

# Chief Executive Officers' quarterly report

January – March 2020 (public version)



*Lifestyle Capital of Victoria*

Council resolved at its Ordinary meeting on 28 January 2020 for a version of the CEO's quarterly report presented to Council be presented in a version that could be released to the public on a quarterly basis.

Council resolved at its Ordinary meeting on 20 April 2020 that this version can be made public.

I am pleased to present the first public version of the Chief Executive Officer's Quarterly Report for the period ending 31 March 2020, providing a timely, open and transparent overview of the organisation and its activities during the State of Emergency crisis.

Key topic areas in this report include:

- Response to impacts of COVID-19;
- People and Culture;
- Organisational Highlights;
- Business Transformation;
- Town Planning and Thumbs Up Policy;
- Financial Performance;
- Accountability and Transparency;
- Key Projects Updates;
- Key Meetings and Activities;
- Advocacy; and
- Audit and Risk.

I would also like to thank the officers involved in preparing this report and ensuring that Council's essential services during COVID-19 continue to run for our Community.

Stay safe and healthy.

A handwritten signature in blue ink, appearing to read "Phil Cantillon".

Phil Cantillon  
**Chief Executive Officer**

## **RESPONSE TO IMPACTS OF COVID-19**

As the COVID-19 situation continues to evolve and in line with the latest advice from the Australian and Victorian Governments, Frankston City Council continues to seek to do all it can to ensure the safety of our Community including its staff, Councillors and volunteers.

To protect our residents and visitors, particularly those who are more vulnerable, and to do our part to flatten the curve of this pandemic, in early March 2020, we modified, postponed and cancelled non-essential services, programs, and events.

A separate Council report was presented at Council's Ordinary meeting on Monday 20 April 2020 providing a specific update on Coronavirus-19.

## **PEOPLE AND CULTURE**

### Weekly communication

My weekly email continues to be sent to all staff, the messaging of the emails is being responded to well and staff are providing feedback directly to my office about opportunities.

### Staff Engagement Survey

The Staff Engagement Governance Group meet in early March 2020 to discuss a number of key outcomes from the Staff Engagement document. An updated document was circulated in March 2020 with greater depth of information covering off the six key improvement areas.

Councillors were briefed on the People Strategy and Staff Survey plans on Monday 16 March 2020. Plans were underway for the 2020 Staff Survey to be conducted in April 2020 however due to the COVID-19 pandemic crisis, the survey has been rescheduled to late May/early June 2020.

### 360 degree feedback

Late last year, all members of EMT and the Management Team participated in a 360 degree feedback programme. A further session was held with the team in late February 2020 to reflect collectively on the feedback. The program provided a great opportunity for improvement and the next step is for the Coordinators across the organisation to be given the opportunity to participate and this is planned for late 2020/early 2021.

### Complaints Handling Protocol and report

During the March Quarter, Frankston City Council received 26 complaints and 16 acknowledgements of excellent service. This feedback is received through Council's front line customer service staff via phone, online, social media and in person. Officers are continuing to establish a process for reporting on complaints received in writing. (Please note, in accordance with the definition provided by the Victorian Ombudsman and Council's draft Complaints and Feedback Handling Protocol a complaint constitutes dissatisfaction with service or non-service, rather than a request for service).

### Risk OHS Legislative – Compliance update

The Compliance Management Framework (Framework) was adopted by Council at its meeting on 17 February 2020. The Framework outlines what is required to ensure Council's adherence to its legislative compliance obligations are met.

### Love Your Sister – Samuel Johnson session for staff

In early February 2020, Council staff were privileged to participate in a session to listen to Samuel Johnson who lost his sister to cancer, he talked about his early life and career, reaching his \$10 million target to try and beat cancer by riding a unicycle around the country, and what the next steps are. He is on a mission to raise awareness of patient specific treatment, which has been around in Europe for a decade, but is another 10 years away for Australians and could save thousands of lives.

A number of Council staff have had cancer and have a relative who has had cancer or is currently battling this disease and the session provided all who attended with great inspiration.

Staff also had an opportunity to sign up to 'FCB' a fund to push for personalised treatment for all patients everywhere, and the establishment of a coordinated national approach to the collection, usage and storage of metastatic tissues for cancer.

### Exceptional volunteer service

It was an honour to have Volunteer, Roy Giesemann in for his first shift in January 2020 at the Visitor Information Centre since Roy turned 90 on Saturday 4 January 2020. Roy has been a dedicated and long-serving volunteer, having started at the Centre back at its inception in 2007.

### International students

Council recently partnered with Study Melbourne and Monash University to enhance international student experiences in Frankston City. From February 2020, students were able to also gain some valuable work experience by signing up to volunteer for a number of work experience opportunities in the arts, entertainment and tourism fields locally.

### Staff deployed to East Gippsland Recovery efforts

A number of staff over the last few months have been deployed to the East Gippsland Recovery Centre. Council officers provided assistance in the Recovery Centre through administrative tasks as well as building inspections.

### Introducing our Healthy Choice Policy

Council's new Healthy Choices Policy was adopted at the Ordinary Council meeting held on the 28 January 2020. Initiating a two-year transformation towards offering healthier food and drink options at all Council managed programs and facilities.

Category 2 of the policy will also help guide food choices for both internal and external catered Council meetings and functions. This is a wonderful initiative that highlights our responsibility to promote community health and wellbeing. I would like to acknowledge the hard work of the Social and Community Planning Team for delivering this important initiative for officers and the wider community.

## Waterfront Festival official fundraisers

A number of Council officers volunteered recently to raise funds for the Victorian Bushfire Appeal.

## **ORGANISATIONAL HIGHLIGHTS**

### Awards

Frankston City Council has been shortlisted by an independent panel of judges as a finalist in the MAV Awards for excellence for 2020, the categories are:

- Customer Experience – Digital Ways of Working.
- Strategy/Planning – Digital Ways of Working and Positive Problem Solving.
- Collaboration/Partnership – Positive Problem Solving.

The Business Transformation Team have led these initiatives while collaborating with departments across Council to deliver improved outcomes both internally for staff and externally for the community. The winners will be announced at the rescheduled MAV Conference Awards for Excellence Dinner set for the evening of Monday 12 October 2020.

### Thank you cards

In late January 2020, our Learning and Organisation Development Team launched a series of digital and paper-based Thank You cards reflecting the Organisation's Corporate Values, as part of our revamped Staff Recognition Program.

The cards aim to support EMT to promote a culture of recognition across the business, and are available for use by all staff both digitally and paper-based options.

### Corporate fundraising and awareness program

Various officers within Council fundraise for a number of charities and special events. The Executive Assistants Network also run a program of fundraising and awareness throughout the year.

Recent fundraising efforts included:

- Frankston City Council Social Club raised over \$1300 for the Victorian Bushfire appeal and over \$600 for the Zoos Victoria Bushfire Wildlife Rescue Fund in January 2020.
- Due to social distancing regulations enforced due to COVID-19 crisis all proposed fundraising activities have been postponed.

## **BUSINESS TRANSFORMATION**

### Building our Future

On the 4 February 2020, I announced the Building our Future Restructure Response effective from 3 February 2020, Councillors were briefed on the final document the night before. The reactions to the document so far have been positive and following the Council's Budget session on 22 February 2020 the

opportunities to implement the change, noting that this action is subject to any potential delays and impacts associated with Council's response to the COVID-19 pandemic.

Also in February 2020, expressions of interests was open to Managers to act as the Director Infrastructure and Operations, Director Business Innovation and Culture and Chief Financial Officer. A number of Managers applied as part of the EOI process.

Appointed to the roles in the interim, pending formal recruitment are:

- Acting Director Infrastructure and Operations: Cam Arullanantham
- Acting Director Business Innovation and Culture: Tim Bearup
- Acting Chief Financial Officer: Kim Jaensch

### Live Chat

Council's Business Transformation Team in partnership with Customer Service have implemented the option for our residents to deal with Council through a 'Live Chat' channel via the website. Early stats from the Live Chat which has been live since the end of March 2020 has the Council receiving a 5 out of 5 rating and with 145 people at that time choosing the Live Chat channel to communicate with Council in the first three days. It is important to note that this was without advertising this option and we are seeing a steady increase in our residents choosing this channel. The other major advantage with this channel is that customer service officers can respond to multiply enquires at once as opposed to our phone channel which is a one to one relationship.

Other mediums are being explored during this time of social isolation and lock down including 'ChatBot' will initially answer questions relating to COVID-19 when a customer service officer is unavailable via 'Live Chat'. It will also answer questions afterhours when residents visit our website. The 'ChatBot' will progressively be expanded to field questions other than that of COVID-19.

### Business Concierge

Council has appointed a temporary position titled Business Concierge, the position is being trialled by Economic Development in 2020, aiming to provide one point of contact for businesses, guiding them through the permit application and approval process. If the trial is successful, Council will look to continue this service on a permanent basis.

This service is part of the Better Approvals Project, a Victorian Government initiative which aims to reduce the time it takes small businesses to obtain the regulatory approvals they need to operate. Council has been updating the investfrankston.com website with further information on this business transformation initiative.

### Magnificent mystery shopping

I wish to highlight the outstanding effects by the Customer Service and Innovation Team whose recent mystery shopping results saw them ranked 5th out of 38 Councils, and 25th out of 147 organisations (including as BUPA, Mazda, Medibank, Melbourne Water and Monash University). These results are testament to the incredible level of service our organisation is providing to our customers.

### Frankston City Council on LinkedIn

Council monitors growth and increasing levels of engagement across Council's social media platforms – particularly Facebook and Instagram, however in recent months Council's Corporate Communications Officer has been focusing on improving engagement across LinkedIn.

This effort has resulted in significant growth in both the number of followers and the level of engagement on this platform (with over 500 new followers in the last three months – a 13% growth).

### Civic Buildings Update

Wi-Fi upgrades were completed at several Council sites in January 2020. The upgrades provide staff and along with visitors, a stronger, faster and more secure network – which is yet another example of Council's commitment to improving access to mobile technology.

### Upgrade of our IT Systems

In mid-March 2020, Council's Information Technology Department undertook a systems upgrade to ensure that our systems going forward are more stable and secure. Originally it was thought that our websites and other digital assets would be unavailable for a period of 24 hours however with hard work demonstrated by the team, all systems and the website were restored by COB on the Saturday – more than 24 hours earlier than anticipated.

### Library Story Time

During the shut-down of the libraries during COVID-19 in March 2020, the library services live streamed its Library's Story Time where the first session attracted 660 live viewers, with views exceeding 1000 and over 30,000 views of the post announcing the initiative. This is a great example of how we can adapt to continue to support our Community during adversity.

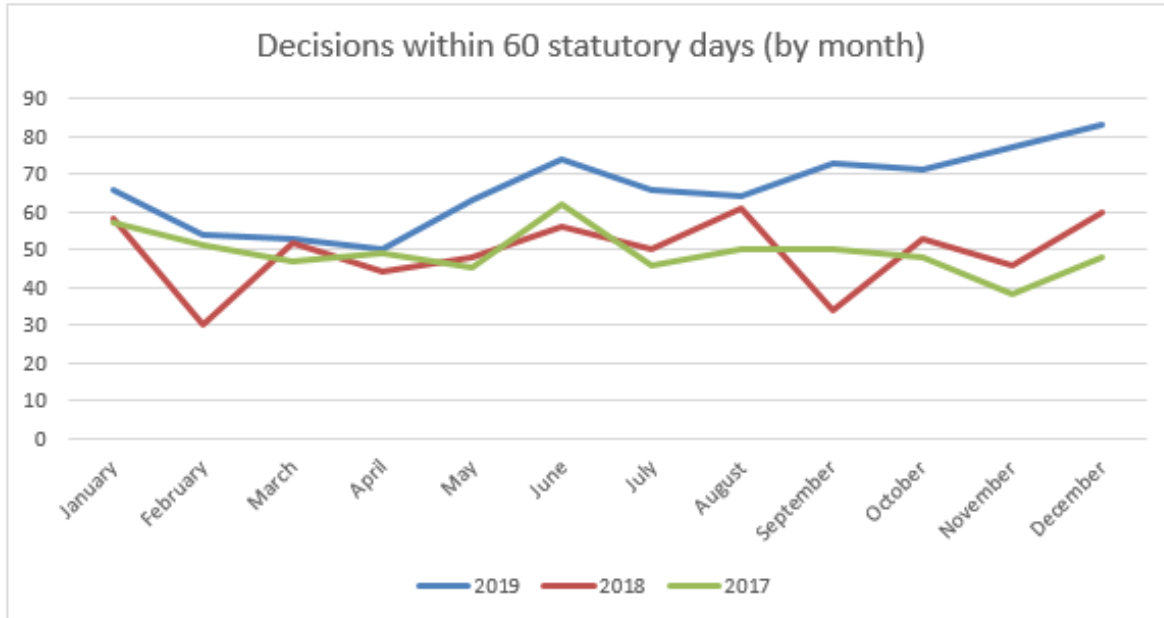
## ***TOWN PLANNING UPDATES AND THUMBS UP POLICY***

Town Planning continues to improve on its delivery within the 60 day target, moving from 77 per cent completed in November 2019, to 83 per cent in December 2019.

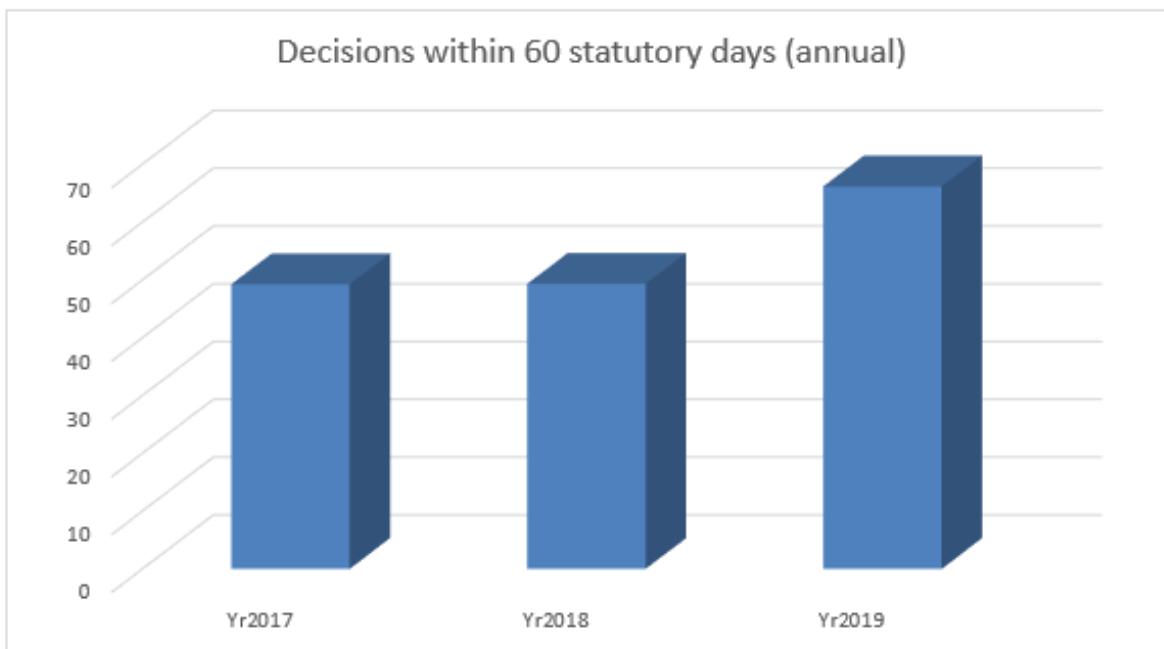
Statutory planning on-time decision making was impacted slightly by the Christmas/New Year slowdown with extended notice periods, however improved again in March 2020. A reduction in application volumes was apparent in February and March as the impacts of the Coronavirus Pandemic began to manifest.

Combined with a continued focus on reducing outstanding application volumes, and prioritising application work more effectively, the various improvements have seen a material improvement in the number of decisions made within the 60 day timeframe.

This is illustrated in the following charts below:



(NB – peak of rising trend over the year to December 2019 was 83%)



(NB – FCC achieved 73% in 2019 compared to 49% in both 2017 and 2018)

In areas of policy - Council resolved to refresh the Frankston Major Activity Centre (FMAC) Structure Plan, which will involve a large amount of work to ensure the updating of planning policy for Central Frankston. It is intended at the updated plan will provide more certainty in respect of building heights and support for development in appropriate areas. Council also resolved to seek ministerial authorisation for a planning scheme amendment to correct the zoning of public open space which has been incorrectly zoned.

A range of Urban Design work was progressed during the quarter, including options for revitalisation of White Street Mall, and a scope of works for the Kananook Creek Arboretum.

Council also finalised a draft Urban Forest Action Plan which will be released for public review and comment during quarter four, and progressed work on an Off-sets scheme which will be formally considered by Council (also in quarter four).

## **FINANCIAL PERFORMANCE**

### **Proposed 2020-21 Annual Budget**

The draft Budget was presented to the 30 March 2020 Ordinary Meeting for endorsement.

The proposed budget has been release to the community for feedback.

Council also endorsed the provision of a \$3.37 million once-off care package for the 2020-2021 proposed Annual Budget to further support our community that would be made available from Council reserves.

## **ACCOUNTABILITY AND TRANSPARENCY**

### **Strengthening Governance**

In early February 2020, a media release was issued and a statement made at the Council's Ordinary meeting held 17 February 2020 on strengthening governance and the importance of the role that Governance plays in every aspect of our organisation.

As background, a number of learnings have been identified in relation to improving governance practices across the organisation that stem from some recent reports taken to the chambers. Some of the improvements identified include:

- Centralised statutory section 223 submission process.
- Streamlined agenda and minutes to reduce the volume and complexity of information that is being presented to Councillors for consideration.
- Governance representative at Council meetings.

### **Tally on tracking reports presented to Closed Council**

Council is currently on track for 1 July 2020 for contractual matters to be presented in open council.

The following table provides a breakdown of the types of reports being presented to Closed Council from January to March 2020.



To date there have been a total of 422 reports in both Open and Closed Council, with 73 being considered in Closed Council.

|  |  |     |
|--|--|-----|
| 9  | <i>designated confidential as it relates to personnel matters (s89 2a)</i>   | 12% |
| 32   | <i>as it involves discussion of contractual matters</i>  | 44% |
| 27   | <i>as it involves discussion of Any other matter which the Council or special committee considers would prejudice the Council or any person.</i> | 37% |
| 4  | <i>as it involves discussion of proposed developments.</i>   | 5%  |
| 1  | <i>as it involves discussion of legal advice</i>   | 1%  |
| <b>73 Total number of Confidential reports for 2019/2020</b> |  |     |

The Local Government Performance Reporting Framework (LGPRF) indicates the result in quarter three for Decisions made in Closed Council is 17%.

If contracts were being tabled in Open Council meetings, then an indication of the result for quarter three would be 9.7%.

#### Municipal Monitor update

Council adopted the letter and response to Minister for Local Government, the Hon. Adem Somyurek MP on Monday 17 February 2020 on the Municipal Monitor's Report. A copy of the response was distributed to the Audit and Risk Committee at its 21 February 2020 meeting and to all staff on 24 February 2020.

#### Response to Municipal Monitor's recommendations

| <b>Response</b>  | <b>Key actions to date</b>   |
|--|--|
| 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. | EMT are reviewing the list of reports to Council and the Councillor Schedule each week to minimise the number of reports and limit the items that need to be considered.   |
| 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.        | The CEO is discussing Notice of Motions (NOMs) with Councillors when they are submitted. A NOM protocol was scheduled to be workshopped with Councillors at its briefing on Monday 6 April 2020, however was deferred to a later date. |

| <b>Response</b>  | <b>Key actions to date</b>   |
|--|--|
| Recognise the significant improvement over the past 12 months in the community satisfaction survey results and take steps towards further improvement. | No reporting at this stage. Details will be provided after the community satisfaction survey has taken place.  |
| Continue Councillors and management's commitment and efforts to improve the staff engagement survey results.   | The CEO has been provided regular updates to staff on changes within the organisation, with a particular focus on 'Building our Future' and the organisational values.   |
| Continue to find mechanisms to increase trust and effective communication between management and Councillors.  | Managers have been communicating openly with Councillors on a variety of matters through memorandums and updates in the Councillor Bulletin. Further opportunities will be explored for information sharing amongst Councillors and the Management to enhance the relationships. |

### Focus on Good Governance

Council's CEO and Senior Officers have been touching base each week since February 2020 to focus on the progress of how governance is being strengthened across the organisation.

This has included improving the Live Streaming and recording capability of Council Meetings, especially during the COVID-19 pandemic and adapting arrangements to hold the meetings at the Frankston Arts Centre, whilst it is closed to the public. This has ensured we can continue to run essential services for the community and look after the health and safety of Councillors and staff by ensuring the restrictions in place can be maintained.

Council officers are working on strengthening Council Report processes and also progressing through the complex statutory processes of the Short Stay Accommodation Local Law and the draft General Local Law.

The process of Urgent Business was discussed and clarification was subsequently provided to Councillors, following Monday night's Council Meeting on 30 March 2020.

The focus on strengthened governance follows an address by the CEO at Council's Ordinary Council Meeting in February 2020, announcing that there would be continued strengthening of governance functions across the organisation to ensure improved transparency to the community.

### Local Government Bill 2019 Now Before Parliament

The Local Government Act 2020 was given royal ascent on 24 March 2020.

The Act will be implemented in four (4) stages commencing on 6 April 2020, delivering the five (5) key reform themes being: a new relationship; improved service delivery; strong local democracy; improve conduct and community confidence.

The first phase of the reforms will come into operation from 6 April 2020, with the main focus around the electoral provisions.

### Breaches by Councillor or CEO

There are no reported breaches by a Councillor or CEO this quarter.

### Mediation/Arbitration costs

There are no mediation or arbitration costs this quarter.

## **KEY PROJECT UPDATES**

### Capital Works program as at March 2020

The 2019/20 Capital Works Program is currently progressing well to achieve Council's set targets. As at 31 March 2020, the actual expenditure is \$29.23M and commitments are \$24.74M (including \$9.38M multi-year commitment) against the adjusted Capital Works Budget of \$51.17M.

This equates to 87% of the capital works program underway.

### Key Project Updates

- RF Miles Recreation Reserve New Pavilion – Delivery contract has been signed. It is anticipated the works will commence on site in April 2020.
- Centenary Park Tennis Redevelopment - Tennis Courts concrete base poured, construction of drainage infrastructure is underway. The Tennis Pavilion tender has been awarded and construction has commenced.
- Jubilee Netball Centre - Schematic design completed and presented to Major Projects Advisory Committee (MPAC) Meeting on 26 February 2020. Council has hosted Facebook live video broadcast on 25 March 2020. Preferred schematic design will be presented to Council for approval in April 2020.

### Frankston public transport connectivity

In late February 2020, Infrastructure Australia launched its 2020 National infrastructure priority project list.

One of the projects to be announced was the Frankston Rail extension – which was welcome news – and based on the submission by the Committee for Greater Frankston.

## KEY MEETINGS AND ACTIVITIES

Key meetings and activities of the CEO over the last quarter are highlighted below:-

Councillor discussion meetings - Various meetings have been held with most Councillors to better understand each Councillors' ideas and aspirations for the future.

- All Councillor Budget Session: Late February 2020, Councillors and the Management Team participated in an all-day session to run through the draft Council budget 2020/21. The day was well attended by the Councillors including a number of pre-budget day briefings held with a number of Councillors to prepare for the day. This session will help shape our services, projects and priorities for our organisation and our community. Items covered during the day included setting the scene; budget overview; Directorate overviews; fees and charges overview; budget initiatives; Council Plan – year four initiatives; Long Term Infrastructure Plan and draft 2019/20 and Advocacy Priorities.
- Meeting with Cr Aitken: In late February 2020, I attended along with Stuart Caldwell and members of his team, at an on-site meeting with Cr Aitken to inspect a number of completed developments in the Seaford area to look at differing approaches to the inclusion of vegetation as part of the developments and to consider what has worked well and how we could improve in the future.

Ward meetings -

- No official ward meetings were held during the months of January, February and March 2020.

Community Events –

- Official opening of the redevelopment Peninsula Private Hospital.
- Frankston City Council Citizenship Ceremony with over 78 residents becoming Citizens.
- The opening event at the Ventana Festival.
- Kananook Creek Association (KCA) 50th Anniversary event.

Highlights of internal meetings attended –

- School crossing event, the Mayor and I had the opportunity to present Years of Service awards at the recently held School Crossing Supervisor's meeting held in January 2020. Our Crossing Supervisors are the face of Council to many of our city's youth, and their warmth and professionalism is fantastic, as is their incredible service to the community.
- In early February 2020, the Mayor Cr Sandra Mayer and I presented over 30 certificates to Council officers for their years of service collective for this group totalling 425 years of service. At the ceremony, one staff member received a 30 year award and another received a 25 year award, a fantastic achievement in today's work environment.
- In late February 2020, I attended along with Mayor, Cr Sandra Mayer and Cr Bolam via phone hook-up, the first Sub-Committee meeting of Advocacy for this year. During the meeting, a number of items were discussed including the draft protocol for inviting MPs to Council functions, draft protocol for candidates during election periods and advocacy priorities for 2020 (particularly capital works infrastructure projects and 10 withdrawal beds within Frankston Hospital expansion).

#### External meetings –

- Meeting with the Victorian Chamber of Commerce and Industry (VCCI) – Local Government representative in February 2020, it was a great opportunity to learn about the services provided by VCCI.
- The Mayor and I had an opportunity to meet with the new Chair of Western Port Biosphere, in early March 2020. It was an opportunity to hear first-hand what activities and actions are planned in the future for this group.

### **ADVOCACY**

#### South East Melbourne Group and City Deal

Frankston City Council, in partnership with the Cities of Greater Dandenong, Kingston, Monash and Casey, and the Shires of Mornington Peninsula and Cardinia, are identifying a range of regionally significant projects that can form a City Deal. This work is being prepared by SEM (South East Melbourne), which is all of the member Councils supported by an independent board featuring Simon McKeon (Chair, Bruce Billson and Simon Crean, and a secretariat (The Agenda Group).

City Deals are a collaboration of all three levels of government and work on the principle of greater change being affected at a regional level. The Federal Government describe them as an alignment of the “planning, investment and governance necessary to accelerate growth and job creation, stimulate urban renewal and drive economic reforms.”

Following the hosting of a delegation of Victorian and Federal Government representatives, SEM debriefed observing that there will need to be a demonstration of how projects require all three levels of government to work together.

This can include policy, regulation and funding and will require an explicit understanding of roles and responsibilities of each level of government for specific projects.

To support the next phase policy position papers are being developed on each of the policy domains: Environmental Sustainability, Economic Sustainability, Stronger families and Transport and Connections. Frankston City Council provided the regional paper on Stronger Families and Communities. This will enable a shared vision and narrative to inform what can be included as projects.

#### Ministerial and Members of Parliament meetings –

- Unfortunately, due to the COVID-19 all non-essential face to face meetings were cancelled including the scheduled Members of Parliament meeting which was due to be held on the 20 March 2020. Members of Parliament were advised in advance and a summary document was prepared by Council’s Coordinator Advocacy and Engagement to provide and update to the relevant members.

## **AUDIT AND RISK**

### **Frankston Yacht Club**

An Architect will be engaged during early April to provide design services on a number of elements within the building – compliance works as set out in the FER, Coast Guard fit out, restaurant / function space fit out, waste receptacle design and other minor compliance works as required to activate the building. Construction activities will commence in the early stages of the 20/21 Financial Year.

With the Coast Guard now occupying a section of the first floor a Working Group has been established to work through their requirements for use in this allocated space. These requirements and functions will be further scoped once an Architect is engaged.

### **Glyphosate update**

Following Council's Notice of Motion to ban glyphosate by 1 July 2020, a briefing of Councillors was held on 24 February 2020 and a status report was presented to Council at its meeting on 30 March 2020 advising of the progress in implementing the glyphosate ban on 1 July 2020.

This report outlines positive and proactive actions taken to date (eg. bans at high profile areas), full chemical review and associated risk matrix and details of estimated financial impacts of Council's decision.

### **Additional Internal Audits requested by Council**

At its meeting on 16 December 2019, Council resolved in Urgent Business:

“That a comprehensive public report be provided at the February Ordinary Meeting (without delay) concerning the fallout from the ongoing IBAC investigation relative to Casey City Council, namely:

- a) Whether any of the developers or named actors have had applications lodged in Frankston or have made representations to Frankston City Council;
- b) What increased processes Frankston City Council could implement to ensure that the allegations vis-a-vis Casey City Council do not occur at Frankston City Council;
- c) What additional future processes (if any) will Frankston City Council consider to further strengthen and protect its planning decisions; and
- d) That a stocktake of planning decisions - recent (previous 5 years) and current - be considered as part of Council's next Internal Audit.”

This report is due back to Council in mid-2020, pending the investigation.

***Thank you for taking the time to read this report – stay safe and healthy.***