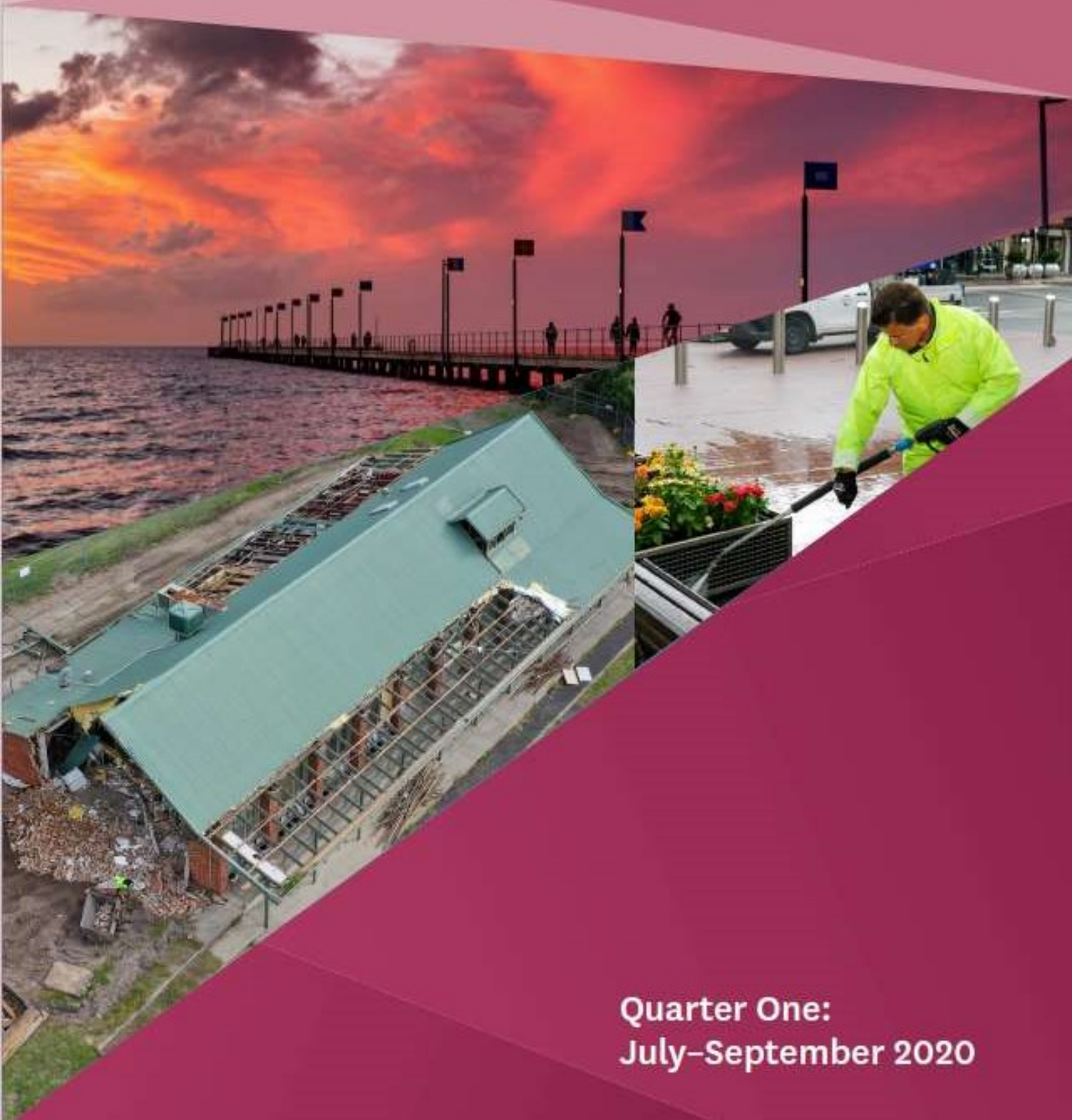


# Frankston City Council Plan



## Quarterly Performance Report

*Lifestyle Capital of Victoria*



**Quarter One:  
July–September 2020**

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# Introduction

## What is a Council Plan?

A Council Plan is a strategic document which guides the planning, development, allocation of resources and provision of services to the Municipal Community. It includes

- **Strategic objectives and priorities of the Council**
- **Annual Actions for achieving these objectives**
- **Annual Strategic Indicators for monitoring achievement of these objectives**
- **A Strategic Resource plan**

The following Strategic Objectives are Frankston City’s Four Long Term Community Outcomes as detailed in the current Council Plan 2017-2021.

## Long Term Community Outcomes

### 1. A Planned City

A vibrant city providing housing, stunning beaches, a beautiful natural environment and arts and cultural experiences. Everything you want at your doorstep—shopping, education, employment, recreation and a lifestyle the envy of others.

### 2. A Liveable City

Welcoming neighbourhoods, green streets and thoroughfares, parks and natural reserves, an active foreshore and vibrant town centers delivering a living environment that is second to none. An active and healthy community that is connected through participation in activities at our local and regional sporting facilities, events and festivals.

### 3. A Well Governed City

An elected Council that is driven by the privilege of serving its community and providing leadership and vision to ensure Frankston City is recognised as the Lifestyle Capital of Victoria.

### 4. A Well Managed City

Proudly delivering services to improve our community’s lifestyle. An organisation that is recognised amongst its peers as a leader in the sector and one that is founded upon its engagement and connection to its community.

## Council Plan Performance – Year 1 to 3

Each year, Council nominates how many actions to undertake towards completing each priority to ultimately deliver each Strategic Objective. Some actions carry on throughout the life of the Council Plan and may not be completed in one year.

The following table shows Councils performance over the last three years.

Strategic Objective	Year 1 2017-2018	Year 2 2018-2019	Year 3 2019-2020
<b>A Planned City</b> 1.1: Community infrastructure 1.2: Development and housing 1.3: Natural and sustainable environment	<b>93%</b> <b>Completed or On Track</b> <i>Out of 14 Actions</i>	<b>82%</b> <b>Completed or On Track</b> <i>Out of 11 Actions</i>	<b>94%</b> <b>Completed or On Track</b> <i>Out of 18 Actions</i>
<b>A Liveable City</b> 2.1: Employment, education and economy 2.2: Vibrant and engaged 2.3: Health and wellbeing	<b>100%</b> <b>Completed or On Track</b> <i>Out of 10 Actions</i>	<b>91%</b> <b>Completed or On Track</b> <i>Out of 11 Actions</i>	<b>75%</b> <b>Completed or On Track</b> <i>Out of 16 Actions</i>
<b>A Well Governed City</b> 3.1: Accountable governance	<b>100%</b> <b>Completed or On Track</b> <i>Out of 4 Actions</i>	<b>80%</b> <b>Completed or On Track</b> <i>Out of 5 Actions</i>	<b>100%</b> <b>Completed or On Track</b> <i>Out of 4 Actions</i>
<b>A Well Managed City</b> 4.1: Services 4.2: Systems 4.3: Resources 4.4: People	<b>57%</b> <b>Completed or On Track</b> <i>Out of 14 Actions</i>	<b>100%</b> <b>Completed or On Track</b> <i>Out of 4 Actions</i>	<b>87%</b> <b>Completed or On Track</b> <i>Out of 15 Actions</i>



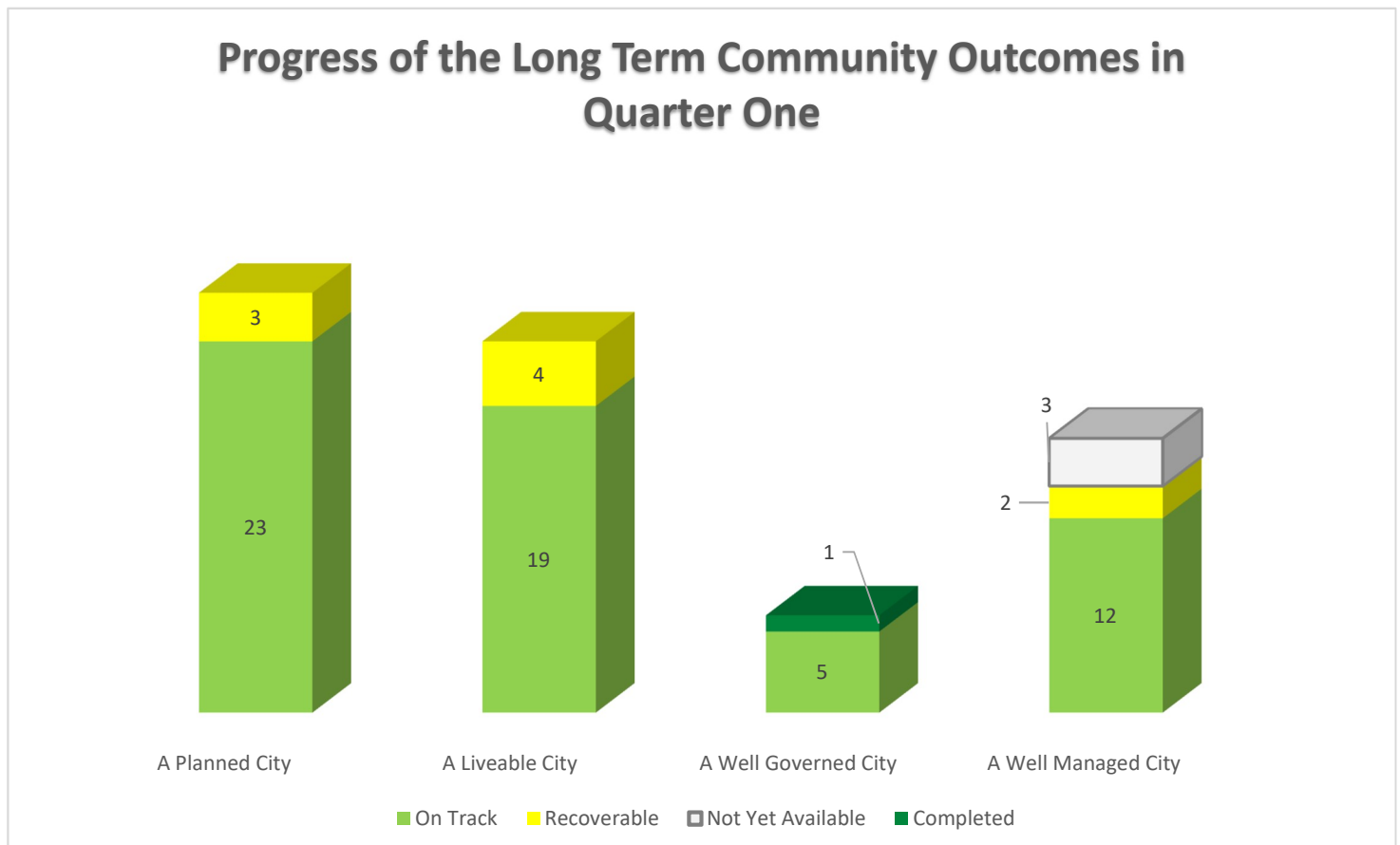
# Organisational Performance Report - Overview

The Council’s Organisational Performance Report for the period July 2020 to September 2020 provides detailed reporting on Council’s performance against the Council Plan Actions.






The COVID-19 pandemic occurred during the period of this Quarterly Performance Report. The impacts on the community have been considerable. Council has been able to adapt quickly to the unanticipated disruptions created by the pandemic, while still continuing the delivery of services to the community. Some Council Plan actions for 2020-21 may be impacted as a result of the pandemic.








This section summarises the most current progress results for Council in relation to actions outlined in the current Council Plan 2017-21. It is anticipated that all 72 Council Plan actions will be delivered or on track to be completed at the end of this financial year.



## Guide to the Performance

Status sign	Progress Title	Action Detail
	Completed	The action has been achieved and is completed. No further action is required
	On Track	The progress performance for the action is achieving target. All elements of the action are on track
	Recoverable	The progress performance for the action is behind schedule, however is able to be recovered
	Not Yet Available	The progress performance for the action is not yet available, due to a set of circumstances or changes in legislation
	Off Track	The action is at risk of not being completed

## Strategic Objectives – Performance Year 4/Q1

Strategic Objective	Completed 	On Track 	Recoverable 	Not Yet Available 	Off Track 
<b>A Planned City</b> <i>26 Actions</i>	NA	88% <i>23 Actions</i>	12% <i>3 Actions</i>	NA	NA
<b>A Liveable City</b> <i>23 Actions</i>	NA	83% <i>19 Actions</i>	17% <i>4 Actions</i>	NA	NA
<b>A Well Governed City</b> <i>6 Actions</i>	17% <i>1 Action</i>	83% <i>5 Actions</i>	NA	NA	NA
<b>A Well Managed City</b> <i>17 Actions</i>	NA	70% <i>12 Actions</i>	12% <i>2 Actions</i>	18% <i>3 Actions</i>	NA

# A Planned City

Cleansing Crew - Pier



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## Long term community outcome one:

### A Planned City

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators against the priorities included in the Council Plan.

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## Executive Summary – Director Infrastructure and Operations

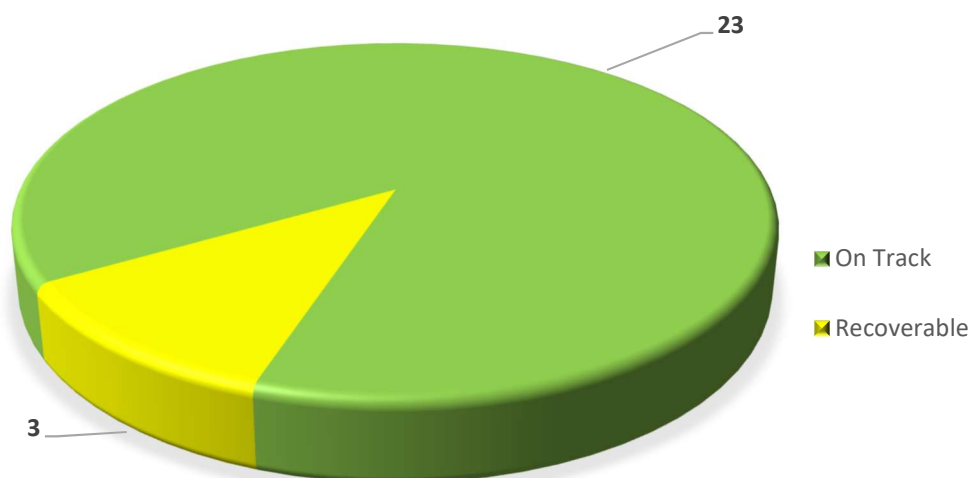
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It has been a very busy and challenging quarter especially with the COVID-19 pandemic restrictions were placed during the entire quarter. The delivery of major projects identified in the council plan have suffered due to the COVID-19 restrictions. However, the presentation of the city has reached a higher level due to the constant effort from our field staff who were able to continue their work safely even during the restrictions period.

In relation to the FMAC car parking and Kananook Creek Management, Council has made significant progress in relation to establishing a strong and positive relationship with the local community group, external stakeholders and State Government to work out the future plan for car parking issues and Kananook Creek management. Further, Council has commenced review of its Long Term Infrastructure Plan for the development of 2021-22 Capital work Program.

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### A PLANNED CITY






*Quarter One is reporting that A Planned City has 23 out of 26 of its Actions **On Track***



## Theme 1.1 Community Infrastructure







Infrastructure for people, families and business

### Major Initiatives

Four Year Priorities Council Plan 2017-2021	Major Initiatives 2020-2021 Year Four	Progress comments	Status
<b>Advocate to Government for:</b> - Electrification to Baxter - Funding for Regional Sporting Facilities, including: - Belvedere Reserve - Jubilee Park Netball Stadium - Centenary Park Regional Tennis facility - National Broadband Network (NBN) Rollout	Continue advocating for rail electrification Stage one: Frankston to Langwarrin	Council has continued its lobbying to the State and Federal Governments to deliver rail electrification from Frankston to Langwarrin, with the State Government showing more interest in the project. NBN have announced 130 suburbs that will have access premium business grade fibre and CBD zone pricing for business nbn™ Enterprise Ethernet. Council is advocating for Frankston City to be included in stage 2 of this rollout.	 On Track
<b>Develop a Coast Guard facility and Boat Refuge</b>	Complete accommodation works that would relocate the Frankston Volunteer Coast Guard within the existing Yacht Club building	The first floor layout design documentation is close to completion, with a new community space located on the first floor of Yacht Club building. The design work is scheduled for early 2021 to be completed. Fit out works proposed to be completed by June 21, for both the community space and the coast guard area. Other building compliance and cladding removal work is scheduled to commence during October 2020, following the recent award of works to a builder.	 On Track
<b>Work with the Victorian Government to develop a business case for a catalyst development as a further stage of the Frankston Station Precinct Redevelopment</b>	Work with the South East Melbourne Group to support a bid for a City Deal that would see significant investment in community projects to improve the region	A report was submitted to the June 2020 Ordinary Meeting of Council.	 On Track

### Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
<b>Advocate to Government for:</b> - Electrification to Baxter - Funding for Regional Sporting Facilities, including: - Belvedere Reserve - Jubilee Park Netball Stadium - Centenary Park Regional Tennis facility - National Broadband Network (NBN) Rollout	Commence delivery of the election commitments, particularly: <ul style="list-style-type: none"> <li>• Jubilee Park Netball stadium</li> <li>• Centenary Park Regional Tennis Facility</li> <li>• RF Miles Reserve</li> </ul>	<b>Jubilee Park Stadium</b> - Design documentation is underway. Builders are currently being shortlisted following an Expression of Interest process. Planning Permit applications are submitted and advertised. Construction is scheduled for May 2021. <b>Centenary Park Tennis Precinct</b> - Pavilion refurbishment has been completed. The tennis court construction is 90% completed.	 On Track

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
		<b>RF Miles Precinct</b> - The Pavilion ground and first floor slabs are poured, with steel frames currently being installed. The oval, cricket nets and netball courts are all under construction. The Pavilion is scheduled for completion by 30 June 2021. Some delays in the program have occurred, due to the COVID-19 Stage 4 restrictions.	
	Develop a new Advocacy Strategy in alignment with development of the 2021-2025 Council Plan	Council is working on engaging the community in the new Council Plan 2021-2025 development process, which will inform Council's future advocacy strategy and alternative possibilities for reporting such as an annual Action Plan.	 On Track
<b>Redevelop the existing Arts Centre and Civic Centre precinct</b>	Commence the roof restoration works at the Civic Centre to extend its life.	The design has been completed and works have recently been tendered out. A builder was awarded the contract of work at the September 2020 Council Meeting. Works are scheduled to commence during November 2020.	 On Track
<b>Undertake a feasibility study to relocate Council's Operations Centre and allow for an exemplar urban renewal project</b>	Identify options and funding alternatives for upgrade of the facilities at existing site	A brief has been prepared to seek a Consultant who will assist with the investigation and the feasibility study of the Operations Centre. It is anticipated that an appointment will be made in late October 2020, which will enable a presentation of findings to Council by June 2021.	 On Track
<b>Ensure community infrastructure and services match community need</b>	Integrate long term asset renewal needs into the 2020-21 Long Term Infrastructure Plan (LTIP) to ensure assets support delivery of services	Council endorsed \$24.833M of asset renewal expenditure in its 2020-21 Capital Works Budget to ensure it is meeting its asset needs for the community. Council has now commenced work on reviewing future asset needs, project priorities and the development of asset renewal programmes for the 2021-22 Capital Works Program.	 On Track
	Implement seasonal tenancies software management platform to preserve assets and enhance customer experience using the assets	Current processes have been mapped. Future State Process has developed a plan to go out to tender and source a solution that best manages seasonal tenancies and enhances the customer experience. This is scheduled to occur in quarter two.	 On Track
	Redevelop Councils website with a focus on enhanced customer experience	Requirements for a Request for Tender for the redevelopment of the Council's website have been completed in preparation to going out to market in quarter two. This will include a redesign and build of Council's website to enhance the customer experience.	 On Track

**Four Year Priorities  
Council Plan 2017-2021**

**Initiatives 2020-2021  
Year Four**

**Progress comments**

**Status**

Council's decision on occupation of the Frankston Health and Wellbeing Hub to be implemented, to maximise community benefit


Council has continued to work with St Kilda Football Club and other relevant stakeholders to plan towards the future re-purposing of the Frankston Health and Wellbeing Hub (formerly Linen House). As an interim outcome, an arrangement has been made to enable Belvedere Community Centre to obtain shared use of the site to deliver its programs up until June 2021 whilst complying with the restrictions associated with COVID-19.

  
On Track





## Theme 1.2 Development and housing




Development and housing that services diverse needs

### Major Initiatives

Four Year Priorities Council Plan 2017-2021	Major Initiatives 2020-2021 Year Four	Progress comments	Status
Attract high density residential apartments and commercial office accommodation	Review the Frankston Municipal Activity Centre structure plan with a focus on height controls	The project has been slightly delayed as a result of COVID-19. It has been decided this project will run parallel with the Revitalisation Action Plan. Pre-planning has been underway and the project will continue to progress with the engagement of Consultants shortly.	 Recoverable

### Initiatives




Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
Attract investment for new industry	Deliver the Investment Attraction Action Plan to promote interest in relocation and expansion of business in Frankston.	The Viable Investment Action Plan is scheduled to commence development in quarter two of the 2020-21 year.	 On Track
Attract high density residential apartments and commercial office accommodation	Develop Planning Scheme Amendment to incorporate the Housing Strategy into the Frankston Planning Scheme	A review of the Housing Strategy has commenced with a number of preliminary workshops held with State Government representatives. Project scoping and planning is currently underway. This project will be aligned with the review of Neighbourhood Character.	 On Track
Ensure built form, displays architectural excellence and embodies creative urban design	Progress Planning Scheme implementation of Neighbourhood Character Review once Housing Strategy amendment is completed	This project has been delayed as the Minister for Planning declined to progress the amendment for the Housing Strategy. This project will be undertaken in conjunction with the review of the Frankston Housing Strategy.	 Recoverable
	Implement statutory swimming pool audits	New safety laws for private pool and spa owners have been introduced by the Department of Environment, Land, Water and Planning effective from 1 December 2019. Owners of swimming pools and spas were required to formally register their swimming pool or spa by 1 November 2020. The Building team have worked with Information Technology and have created an online register to enable owners to register their pools or spas. Council have recently sent out approximately 3,500 letters to owners that may have a swimming pool or spa. In addition, social media, Council website and the local newspaper have advertised to home	 On Track

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
		owners the requirement for registering a swimming pool or spa.	
	Continue to work with the Victorian Building Authority to address rectification of illegal building cladding	The Victorian Building Authority has not requested any inspections with Council this quarter. Fifteen properties have enforcement notes to rectify cladding concerns. As well as Cladding issues, it has also been identified that Fire Services are non-compliant with these buildings and will need to be addressed.	 On Track
<b>Improve public car parking options</b>	Identify opportunities and actions to improve parking in Frankston through the Frankston Metropolitan Activity Centre Car Parking Committee	A meeting of the FMAC Car Parking Committee was held on 27 August 2020 where opportunities relating to smart cities technologies assisting car parking were discussed. These opportunities are being further investigated.	 On Track
<b>Deliver a long-term car parking solution for the Peninsula Aquatic Recreation Centre (PARC)</b>	As part of the Frankston Metropolitan Activity Centre Car Parking Committee identify options for long term parking at Peninsula Aquatic Recreation Centre (PARC)	At the August 2020 meeting of the FMAC Car Parking Committee, discussion around investigation into car parking at PARC and the opportunities presented with Smart Cities technology, will be reviewed further.	 Recoverable

## Theme 1.3 Natural and sustainable environment





Natural environment is protected and enhanced, resources are used efficiently and waste is minimised

### Major Initiatives

Four Year Priorities Council Plan 2017-2021	Major Initiatives 2020-2021 Year Four	Progress comments	Status
<b>Protect the natural and coastal environment whilst maximising the use and enjoyment of the foreshore</b>	Commence implementation of Urban Forest Action plan to increase canopy cover of the urban environment	A number of actions have been delivered or have commenced.	 On Track
<b>Reduce Council's energy use and greenhouse emissions and progress towards carbon neutrality</b>	Progress Council's Climate Emergency response by implementing Council's Towards Zero Emissions Plan (TZEP) through the bulk changeover of street lights on local roads to LED's and engage the community to support climate action	The bulk changeover of street lights on local roads to LEDs will commence in November 2020, following some minor project delays due to COVID-19 restrictions.  Council undertook a community survey during September 2020 on climate change which was well received, with a significant number of responses from the Community. The survey will inform future climate change action by Council, including webinars and education and awareness resources.	 On Track
	Establish a Climate Change Policy and update Council's Climate Change Impacts & Adaptation Plan	A review and final report on the 2011 Climate Change Impacts and Adaptation Plan is currently underway and will be reported to Council in November.	 On Track



# Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
<b>Protect the natural and coastal environment whilst maximising the use and enjoyment of the foreshore</b>	Work with key stakeholders to identify and implement improvements to Kananook Creek under the improved governance model	Meetings of the Kananook Creek Governance Group were held on 12 August 2020 and 9 September 2020, and attended by key stakeholders. A terms of reference and collective understanding of the group was agreed upon.	 On Track
	Work with Metropolitan Waste and Resource Recovery Group and South Eastern councils to securing an alternative solution to landfill for processing of waste	Stage 1 of the project was completed in July 2010, with the selection of three shortlisted service providers. The project has now entered stage 2, the solution development with the three suppliers. A risk assessment which will assess the risks with the financial model, is currently being conducted, which is scheduled to be completed in quarter two and presented to Council.	 On Track
<b>Establish the Frankston Regional Recycling and Recovery Centre FRRRC as the south east's regional solution for resource recovery</b>	Reduce the amount of waste to landfill with a focus to increase composting of food waste	Over 7000 residents have engaged in the Kerbside food collection service and during the COVID-19 restriction, with Council also delivering additional liners to residents. The COVID-19 restrictions limited Council's progress in delivering mail out information to residents, advising of the Kerbside food collection service. The regular Kerbside bin audits have been planned for quarter two, depending on the current restrictions lifting. These audits will provide Council with data on the amount of food presented in the garden waste Kerbside bin and therefore show the amount of food waste diverted from landfill.	 On Track
<b>Protect the values of the Green Wedge and Implement a management plan</b>	Prepare Planning Scheme Amendment to enable implementation of the Green Wedge Management Plan	The Planning Scheme Amendment has been publicly exhibited and Council has referred submissions to an Independent Panel. The Panel Report, including any recommendations, will be reported to Council in the first quarter of 2021.	 On Track

# A Liveable City

Meals On Wheels – working through COVID-19





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## Long term community outcome two:

### A Liveable City

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators against the strategies included in the Council Plan.

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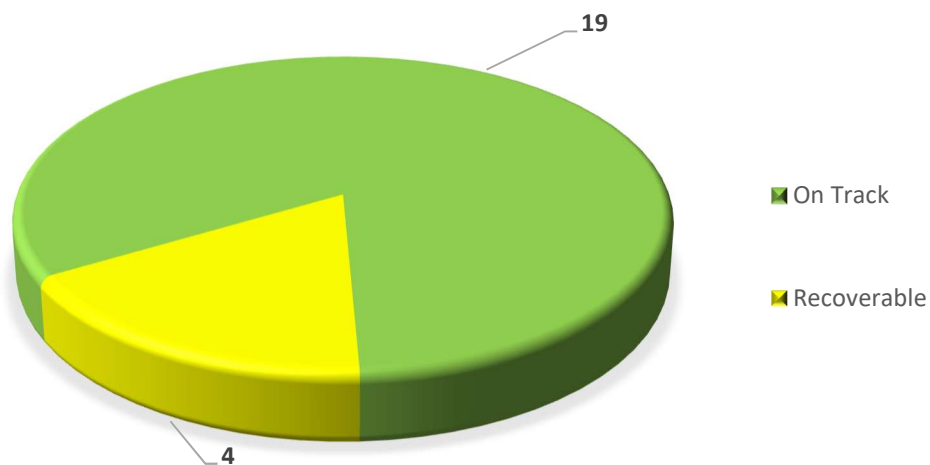
#### Executive Summary – Director Communities

The pandemic lockdown, significantly impacting many residents, businesses and services has created an environment that has required Council to modify the way in which it has engaged with the community and delivered services. Rather than reduce support many services have been reinvented on line seeing many more people engaging with opportunities to be involved. Some examples include on line library resources, story times for children, youth services, gardens 4 wild life forums, on line live performances provided by the arts centre. Council’s adoption of the COVID Community Recovery Package has also increased service delivery through emergency relief and supports for business, community groups and individuals. The response to, and progress of the package, is reported to Council meetings.

In addition, the State Government’s grant to reactivate outdoor dining has rapidly increased demand to open up for business at the earliest opportunity.

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### A Livable City



*A Liveable City continues to report strongly in Quarter One, with 83% of its Actions **On Track***

## Theme 2.1 Employment, education and economy

Diverse local employment opportunities and increased community capacity

### Major Initiatives

Four Year Priorities Council Plan 2017-2021	Major Initiatives 2020-2021 Year Four	Progress comments	Status
<b>Develop a knowledge, creativity and skills based economy that generates employment opportunities</b>	Develop the Economic Development Policy and review the Economic Development Strategy	The Sustainable Economy Policy and Strategy are currently in development. External stakeholder engagement has been completed and internal stakeholder consultation in progress.	 On Track
<b>Strengthen and promote Frankston City's visitor economy</b>	Deliver a new signature event to be held between April - September commencing in 2021	On 21 September 2020 Ordinary Meeting, Council adopted the recommendations for an Arts, Culture and Heritage Festival. The festival will offer a comprehensive program of curated art, cultural, heritage and food experiences across multiple venues and spaces that will transform the city, whilst providing opportunities for existing events, local businesses and locally grown content to flourish.	 On Track

### Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
<b>Facilitate the development of industry informed education courses that meet employer industry needs</b>	Develop the Learning City Policy and Skilled Workforce Strategy to establish priorities	The Skilled Community Workforce Strategy is currently in development. External stakeholder engagement has been undertaken with internal stakeholder consultation in progress.	 On Track
<b>Develop a knowledge, creativity and skills based economy that generates employment opportunities</b>	Develop the Frankston and Mornington Peninsula Education Precinct framework to better connect people to employment option	The Frankston and Mornington Peninsula Education Precinct Action Plan is due to commencement development in quarter three of the 2020-21 financial year. This project was delayed due to the COVID-19 pandemic, understanding that schools and tertiary organisations development of the plan would be limited.	 Recoverable
<b>Attract industry and employment in the health and education fields</b>	Continue the partnership with Department Education and training to implement the Frankston North Strategic Education Plan	Council representatives continue to attend meetings at all levels associated with the implementation of the Frankston North Education Plan. Update of school facilities are due to be opened in the 2020-21 academic year.	 On Track
<b>Advocate for the development of five star hotel accommodation</b>	Continue to work with the accommodation sector to identify opportunities for increased high quality	Council has been informed of a proposed hotel development. A permit application is anticipated.	 On Track





## Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
	overnight accommodation for visitors		
<b>Strengthen and promote Frankston City's visitor economy</b>	Deliver the Tourism Industry Development Program designed to enable businesses to provide an improved visitor experience and dispersal	A Digital Ambassador Training module is being investigated, as part of the draft framework, which has already been developed. Due to the COVID-19 restrictions and its effects on businesses and consumer needs, the draft framework will need to be reviewed.	 Recoverable




## Theme 2.2 Vibrant and engaged

An active, engaged and equitable community

## Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
<b>Build on sculpture and eclectic street art culture</b>	Build the Frankston City Sculpture collection via ongoing investment in iconic gateway sculptures and well placed midscale pieces	The 2020-21 sculpture projects have been deferred, non-sculpture related initiatives such as the Frankston Art History publication are proceeding. Government COVID-19 restrictions are being assessed for possible impacts on the 2021 <i>The Big Picture Festival</i> .	 On Track
<b>Promote Frankston City's reputation as an arts, festivals and events destination</b>	Broaden the promotion of arts, festivals and events	Planning underway for <i>The Big Picture Festival 2021</i> . Frankston High School and Monterey Secondary School have been engaged to participate in a project and will work alongside professional street artists in the lead up to the 2021 festival. Further Arts & Culture Events are continuing to adapt programs to remain connected with our community.	 On Track
<b>Engage and support Frankston City's local areas and diverse communities to optimise facility usage and enhance equitable access to services</b>	Implement programmes across all facilities to ensure Disability Discrimination Act compliance	Annual building audits identified compliance issues across council facilities which are up for review and rectification. Works will be prioritised and actioned accordingly throughout the year. Any new or refurbishment works will need to ensure compliance is achieved through the engagement of a professional consultant and the coordination with a building surveyor.	 On Track
	Develop an equitable and transparent rental model for Council buildings to increase	The draft Property Strategy is currently out for public consultation, with all existing council tenants being proactively engaged to provide feedback, which will assist with	 On Track









	participation for Council consideration	the setting of rental fees and increase participation.	
	Review the community grants program to enable equitable access to grants opportunities	The 2020-21 Community Grants program has been recently repurposed to specifically support the community needs arising from the impacts of COVID-19. Further work will be done in quarter three and four, to review the usual annual community grants program and recommend potential enhancements.	 On Track
	Develop a Diversity, Access and Inclusion Policy	Internal stakeholders have met and developed an engagement plan to identify requirements for a Diversity, Access and Inclusion Policy. Further consultation will be undertaken with other key stakeholders. A draft policy will be presented to Council for discussion from December 2020.	 On Track
<b>Develop an education and library hub in Langwarrin</b>	Complete a feasibility study for the preferred location for a new kinder and library	Council is currently collating information to ascertain demand for 3 year old kindergarten. State Government has also discussed projected demand and priority locations.	 Recoverable

## Theme 2.3 Health and well-being

Community understands and actively pursues a healthy lifestyle

### Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
<b>Advocate for the development of a health industry centre of excellence</b>	Work with other the South East Melbourne Councils to negotiate agreement with the State and Federal governments to deliver long term investment benefits for the local community and region	The Regional Alcohol and Drugs Frankston Mornington Peninsula group (RADFMP) continues to advocate for inclusion of withdrawal beds in the Frankston Hospital expansion.	 On Track
<b>Facilitate the delivery of a health services hub in the Health precinct</b>	Advocate for a minimum of 10 clinical 'withdrawal' beds in the expansion of Frankston Hospital	Preliminary discussions are underway with Council officers ahead of arranging meetings with relevant Members of Parliament and Ministers.	 On Track
<b>Enhance equitable access to sport and leisure opportunities</b>	Co-design and deliver a culture change program for sporting clubs to achieve greater gender equity in participation and board structures	Due to the COVID-19 restrictions all sporting seasons were cancelled for the many Clubs across the Frankston municipality and beyond. Council's Sport and Recreation team have been providing support to these Clubs as they have sought to manage their affairs and sporting communities during this time. It is hoped that Clubs will be better positioned in quarter three and four to be able to work with Council in the	 On Track

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
<b>Adopt an approach to delivery of aged services within the state and federal service mode</b>	Deliver aged services in accordance with contractual agreement/s	implementation of this important new initiative. Delivery of Aged Care services has been impacted by the pandemic requiring modification of service delivery to ensure the safety of clients. No clients have contracted COVID-19 as a result of Council's services. There has been an increase in Meals on Wheels and welfare checks.	 Recoverable
<b>Adopt a Health and Wellbeing Plan 2017-2021</b>	Continue the implementation of the Health and Wellbeing Plan 2017-2021, focusing on: <ul style="list-style-type: none"> <li>• Reducing homelessness and increasing affordable housing</li> <li>• Deliver Healthy Choices program at Council-owned Sport and Leisure facilities</li> </ul>	Council has continued to successfully deliver on the Health and Wellbeing Plan 2017-2021 which has included key Year 3 deliveries such as: <ul style="list-style-type: none"> <li>• The establishment of the inter-agency Frankston Strategic Housing and Homelessness Alliance to drive collective advocacy actions.</li> <li>• The Adoptions of Council's Healthy Choices Policy to increase the accessibility and availability of healthy food and drink options.</li> <li>• A successful International Women's Day event with Nova Peris, and screening of the film 'You throw like a girl'.</li> </ul>	 On Track
	Implement the Family Violence Prevention Action Plan	Implementation of the Family Violence Action Plan has commenced, with planning underway for: a) A redeveloped Respect app targeting young people's attitudes and relationships b) A forum for fathers and sons to explore the dynamics of healthy relationships (the approach to this forum is being adapted to respond appropriately to the COVID-19 restrictions.	 On Track
	Review and update the Youth Framework to better support young people to transition to adulthood	A first draft of a revised Youth Strategy has been completed and will be considered by the incoming Council shortly after the election period.	 On Track
	Review and revise the Municipal Early Years Action Plan to identify priorities and optimise services	The Municipal Early Years Action Plan working group continues to meet on a regular basis to develop the Action Plan with Key Risks and mitigation also identified. The group is now working on stakeholder analysis, engagement planning and setting times for deliverables.	 On Track
	Commence implementation of the Reconciliation Action Plan	Following significant planning and community engagement, Council's first Reconciliation Action Plan was approved at the September 2020 Ordinary Meeting and has now been submitted to Reconciliation Australia for endorsement.	 On Track

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
		In the interim Council continues to undertake a range of activities in alignment with the objectives of this important Plan.	



# A Well Governed City

## RF Miles Playground - Seaford



**Facility currently closed**

Lifestyle Capital of Victoria

In response to public health advice relating to the COVID-19 pandemic, this facility is currently **CLOSED TO THE PUBLIC**.  
Please exercise social distancing at all times.  
Social gatherings of more than two people are prohibited by law and fines apply.  
For the latest COVID-19 updates visit: [dohs.vic.gov.au](https://dohs.vic.gov.au)

## Long term community outcome three:

### A Well Governed City

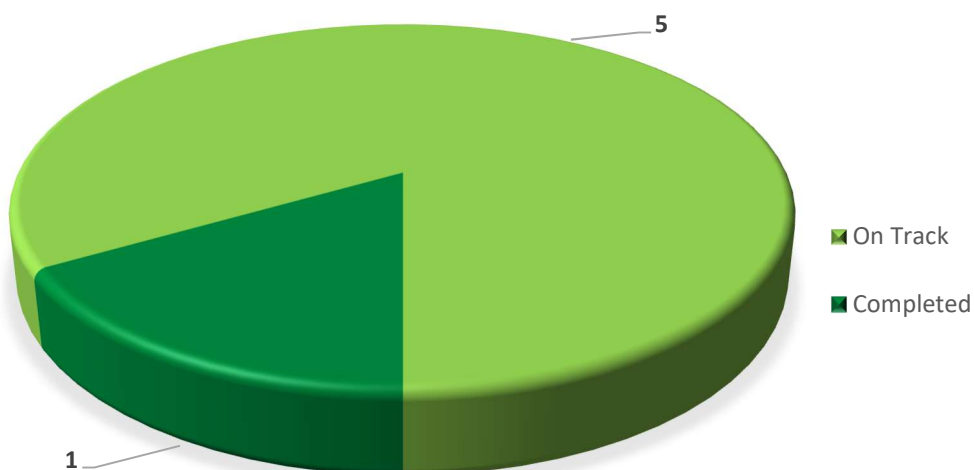
The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators against the priorities included in the Council Plan.

#### Executive Summary – Chief Financial Officer

Council has focused on advocating for key priority projects during the ongoing COVID-19 pandemic to support the community during these challenging times. There are a number of initiatives underway to prepare for the new Council such as the Induction Program, streamlining Council meetings and notice of motions.

The implementation of the Local Government Act 2020 changes are on track with preparation of stage 3 underway. Council is continuing to strengthen good governance and engagement outcomes which are reported to the community on a quarterly basis.

### A Well Governed City




*A Well Governed City is performing well in Quarter One, has 5 out of 6 of its Actions **On Track** and 1 Action **Completed***






## Theme 3.1 Accountable governance

Well governed and reputable



### Major Initiatives

Four Year Priorities Council Plan 2017-2021	Major Initiatives 2020-2021 Year Four	Progress comments	Status
<p><b>The elected representatives will promote:</b></p> <ul style="list-style-type: none"> <li>- Powerful advocacy</li> <li>- Meaningful engagement</li> <li>- Credible reputation</li> </ul>	Advocate in accordance with current agreed advocacy priorities	Council continues to advocate for key priority projects identified within the Council Plan and Long Term Infrastructure Plan. The ongoing COVID-19 pandemic has enabled Council to apply for additional funding streams from the State and Federal Governments, resulting in a wider range of projects and services for Council to advocate for, on behalf of the community.	 On Track

### Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
<p><b>The elected representatives will provide:</b></p> <ul style="list-style-type: none"> <li>- Clear and unified direction</li> <li>- Transparent decision making</li> <li>- Good Governance</li> </ul>	Enable contract decisions to be made in Open Council and ensure the protection of commercial in confidence information	Contract award is now part of the open Council agenda by making changes to the Request for Tender documentation, informing respondents that contracts are now awarded in Open Council, with commercial in confidence information being included in a confidential attachment.	 Completed
	Implement an effective Councillor Induction Program with the new term of Council to enable open, transparent and accountable decision making	Preparation for the Councillor Induction Program is underway and is expected to commence from the 16 November 2020 until the 30 June 2021. It is underpinned by mandatory requirements set out in the new Local Government Act 2020 (Governance and Integrity). The program will be available online for the public to view in early November 2020.	 On Track
	Review and implement the changes to the Local Government Act 2020 to ensure good governance in the best interests of the community	The Stage 1 and 2 requirements of the new Local Government Act 2020 were implemented according to timeframes. The Governance Rules, Public Transparency Policy, Governance Local Law, Council Expenses Policy and Audit and Risk Committee Charter were all adopted by Council by 1 September 2020. Preparation for the Stage 3 requirements are underway through engagement with Local Government Victoria and the local government sector.	 On Track

# Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
<p><b>The elected representatives will promote:</b></p> <ul style="list-style-type: none"> <li>- <b>Powerful advocacy</b></li> <li>- <b>Meaningful engagement</b></li> <li>- <b>Credible reputation</b></li> </ul>	<p>Report on the progress of implementing actions in response to the Municipal Monitor's recommendations to strengthen good governance and engagement outcomes</p>	<p>Council endorsed its response to the Municipal Monitor's recommendations in February 2020. Since then, progress was made to address the issues which include:</p> <ul style="list-style-type: none"> <li>• Streamlined Council Meetings and Agendas</li> <li>• Reduced Notice of Motions</li> <li>• Improved relationships</li> <li>• Better community and staff satisfaction survey results.</li> </ul> <p>A progress report was produced in July 2020 and is attached to the CEO's quarterly report which is made available to Council and the community.</p>	 On Track
	<p>Develop a policy and strategy framework diagram as part of the Policy and Protocol Framework that identifies gaps, including development of any Councillor policies and protocols, such as the Notice of Motion Protocol and Committee Representative obligations</p>	<p>Work has commenced to develop a policy and strategy framework diagram to address any gaps. The existing strategies and policies are already identified. This work will underpin the work taking place with the integrated planning framework to ensure Council delivers on its services and ensures the best outcomes for the community.</p>	 On Track

# A Well Managed City

## Community Recovery Call Centre



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**Long term community outcome four:**  
**A Well Managed City**

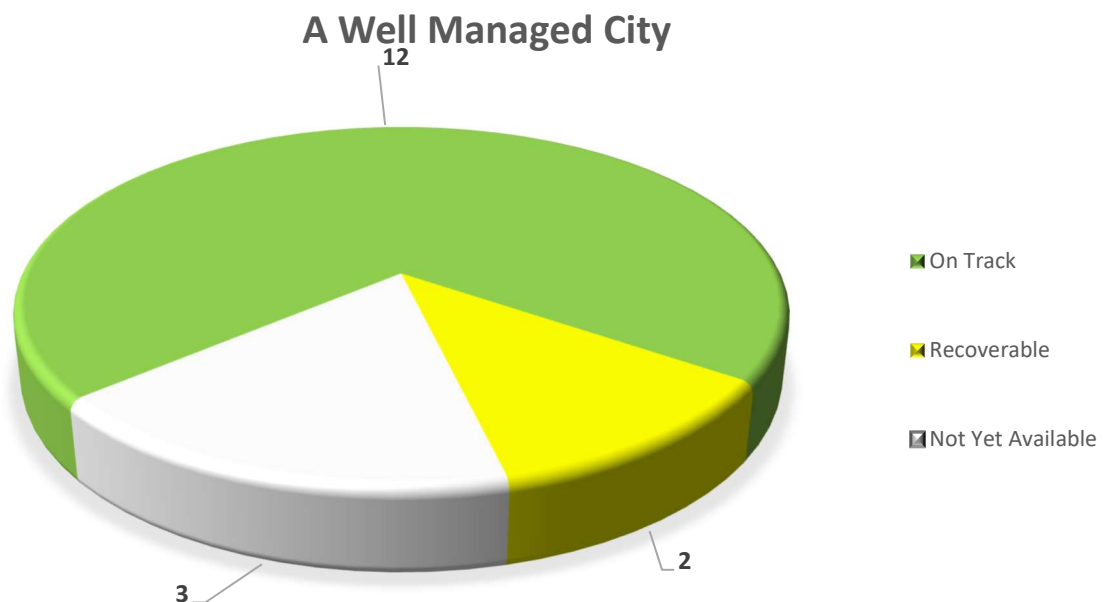
The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators against the priorities included in the Council Plan.

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**Executive Summary – Director Business Innovation and Culture**

A major focus of Business Innovation and Culture has been to continue providing support to the community via the online channel and phone services. COVID-19 limited our face to face to connection but the team has been very responsive to the number of phone calls, emails, live chat and web enquiries. We are strategically working towards providing improved Customer experience and keeping the community informed on key projects and decisions.

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*A Well Managed City is doing well in Quarter One, with 70% of its Actions **On Track***



## Theme 4.1 Services

Highly valued and utilised services

### Initiatives




Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
<b>Identify service assets and service levels required to meet future community needs</b>	Finalise and implement the Service planning framework	Planning has begun to undertake a review of the Service Planning Framework, Service Catalogue, and Service Plans. This work will also embed Service Planning within Councils integrated planning framework and identify future improvements.	 Recoverable
<b>Implement a rolling service review program</b>	Undertake the annual Service planning review	The first cycle of external Service Plans was completed in the last financial year and will now be reviewed and improved to contribute to the development of the Financial Plan and Budget. Service Plans and Service Based Budgeting will be utilised to identify financial requirements to deliver identified services levels and assist with the planning for fit for purpose assets.	 On Track
<b>Ensure a positive customer experience</b>	Establish and deliver customer experience reward and recognition program	This action is slightly delayed as our priority has been to continue delivering services remotely. The new recognition will be launched on coming months.	 Not Yet Available
	Implement the Community Engagement Policy and Framework to improve Council's engagement of the community in Council's decision making	Council recently revised its Community Engagement Policy to incorporate some new requirements associated with the new Local Government Act 2020. This revision has been adopted as an Interim Policy to allow for further community input to be obtained ahead of the final Policy version being considered by Council by February 2021.	 On Track
<b>Optimise the community's ability to access services and information</b>	Plan and commence delivery of an online experience that the customer expects	Council has continued to successfully provide an online channel for the community to access some service through. The critical services offered are rates and relief waiver, rates hardship relief waiver, and foreshore parking permits. This work also included improvements to content on each of these pages to improve the customer experience. Future improvements include the redevelopment of the Council's website.	 On Track



## Theme 4.2 Systems

Systems for ongoing effectiveness and efficiency


### Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
<b>Review and develop a four year Information Technology Strategy to guide Council's efficient use of technology</b>	<p>Implementation of the Information and Communication Technology Strategy with a focus on key initiatives such as:</p> <ul style="list-style-type: none"> <li>• Council security review and improvement program</li> <li>• Upgrade the unified communications platform</li> <li>• Continue review and evolution of Business Intelligence reporting</li> <li>• Continued pilots of Microsoft Office 365 platform</li> </ul>	<p>Council is undertaking a security review with the use of a vendor, which will provide a program of work to address in this financial year. Breach testing is scheduled to be completed by December 2020, as well as the renewal of the antivirus software is also underway. Continued education on cyber awareness is being addressed via online learning portals to increase education for the second half of the year.</p> <p>Council is improving its use of technology such as Microsoft Power BI, Microsoft Teams and currently piloting Share Point, all in line with the Office 365 Roadmap. The Office 365 Roadmap work has been tendered and it is anticipated that this work will be implemented by November 2020.</p>	 On Track
<b>Embed a culture of Business Improvement to improve processes, applications and utilisation</b>	Adopt and implement a rolling Business Transformation program	Research and planning has been completed to create an enterprise wide transformation program for Council. Quarter two will see the development of this program, with implementation commencing in quarter three.	 On Track
<b>Facilitate informed decision making through informed reporting and data management</b>	Define and deliver service unit customer experience standards defined by customer service charter - including baseline measurement and reporting	This action is yet to commence, with further developments occurring during the coming months.	 Not Yet Available

## Theme 4.3 Resources

Optimise resource management

### Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
<b>Continue to maintain a financially sustainable Council: - Advocate for operational grant funding from other tiers of</b>	Regularly review and update long-term financial planning to guide our budget decisions to ensure they are responsible and sustainable	The impacts of the COVID-19 restrictions have been taken into consideration when making adjustments to expenditure which will ensure Council's long term financial sustainability.	 On Track

## Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
<b>Government to deliver services required by the community</b> - Ensure funding decisions are based on Council's priorities - Seek alternative revenue sources - Ensure the operations of Frankston Regional Recycling and Recovery Centre (FRRRC) are financial sustainable	Explore alternative revenue sources to reduce Council's reliance on rate revenue	A key deliverable this financial year is to adopt a Revenue and Rating Strategy. This strategy will include alternate revenue sources being investigated.	 On Track
	Implement action from the FRRRC strategic business plan to ensure operational and financial sustainability	Due to the COVID-19 restrictions effecting the customer base, the transfer station operations changes have been postponed to early 2021.	 Recoverable
<b>Undertake an ongoing review of council's assets to ensure they meet community needs</b>	Continue to develop and review asset management plans to ensure Council's assets meet community needs	Council has commenced a review of the Buildings Asset Management Plan for 2020-21. This is a tactical and financial plan for managing Council's buildings and facilities which support a broad range of community services.  The plan will ensure Council optimises the management of its municipal facilities, including the maintenance, operation and capital costs.	 On Track

## Theme 4.4 People

Capable and engaged people

## Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
<b>Create a sustainable workforce</b>	Develop a 4 year workforce plan	This project has been delayed to align with the legislative requirements of the new Local Government Act 2020, which requires Council to have a 4 year workforce plan by December 2021.	 Not Yet Available
<b>Enhance a high performing culture</b>	Implement actions from the People Strategy	All actions have been commenced or completed by the due dates, a number of actions are ongoing or extend beyond the current reporting period.	 On Track
<b>Position Frankston City Council as an employer of choice</b>	Develop an employee value proposition	To develop an employee value proposition, the results of the staff culture survey were required to inform the content. The COVID-19 pandemic resulted in delays to conduct the staff culture survey, which further delayed the results and other factors such as the implementation of the new on-line recruitment system. It is anticipated that work towards this action will occur in quarter two.	 On Track
	Continue to add to the positive culture of the organisation through the	The recent Staff Engagement Survey indicated staff have noticed an increase in the frequency and quality of internal	 On Track

# Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
	timely delivery of accurate, accessible, informative and regular internal communications	communications across the organisation. Current initiatives include a weekly CEO email, CEO live Zoom sessions and a bi-weekly COVID-19 email update to all staff. Council has also rolled out Microsoft Teams across the organisation, with further collaborative initiatives planned in the coming months.	
	Build upon external communications platforms to engage, inform and empower, while instilling pride within our community	Council's online communications channels, particularly its social media channels have seen significant growth recently, with Council's Facebook alone now reaching more than 300,000 people online each month. To enhance to use of content created, a Frankston City News Facebook page will be launched in November 2020. The page will offer the chance to share hard copy content across digital channels and be used to complement the publication.	 On Track



**FRANKSTON CITY  
COUNCIL**

30 Davey Street  
Frankston VIC 3199  
Australia

PO Box 490  
Frankston VIC 3199

**Phone** 1300 322 322

+61 3 9784 1888

**Fax** +61 3 9784 1094

[frankston.vic.gov.au](http://frankston.vic.gov.au)