Financial Plan, Procurement Policy were adopted by Council in the required timeframes between June to December 2021. The Recruitment Policy and Staff Code of Conduct were endorsed by EMT, and the Workforce plan was completed with a copy sent to the Minister for Local Government, noting these documents were not required to be adopted by Council. Asset Management Plans are due by June 2022.

Strengthening Governance

Council completed implementation of its action plan in response to the Municipal Monitor’s recommendations in October 2021, having reported quarterly to Council since August 2020. The final Quarterly Progress Report as at October 2021 is attached (Attachment B). This will be the last time the Municipal Monitor’s recommendations progress report will be attached to the CEO’s quarterly report.

Tally on tracking reports presented to Closed Council

In 2020-2021, Council’s result for the Local Government Performance Reporting measure Decisions made in Closed Council was 8.92%, which achieved Council’s aspirational target of 10% and has demonstrated better transparent decision making for the community. The average for all Victorian Councils has been less than 10% since 2016 (reference ‘Know Your Council’ website).

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

Since Quarter 1 (July to December 2021) there were 6.84% of decisions made in Closed Council. In Quarter 2, (October to December 2021) only 6.56% of decisions were made in Closed Council. There were 61 reports in both Open and Closed Council with 4 being considered in Closed Council. There have been 7 Notices of Motion and 1 Urgent Business items raised to date for this financial year.

Procurement Policy

Council adopted the new Procurement Policy 2021 – 2025 at its meeting of 11 October 2021.

Officers have been updating contract templates to incorporate the Community Benefit principles and have been engaging with internal stakeholders to ensure that environmental requirements (including environmentally sustainable design principles) are considered when developing specifications for new contracts.

To promote accountability and transparency, the following reports are provided:

Contracts awarded under CEO Financial Delegation between 1 October 2021 and 30 December 2021

Contract	Award Date	Supplier	Contract Sum (\$ ex GST)	Commencement Date	Completion Date
CN10589: Ballam North Oval Sports Lighting	17/12/2021	Commlec Services	237,390	1/2/2022	30/4/2022
CN10592: Eric Bell Reserve Pavilion Design Services	4/10/2021	Cohen Leigh Architects Pty Ltd	257,520	4/10/2021	30/11/2023

CN10596: Linen House Centre at Belvedere Reserve Design Services	3/11/2021	MANTRIC ARCHITECTURE PTY LTD	246,628	18/10/2021	17/04/2023
CN10602: Frankston Integrated Transport Strategy 2022	20/10/2021	Institute of Sensible Transport	117,953	1/11/2021	30/04/2022
CN10606A: Retail Electricity 2506/0641 (2022 to 2025)	23/11/2021	AGL Victoria Pty Ltd	856,502	1/07/2022	30/06/2025
CN10606B: Retail Gas 2506/0641 (2022 to 2025)	23/11/2021	AGL Victoria Pty Ltd	288,284	1/07/2022	30/06/2025
CN10630PA: Provision of IT Products & Services (PA Panel Contract)	3/11/2021	Various Suppliers	500,000	3/11/2021	30/06/2022
CQ10657A: Emergency Storm Mitigation Tree Works	6/12/2021	PARSONS PLANT & CONSTRUCTION PTY LTD	Schedule of Rates	1/11/2021	30/06/2022
CQ10657B: Emergency Storm Mitigation Tree Works	6/12/2021	Summit Open Space Services	Schedule of Rates	1/11/2021	30/06/2022
CQ10657C: Emergency Storm Mitigation Tree Works	6/12/2021	TreeServe	Schedule of Rates	1/11/2021	30/06/2022

Contracts valued over \$1,000,000 (GST exclusive) are awarded in open Council Meetings.

Contracts granted exemption from Procurement Process between 1 October 2021 and 30 December 2021

Contract Title	Approved Date	Supplier	Contract Value (ex GST)	Commencement Date	Completion Date
E10625: Centenary Park Tennis Club - Landscape Works	22/11/2021	More Building Group Pty Ltd	\$411,727	15/11/2021	14/02/2022
E10648: IAP2 Training contract	28/11/2021	International Association for Public Participation	\$40,150	1/02/2022	30/06/2022
E10655: Lawton Reserve - Completion of Sportsfield Lighting Installation	30/11/2021	Wallgates Pty Ltd	\$100,909	30/11/2021	30/05/2022

E10661: Discover Frankston Event Calendar Hub	13/12/2021	Everi Pty Ltd	\$19,091	13/12/2021	12/06/2022
E10673: Animal Pound Feasibility Study	23/12/2021	Cindy Louise Pty Ltd	\$19,091	23/12/2021	22/06/2022

KEY PROJECT UPDATES

The 2021/22 Capital Works Program is currently progressing well to deliver a significant annual program and to achieve its set targets, which will provide vital services and infrastructure needs to the community. As at 10 January 2022, the actual expenditure is \$15.551M and commitments are \$58.97M against the adopted Capital Works Budget of \$66.50M.

The current capital works commitments are inclusive of \$20.69M in multi-year commitments for projects continuing into 2022/23.

The current 2021/22 actuals and commitments equate to 81% delivery of the Annual Capital Works Program is underway.

Key project updates below:-

- **Lloyd Park Pavilion:**

The construction tender closed on the 9 November 2021, the tender evaluation has been finalised and works are expected to commence in February 2022.

- **Jubilee Park Stadium:**

Construction works commenced in November 2021 and works continue to progress well following an early commencement in January 2022. The existing netball pavilion has been fully demolished, and the car park works are progressing well and are on track for completion in March 2022. The overall project is expected to be completed by March 2023.

- **Ballam Park Improvement works:**

The proposed works in the vicinity of southern entrance of Ballam Park includes an upgrade of the existing play space, nature play, water play and public amenities including park furniture, BBQ's, shelters, drinking fountains and landscaping.

An extensive community consultation process was completed in early 2021 and outcome of the process was reported back to Council in June 2021.

Project has received a total of \$3 million in funding via round 1 of Community Infrastructure Loan Scheme. Tender for construction was advertised in December 2021 and submissions closes in January 2022. Subject to tender award process, works are expected to commence in late April 2022 for completion by December 2022.

Additionally, Council has also been successful in securing \$1.3 million funding via round 2 of CILS for the proposed Ballam Park Integrated Water Treatment improvement works (northern precinct). The proposal includes construction of a new integrated water treatment feature incorporating new rain gardens, shade, seating, footbridge, LED lighting, path connections, landscaping and a pond. Design works are expected to be completed in the current financial year 2021/22 with construction works expected to be completed by June 2023.

KEY MEETINGS AND ACTIVITIES

During this quarter (October 2021 – December 2021), the CEO was able to continue to attend meetings either via video-conferencing or face to face pending restrictions/lockdown regulations (noting the CEO was on leave from Thursday 23 December 2021 until 19 January 2022 with Cam Arullanantham acting in the CEO's role from 23 December 2021 until 6 January 2022 and then Kim Jaensch was acting CEO from 7 January 2022 until 19 January 2022).

The CEO was able to meet 28 new starters in this quarter via the quarterly corporate induction session, each session starts with an overview of the corporate Values and how we can embed those values in our daily work life. EMT join the session with a question and answers style panel format and this enables new staff to get to know the senior leaders.

Unfortunately, the end of year staff celebrations was cancelled however the CEO was able to attend a number of Directorate end of year events (held outdoors) to thank staff for their efforts in 2021.

Listed below is a snapshot of the meetings attended by the CEO during October to December 2021:

- Weekly meetings with the Mayor covering topics such as Advocacy, Communications, Developers matters and Economic Development;
- Meet the Mayor and CEO session participation including meeting with Rotary Club of Frankston North;
- Meetings with Councillors to discuss specific topics;
- Participation in the South Ward meeting with relevant ward Councillors;
- Participation in the Council's Audit and Risk Committee meeting;
- Participation in the Frankston Revitalisation Board meeting;
- MC role at the official opening of the RF Miles Pavilion redevelopment;
- MC role at the sod turning event for the Jubilee Park Indoor Stadium Redevelopment;
- MC role at the official opening of the Frankston Centenary Tennis Club;
- MC role at the official opening of the Belvedere Cricket Nets Redevelopment;
- MC role at the official opening of the Belvedere Bowls Club Extension;
- MC role at the sod turning event for the Kevin Collopy Pavilion Redevelopment;
- MC role at the sod turning event of the Lloyd Park Pavilion Redevelopment;
- Attendance at the Frankston RSL hosted Remembrance Day Service;
- Attendance at the unveiling of the late Cameron Smith memorial in Seaford;
- Attendance with the Mayor, Cr Nathan Conroy at the State Funeral for the Hon. Robert (Robin) Fitzgerald Cooper (former State Member for Mornington);
- Participation in various Local Government CEOs COVID-19-19 briefings;

- Various meetings with Frankston City Parliamentarians including Mr Paul Edbrooke MP, Member for Frankston;
- Participation in meeting with Minister Paul Fletcher and Senator Jane Hume on NBN (round table format);
- Participation in meeting with Minister Paul Fletcher to the McClelland Sculpture Park and Gallery;
- Meeting with Senator Jane Hume and Sharn Coombes (Liberal Candidate for Dunkley);
- Meeting with Catherine King MPO, Shadow Minister for Infrastructure, Transport and Regional Development with GSEM CEOs and Board members;
- Participation in various Senior Leadership Program sessions;
- Participation in the Frankston Cemetery Trust meeting;
- Attendance at the Community Support Frankston AGM;
- In the Spotlight session with Dr Gillian Kay Director Communities;
- In the Spotlight session with Cam Arullanantham Director Infrastructure and Operations;
- In the Spotlight session with EMT (Christmas special);
- Participation in virtual event to present Frankston City Volunteer Awards 2021;
- Attendance at various Greater South East Melbourne Group meetings involving CEOs including an end of year meeting/event with newly elected Mayors in early December 2021;
- Participation in the first Frankston City Stakeholders Event (online);
- Meeting with NBL representatives;
- Participation in various Joint State/Local Government CEO's forum to discuss COVID-19-19 matters including DJPR and MAV;
- Participation in the Metropolitan Southern MAV Regional meeting;
- Meeting with Director McClelland Gallery + Sculpture Park;
- Site visit to Cruden Farm;
- Meeting with Chisholm Institute (TAFE) CEO/Managing Director;
- Meeting with Frankston Football Club Representatives;
- Participation in a number of meetings with fellow CEO's regarding South-East Melbourne Advanced Waste Processing (SEMAWP);
- Meeting with Peninsula Leisure Representatives;
- Meeting with Vicinity (Bayside Shopping Centre Representatives);
- Meeting with Department of Transport Representatives;
- Meeting with Heathy Futures Hub/Belvedere Facility online;
- Participation at various Jubilee Park Indoor Stadium – Project Advisory Group meetings;

ADVOCACY

Greater South East Melbourne Group (GSEM) and City Deal

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.

In December 2021 the GSEM group distributed a media release calling on the Federal Government to deliver on its 2019 election commitment to provide a GSEM City Deal.

The GSEM group is planning a delegation to Canberra in February 2021 to discuss the GSEM City Deal and associated projects. A call out was made to Mayor and CEOs of the eight Councils for participation, with Frankston City nominating to attend. Further details will be provided closer to the delegation.

Advocacy and engagement with Members of Parliament

Council had numerous meetings with locally elected Members of Parliament, including:

- Newly nominated Liberal Patron Senator for Dunkley Senator the Hon. Jane Hume to discuss local matters and a positive working relationship for the Frankston City community.
- Member for Carrum Sonya Kilkenny occurred to discuss opportunities for a BMX pump track nearby Banyan Fields Primary School. Further investigations and discussions are required with the Department of Education and Training.
- Liberal Candidate for Dunkley Sharn Coombes to discuss local project opportunities for 2022 budget and election.
- Member for Frankston Paul Edbrooke to discuss Frankston Basketball Stadium redevelopment
- Pines Forest Aquatic Centre Family Fun Day event where officers presented to community and Members of Parliament on the flagship advocacy project
- Meeting with Paul Edbrooke to discuss local projects

On Tuesday 21 December 2021 Council hosted a Ministerial visit of Frankston City with the Hon Paul Fletcher MP, Minister for Communications, Urban Infrastructure, Cities and the Arts. During the visit, the Minister announced Council's Mid-Year Economic and Fiscal Outlook proposal for a commuter car park on Council-land adjacent to the Kananook Station was successful, with \$18 million of Federal budgeted funds committed. Additionally, the Minister hosted an NBN Roundtable event at the Frankston Arts Centre with almost 20 local business owners and students from Monash Business School attending followed by a visit to McClelland Sculpture Park and Gallery.

In December, the Mayor wrote to all relevant State and Federal Ministers and Shadow Minister's requesting a meeting to discuss key advocacy projects requiring funding contributions ahead of the 2022 budgets and elections.

Strategic stakeholder engagement

On Tuesday 19 October 2021, Council hosted its first Frankston City Stakeholders Event with over 50 representatives from local community groups, clubs and organisations. The new approach to stakeholder engagement aims to bring all stakeholders together to discuss local matters and opportunities to work together for our community. Further meetings and engagement will occur throughout 2022 both in person and virtually.

Grant Tracking Report

Applications Made

October – December 2021 (quarter two)

APPLICATIONS MADE



9 SUBMISSIONS

PROJECTS

- Seaford North and Monterey Reserve Sports Lighting
- FReeZA Fresh Entertainment
- Pat Rollo Pavilion
- Frankston Business Industry Chamber
- Blackspot Program Beach Street and McMahons Road
- Kindergarten Feasibility Study
- Frankie's Café training programs
- Engage YIPEE

FUNDING SOUGHT



\$1,915,885



FUNDING SECURED



\$1,075,505

OUTCOMES KNOWN

October – December 2021 (quarter two)

OUTCOMES KNOWN



15

SUCCESSFUL



93% (14 of 15)

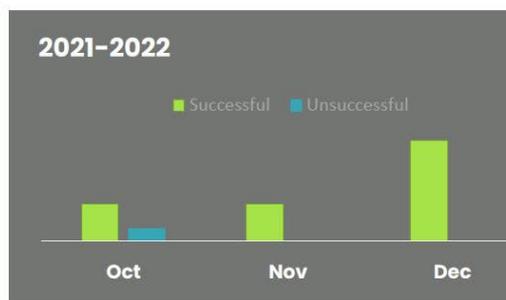
FUNDING SECURED



\$23,279,427

PROJECTS

- Kananook Station Commuter Carpark
- Ballam Park North Oval Sports Lighting
- Seaford Activity Centre Place Activation
- Seaford Wetlands Revitalisation
- Peninsula Reserve Cricket Nets
- Premier's Reading Challenge
- Tobacco Education and Enforcement Program
- COVIDsafe Outdoor Activation Fund



FUNDING SECURED (YTD)



\$25.9M

Please note: Projects identified in the outcomes known section includes the outcomes highlighted in the 'applications made section' along with applications made in other months across the calendar year.

Frankston Revitalisation Board

A Frankston Revitalisation Board meeting was held on 22 November 2021 with both the Mayor, Cr Nathan Conroy and CEO, Mr Phil Cantillon attending along with Angela Hughes, Director Communities.

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 14 February 2022.

Frankston Early Parenting Centre (EPC) Board

The Frankston Early Parenting Centre Board meeting which was due to be held in late August 2021 has not been rescheduled due to various factors. The meetings are normally co-chaired by Mr Paul Edbrooke MP, Member for Frankston and Ms Sonya Kilkenny MP, Member for Carrum. Mr Cantillon holds a position on the board as a representative of Frankston City Council.

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 delivering 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 for the project has been developed which enabled scoping of the deliverables to implement a smart parking trial in Frankston Metropolitan Activity Centre incorporating Playne St, lower Young St, Wells St and Thompson St. Expressions of Interest have been sought to deliver the project and are currently being evaluated. Key stakeholders will continue to be consulted in the development, delivery and evaluation of the trial.

AUDIT AND RISK

Audit and Risk Committee update

Council's Audit and Risk Committee held its last meeting for 2021 on 19 November 2021, at this meeting the outgoing chairperson, Mr Neil Greenaway retired from the Committee after 9 years of service in accordance with the Audit and Risk Committee Charter. The vacant external independent member role has been advertised with interviews scheduled for early January 2022. Following the appointment of the new external independent member, all external independent members will be asked to express an interest in applying for the Chairperson role. Council will resolve on the decision to appoint the independent chairperson at its meeting on 21 February 2022. The next meeting of the Audit and Risk Committee will be held on 25 February 2022.

Thank you for taking the time to read this report.

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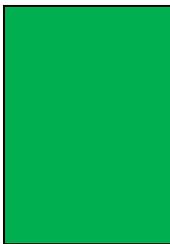
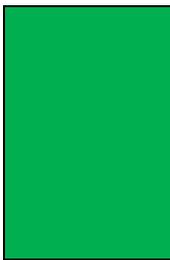
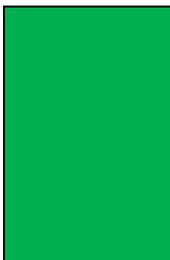
Accountability and Transparency Reform

January 2022 – Quarterly Update

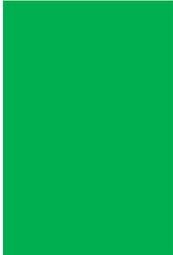
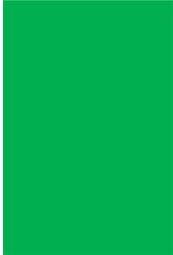
opportunity » growth » lifestyle



 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>	<p>Chief Executive Officer</p>	<p>This report has been presented quarterly since April 2020 and since 2021, has been able in Open Council with two attachments, a public version and a confidential version recommended not to be released to the public.</p>	
<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>	<p>Chief Executive Officer</p>	<p>Incorporated as a heading within the CEO's quarterly report and last presented in October 2021 for the June to August 2021 period.</p>	
<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>	<p>Manager Governance and Information</p>	<p>Overall Councillor Briefing attendance for the period October to December 2021 was 92%, with no Councillor failing to attend less than 60% of briefings.</p>	

 On track
  Recoverable
  Off track

<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 recently resolved not to report Committee minutes at Council Meetings due to the complexity of confidential provisions under the LGA 2020. Instead Committee minutes are to be provided to Councillors internally via the Councillor Portal. Councillors, as delegates on advisory committees, may still report to Council under Delegates Reports agenda item.</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>Council resolved at its meeting on 20 September 2021 that reporting is no longer required for this item.</p>	<p>No longer applicable</p>
<p>Item 10: That online databases (accessible 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>Submissions for funding that Council has applied for to State and Federal Governments may be viewed on Council's website under Advocacy - Budget and Grant Submissions. This information has been available since 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>There has been no interstate or international travel during the October to December 2021 quarter due to COVID-19 pandemic restrictions.</p>	

 On track
  Recoverable
  Off track

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.

Manager Governance and Information

Some of the external advocacy bodies have reported annually to Council, including MAV and the NGA over the last 12 months. There are some challenges with requiring external bodies to present to Council due to it not being a requirement for them to do so. This item may be reviewed to determine alternatives going forward.



Item 15:
 That a lobbyist/developers register be created for officers and Councillors to declare when they have met with lobbyists and/or developers. Furthermore the terms ‘lobbyist’ and ‘developer’ be properly defined so Councillors and staff are not vague on the terms.

Manager Governance and Information

The Lobbyist and Developer Register is updated when interactions occur and is current. It is shared to quarterly to Councillors via the Councillor Portal and was last uploaded in November 2021.



Item 16:
 Per the ‘Diageo’ approach, the Annual Report is to record all Councillor and EMT Code of Conduct breaches for that given year.

Manager Governance and Information

Any potential breaches by CEO or Councillor are reported as confidential information via the CEO's quarterly report to Council and subsequently the Audit and risk committee.





On track



Recoverable



Off track

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.

Manager Governance and Information

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 is due by 31 March 2022.



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.

Manager Governance and Information

Councillor complaints are reported via the CEO's Quarterly 'confidential' report to Council and the Audit and Risk Committee in 2021-2022.



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.

Manager Governance and Information

A Conflict of Interest Policy was adopted by Council at its meeting on 14 December 2020. A register of Councillor declared conflicts of interests is available on Council's website and an Officer conflict of interests register is maintained and available for public inspection upon request.



Item 20:

Better disclosure of remuneration arrangements for senior officers Example Melbourne City Council does this in their annual report.

Manager Governance and Information

A review of the contents of Council's Annual Report remuneration arrangements for senior officers was compared with City of Melbourne's Annual Report and the content is the same due to the LGPRF prescribed requirements. The Annual Report is available on Council's website.



 On track
  Recoverable
  Off track

Item 24:
That a quarterly briefing be provided to Councillors on the greatest organisational risks that require attention (strategic and organisationally)

Manager Procurement, Property and Risk

Comment as at 10 May 2021: Council has partially complied with this obligation. A report was prepared for the Audit and Risk Committee on 14 May 2021, which provides detail on the status of organisational risks. Minutes from the ARC are presented to Councillors via a Council Report subsequent to the ARC meeting.



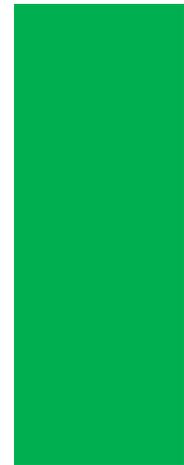
Item 25:
In light of the Frankston Football Club insolvency, the CEO is to demand that community sporting groups produce annual documentation to determine the fiscal health of said club. This information will then be presented to Councillors, at a briefing, in the form of a 'solvency scale' per sporting 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.

Manager Procurement, Property and Risk

All tenancy agreements are now subject to financial analysis to ensure the tenant is able to meet the obligations contained in their agreement.

Seasonal tenancy agreements are reviewed annually and changes are made to improve operational efficiencies, where required.

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.



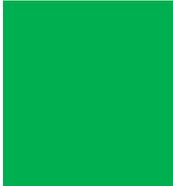
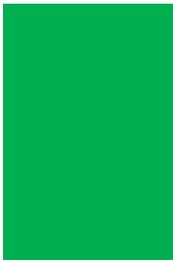
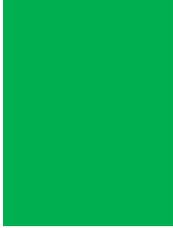
Item 26:
Availability of a Frankston City Council Lease Register (including terms) to the public upon request.

Manager Procurement, Property and Risk

The updated Lease Register has been uploaded to Council's website, and a copy provided to Governance.



 On track
  Recoverable
  Off track

<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 Procurement, Property and Risk</p>	<p>Awarded Contracts are published on Council's websites each quarter</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 Financial and Corporate Planning</p>	<p>See above - items 27 and 28 merged on RelianSys under approval of DCCS on 6 January 2022</p>	<p>Reporting no longer required</p>
<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>Annual reports includes all commentary</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>Annual reports includes all commentary</p>	

 On track
  Recoverable
  Off track

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).

Manager Financial and Corporate Planning

The Quarterly September Financial Performance Report was presented to and noted by Council in November 2021. The report is available on Council website.



Item 38:
Calling for more transparency in audit committee process Example: Melbourne City Council provides up to 4 years of performance reports.

Manager Financial and Corporate Planning

The Chair of the Audit and Risk Committee will present the second half-yearly report to Council on 31 January 2022



Item 39:
That every term a 'transparency review' is to occur of the FCC 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.

Manager Business Transformation

Migration of website completed. Redesign of content underway. An additional project aimed at addressing transparency concerns is also underway due for stage one completion by 30/06/2022. This is will assist in completing this obligation.



 On track
  Recoverable
  Off track

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).

Director Infrastructure and Operations

Projects that are presented to MPAC will include the probability costs. The trend of the probability cost will be highlighted in the presentation.



Item 42:
 Greater quarterly disclosure of developer contributions as they are made, e.g. Melbourne City Council releases a quarterly report on developer contributions.

Manager Statutory Planning

Quarter 1 (2021/22) included disclosure of total developer contributions received, namely open space and car parking contributions. Information for Quarter 2 will become available for input at the end of this month.





Action Plan with progress report

Implementation of Municipal Monitor's recommendations

October 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.

Progress made over the last 12 months has resulted in implementation of all actions completed by October 2021.

opportunity » growth » lifestyle



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 has since been completed during October 2021.</i></p>	<p>100% Completed</p>	<p></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% Completed</p>	<p></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 August 2021. Improvements were made over the last 12 months to transform services and improve customer experience. Overall performance has increased by 17.5%, consultation and engagement increased by 7.2%, and significant improvements were highlighted in community decisions, up 16.7% and lobbying and advocacy, up 10.9%.</i></p>	<p>100% Completed</p>	<p></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. Results released in July 2021 indicated consistent performance over the last 12 months.</i></p>	<p>100% Completed</p>	<p></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% Completed</p>	<p></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 since completed during October 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>	
	3.2 Engage the community through regular feedback to implement changes to our service delivery.	June 2021	<i>Work undertaken over the last 12 months to improve Council's services and provide regular feedback, particularly online during COVID restrictions. The 2021 Community Satisfaction Survey results were released in August with overall performance increasing by 17.5% and consultation and engagement increasing by 10.5%.</i>	
	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 played 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>	

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.	3.4 Improve transparency in its decision making through the reduction of Closed Council agenda items by moving contractual matters into Open Council.	June 2021	<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>	✓
	3.5 Enhance advocacy priorities by building relationships and leveraging the advocacy role.	March 2021	<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>	✓
	3.6 Continue to invest in the organisation to develop a strong service culture.	June 2021	<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>	✓
	3.7 Develop protocols for behaviours to align with the new organisational values of "Kinder, Smarter and Fairer".	June 2021	<i>A staff pulse survey was conducted in June 2021 and results indicated consistent performance with staff engagement over the last 12 months. The Senior leaders developed a set of behaviours to align, manage and reward behaviour in line the values.</i>	✓

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>	✓