



# Quarterly Performance Report

2021-2025 Council Plan and Budget  
Quarter Two | October to December 2021





### **Acknowledgement**

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

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

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

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

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





# Why are we reporting

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

Frankston City is required under the *Local Government (Planning and Reporting) Regulations 2020* to review the performance of the Council against the Council Plan, at least every six months. Our quarterly performance report details Frankston City's progress on initiatives for 2021-2022 identified to work towards the six outcomes identified in the Council Plan.

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

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

## How to read this report

This report is broken up into each of Council's six Council Plan Outcomes. For each initiatives in our Council Plan a progress comment is provided quarterly along with a status update.

### Status update key:

- |             |   |
|-------------|---|
| ✓ Completed | Initiative completed  |
| ● On track  | Initiative is underway and tracking well against time frames                        |
| ● At risk   | Initiative is behind by 10% or more, but will meet target time frames               |
| ● Critical  | Initiative is delayed by 25% or more, or needs attention to meet target time frames |
| ● Deferred  | Initiative has been deferred for completion in 2022-2023                            |

# Executive summary

In the 2021-2022 year, there are 134 initiatives listed in the Council Plan. As at the end of December 2021, 2% of those initiatives have been classified as completed with a further 86% considered on track for completion. The remaining 12% are classified as at risk, critical or deferred.

The impact of COVID-19 has had a significant impact on Council's financial result for the first half and forecast for the financial year. The forecast for the Underlying operating result reflects an unfavourable variance. Council's revised budget full year underlying operating position is indicating a deficit of \$5.767M, this is a \$4.838M unfavourable variance compared to the adopted 2021-2022 budget position of \$0.929M deficit. The Consolidated entity position is also forecasting a deficit of \$6.136M. The Executive Management Team (EMT) have identified significant savings to reduce the COVID-19 financial impact on underlying operational result. It is expected to return to surplus in future years.

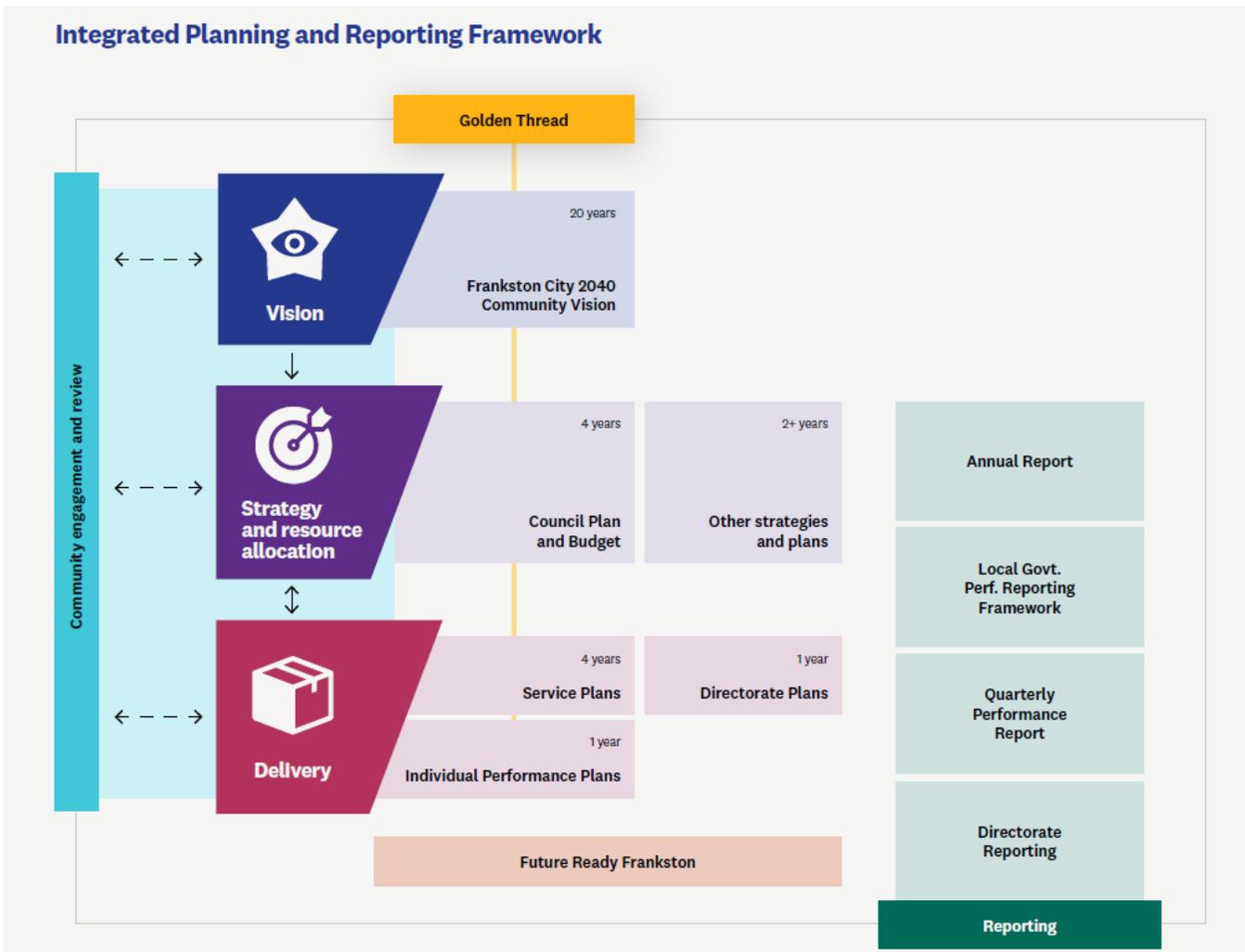
## Summary of Financial Results

Description	2021-2022 FCC Revised Budget \$'000	2021-2022 FCC Adopted Budget \$'000	Full Year (Fav)/Unfav Variance \$'000	2021-2022 FCC Forecast \$'000	2021-2022 Consol. Forecast \$'000
<i>Operating</i>					
Revenue	176,334	178,443	2,109	176,334	183,954
Expenditure	182,675	179,946	2,729	182,175	190,664
Gain/(Loss) on disposal of assets	574	574	-	574	574
<b>Underlying operational result</b>	<b>(5,767)</b>	<b>(929)</b>	<b>4,838</b>	<b>(5,267)</b>	<b>(6,136)</b>
<i>Capital</i>					
Revenue	27,744	20,221	(7,523)	27,744	27,744
<b>Operational surplus/(deficit)</b>	<b>21,977</b>	<b>19,292</b>	<b>(2,685)</b>	<b>22,477</b>	<b>21,608</b>

The Executive Management Team (EMT) have endeavoured 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 and Reporting

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



- Other strategies and plans**
- Including:
- Municipal Planning Strategy
  - Risk Management Plan
  - Financial Plan
  - Revenue and Rating Plan
  - Long Term Infrastructure Plan
  - Asset Plan
  - Workforce Plan
  - Health and Wellbeing Plan
  - Master plans/Action plans

# Council Plan Outcomes

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



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



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



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



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



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



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

# Highlights of our performance

## 2021-2025 Council Plan and Budget

Reporting across the four years of the 2021-2025 Council Plan and Budget is summarised below. Yearly Council Plan initiatives are adopted each year in conjunction with the adoption of the Budget.

As at quarter two, 2021, three Council Plan Initiatives have been completed for 2021-2022 and one has been identified as deferred for completion in 2022-2023.

	2021-2022	2022-2023	2023-2024	2024-2025
Initiative completed ✓	3	-	-	-
Not proceeding ⊘	-	-	-	-
Completion deferred to following year ●	1	-	-	-

## October - December 2021 Council Plan Initiatives

This table provides a summary of Council's performance against its Council Plan Initiatives.

In 2021-2022 there are 134 Initiatives. Progress by each of the Council Plan Outcome's is show below:

	Completed ✓	On track ●	At risk ●	Critical ●	Deferred ●
Healthy and safe communities	-	20	1	1	-
Community strength	-	25	2	-	-
Sustainable environment	1	24	2	-	-
Well planned and liveable city	1	12	7	-	1
Thriving economy	-	16	1	-	-
Progressive and engaged city	1	18	1	-	-
<b>TOTAL %</b>	<b>2%</b>	<b>86%</b>	<b>10%</b>	<b>1%</b>	<b>1%</b>

## Financial Performance Scorecard

Reporting across the four years of the 2021-2025 Council Plan and Budget is summarised below. Yearly Council Plan initiatives are adopted each year in conjunction with the adoption of the Budget.

As at quarter one, 2021, no Council Plan Initiatives have been completed for 2021-2022.

Key Indicator	Year to Date	Full Year		Note
	Actual vs Budget	Forecast vs Budget	Forecast \$'000	
<b>Operating Performance</b>				
Operating revenue			176,334	
Underlying operational result			(5,767)	
Operating result for the year			22,477	
Operating expenditure			182,175	
<b>Capital Performance</b>				
External Funding sources			26,968	
<b>Performance Indicators</b>				
Investment			81,614	
Working capital ratio			2.37	
Rates collection			97%	
Loan borrowings			28,662	

### Legend

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

### Notes

No variance over 10%

## Directorate updates

### Communities

Council was named winner of the 2021 Australian Institute of Landscape Architecture National Landscape Architecture Award for best Civic Landscape (Shannon Mall) October 2021. This was designed by Council's Urban Design team and has made a significant improvement to the Shannon Mall environment.

The Directorate continued to undertake a substantial body of work with a number of important strategies and plans being endorsed by Council. These include the Disability Action Plan 2021-25, Play Strategy and Local Park Plan, Health and Wellbeing Plan 2021-25, the Active Leisure Strategy 2021-2029 and Biodiversity Action Plan. These documents set down the vision and strategy for local facilities and fostering of community wellbeing now and into the future. Officers also presented the Household Survey results in December 2021. This survey, which was statistically representative, provides important data around the people living in the municipality, how they get around, where they would like to live, etc.

Council resolved to provide a new dog park at Keast Park in Seaford. This followed consultation where over 73% of the community said that they wanted to see another dog park in the municipality. This new location provides 200 metres of sand for dogs and their owners to run and play on. Council also resolved to allow people to take their dogs into the Frankston City Centre, and specifically the area bounded by Davey Street, Kananook Creek and Fletcher Road. Dogs must be on a leash and owners must pick up after their pet. This new provision will complement outdoor dining in the city centre.

Council sought expressions of interest from the community to join its Foreshore Advisory Group. The terms of reference for this group was also confirmed.

In continuing to support the business community, Council was able to recommence holding Business Networking Nights, in person, in November

2021. Approximately 30 business people attended this session, which was pleasing to see. Officers delivered a number of activations this quarter, including the provision of outdoor dining – seating 54 people – outside Gapfed Café in Frankston.

As can be seen in this report, a small number of actions have been affected by the COVID-19 pandemic. These delays substantially fall into two categories being interruption to service and, difficulty in procuring resources to undertake the work. Officers are mindful of these and progressing these actions as best as possible.

### Infrastructure and Operations

As at the end of Quarter Two, nearly 71% of the 2021/2022 Capital Works program has been committed (works awarded) against an adopted budget of \$70.285 million with Jubilee Stadium project progressing well into the construction phase. The focus is on continuing to deliver quality infrastructure meeting the needs and expectations of the community. To support this focus, Council's Long Term Infrastructure Plan will be refined through the first half of 2022 with the Annual Budget process. Kananook Commuter Car Park Funding has been announced and Council is gearing up to deliver this exciting project in addition to Council's current Capital Works commitments.

Council has added street tree planting requests from the community to the Autumn/Winter 2022 tree planting program which includes replacement planting for tree losses during the 29 October 2021 storms. An Environmental Upgrade Finance program for local businesses was launched in October 2021 involving 28 local businesses, of which three have received rebates to upgrade to more energy efficient appliances and home Energy Saver Toolkits are also being developed.

Officers have developed a business case in partnership with South East Water (SEW) and other stakeholders and are seeking funding from State Government to construct Monterey Recycled Scheme. Discussions are continuing with SEW regarding Tyabb-Somerville and Frankston Recycle

Water Schemes. Feasibility studies and Cost Benefit Ratio works will progress in coming months.

Development of Council's new Integrated Transport Strategy has commenced with initial community engagement through the Engage Frankston website. We received a great deal of information and views from the community which will feed into the strategy. Additionally a range of data and information is being collated from a number of different sources to develop a draft strategy for the community to consider and enhance.

Despite ongoing impacts to staffing levels as a result of COVID-19, Operations field staff have responded tirelessly during the ongoing rough weather events experienced in Frankston. With clean up works continuing into 2022, the team will also focus on maintaining our coastal reserves and preparing firebreaks for the summer fire danger period.

### **Corporate and Commercial Services**

COVID-19 continues to challenge the financial sustainability of the organisation, however close financial monitoring ensures an accurate reflection of the financial impacts and management's response to mitigate those impacts. Council continues to remain in a cash surplus and financially sustainable. The opportunity to seek alternative operating revenue sources has also been constrained, however Council's advocacy commitment has resulted in significant grant funding for major infrastructure.

Focus on transparency has been a highlight for this quarter with the transparency hub project underway and the expansion of Council's Public Transparency Policy. Implementation of the adopted Property Strategy and Procurement Policy are progressing well with standardisation of processes and templates.

The introduction of waste minimisation initiatives on Council's kerbside waste services and introduction of glass only bins has commenced including consultation and feedback from Mini Frankston City. A food organics

branded electric vehicle was unveiled in December to promote food waste being diverted into Council's kerbside organics bin. The uptake of food waste collection services has increased by 20 per cent from quarter one. This is mainly due to an increase in communication through the inclusion of an information leaflet in Council's rate notice.

### **Customer, Innovation and Arts**

Quarter two saw our team continue work to implement our Corporate Strategy and Vision that strengthens the foundations of the organisation to deliver strong service and performance outcomes for customers, community and teams.

In quarter two a Mandatory Vaccine Policy was developed to ensure the safety of our community and staff, a new Frankston Business and Industry Chambers was introduced to support and grow our local businesses, Frankston Council's first augmented reality scavenger hunt - Encounter - Beyond the Wall was launched and events held such as Frankston's Magical Christmas Flix and Christmas Carols.

Importantly, Council adopted flagship election advocacy priority projects that were developed in conjunction with the community. An example of these priorities are a district basketball and gymnastics stadium, a bigger and better Pines Pool, a district playground in Carrum Downs and expanded access to recycled water and a Regional Arts Trail.

The teams continue to advocate for the Frankston community to improve our amenities and develop strategic roadmaps and implement actions to continue improving our customer's experience.



# Reporting on our Council Plan progress

Frankston City Council | 2021-2022 Q2 Performance Report



# Healthy and safe communities

## Priorities

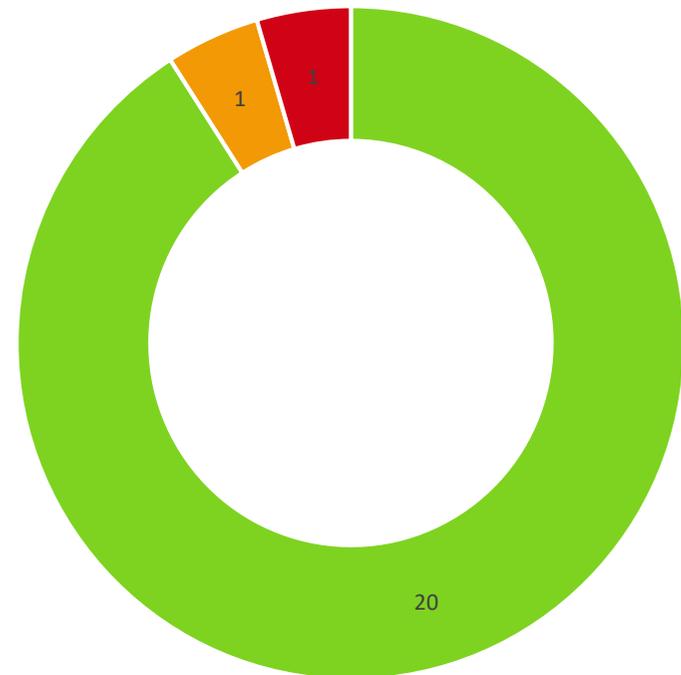
- ✓ Active and healthy lifestyles that support residents living independently longer
- ✓ Long-term health and learning outcomes established in early childhood
- ✓ Reduction of harms from family violence, gambling, alcohol and other drugs
- ✓ Value and support young people

Community Vision 2040 Theme 1  
Healthy families and communities

## Outcome One

How we performed

*91% of initiatives completed or on track (20/22)*



■ On track ■ At risk ■ Critical ■ Completed ■ Deferred

## Strategic indicators

If we are successful we will see	Code	Outcome measures	Progress Comments	Directorate	Status
Engage families to promote the importance of early childhood education and health	SI-1.1	Proportion of adults who are sufficiently physically active compared to the Victorian state benchmark (Victorian Population Health Survey)	Indicator reported annually	Communities	-
	SI-1.2	Chronic disease levels compared to the Victorian state benchmark (Victorian Population Health Survey)	Indicator reported annually	Communities	-
	SI-1.3	Proportion of residents satisfied with sport and recreation facilities (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Engage families to promote the importance of early childhood education and health	SI-1.4	Proportion of students achieving literacy benchmarks (Victorian Child and Adolescent Monitoring System)	Indicator reported annually	Communities	-
	SI-1.5	Proportion of children fully immunised by school age compared to the Victorian state benchmark (LGPRF) (Local Government Performance Reporting Framework))	Indicator reported annually	Communities	-
Reduction of harms from family violence, gambling, alcohol and other drugs	SI-1.6	Proportion of residents who feel a safe in public areas in Frankston City (Community Satisfaction Survey)	Indicator reported annually	Communities	-
	SI-1.7	Rate of hospital admissions due to family violence, alcohol and other drugs (Turning Point)	Indicator reported annually	Communities	-
	SI-1.8	Rate of reported family violence incidents (Crimes Statistics Agency)	Indicator reported annually	Communities	-
Improved education outcomes through better engagement of young people	SI-1.9	Rate of participation in further education (.id)	Indicator reported annually	Communities	-

## Initiative progress comments

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
Engage families to promote the importance of early childhood education and health	CP-1.1.1	Deliver Maternal and Child Health and early childhood services and programs including immunisation and supported playgroups	Council continue to deliver all Maternal and Child Health and early learning services, due to COVID-19 some services have been modified to ensure the safety of our community and staff, including First Time Parent groups that have moved to online delivery. The Immunisation team carried out school vaccinations onsite and also provided after-hours sessions to ensure all children that missed their vaccinations during the school year are up to date. Supported playgroups are operating face to face in an outdoor and environment and online delivery is also being offered to encourage participation and social engagement.	Communities	
	CP-1.1.2	Co-ordinate Central Registration of enrolments for community kindergartens	Current total number of vacancies for three year old x 36 - there are some local areas that have more registrations that places available such as Seaford. Current total number of children remaining on a waitlist for three year old x 22 Current total number of vacancies for four year old x 73 Current total number of children remaining on a waitlist for four year old x 18 - Seaford and Langwarrin are areas that have the greater numbers of children on waitlists Promotion of kindergarten was undertaken in December through social media.	Communities	
	CP-1.1.3	Implement Council's Early Years and Best Start Plans	The Municipal Early Years Plan is ready for publication and the implementation of Year	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			One actions are underway. The Best Start Program Logic is being finalised and will be ready for implementation in February 2022.		
	CP-1.1.4	Implement Council's Child Safe Policy	Policy has been consulted across the organisation and is ready for EMT approval in the next few weeks	Customer, Innovation and Arts	
Maintain systems and capacity to manage and respond to emergency events	CP-1.2.1	Monitor and mitigate key emergency risks	The key emergency risks for this reporting period have been the October Storm event, the ongoing COVID-19 pandemic response and the fire prevention inspection program. The EM team continue to monitor and mitigate emergency risks to both the community and internally for Council business areas. Currently the COVID-19 inbox and the Coordinator EM are central points of contact for the pandemic and authoritative advice is provided daily to all affected business areas with the growing case numbers. Meetings and forums are attended regularly and advice sought from subject matter experts accordingly. The proactive fire prevention inspection program is almost completed with only infringements to be issued and compulsory clearances to be completed and fire restrictions come into force as of 10th January 2022.	Communities	
	CP-1.2.2	Maintain up to date emergency management plans	The Municipal Emergency Management Plan (MEMP) is now legislated to undergo an assurance process every three years and all relevant agencies/departments are to participate in plan amendments to ensure it is accurate. The responsibility still falls to Council to update/re write the Plan due to having a dedicated resource for emergency	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			<p>management. The COVID-19 pandemic has taken the focus of the primary emergency management resource and the temporary EM project officer role is focused on completing the Disaster Recovery Funding Arrangements claim for the October storm event on behalf of the Operations team along with the annual fire inspection program.</p>		
	CP-1.2.3	<p>Leverage partnerships with key agencies and community groups to improve response to and recovery from emergency events</p>	<p>The Municipal Relief and Recovery Subcommittee next meets in April 2022. Other systems and engagement outside of this forum continue to build and maintain relationships in the local community. COVID-19 continues to bring together agencies and other organisations to respond to needs around food and material aid for the vulnerable members of our community. Community Support Frankston specifically is at the forefront of this work and is supported by the Municipal Recovery Manager and two deputies outside of business hours as coordinated by a rotating roster. During October 2021, VicSES and Council staff (Emergency Management and Operations) worked together tirelessly and effectively to clear the impacts of our most significant storm event ever recorded. Relationships with emergency agencies are robust and well placed to manage and respond to emergency events in our municipality.</p>	Communities	●
	CP-1.2.4	<p>Provide financial support for material aid through eligible emergency relief and recovery organisations</p>	<p>Community requests for emergency material aid and other assistance is being met. Community Support Frankston provides this assistance via direct community referrals and</p>	Communities	●

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			through organisational referrals, such as those from professional case-managers.		
Encourage active and healthy lifestyles for people of all ages and abilities	CP-1.3.1	Optimise accessibility and usage of open space and facilities through a program of development and renewals for open space, play grounds and sporting infrastructure	Delivery of the Local Park Action Plan and Play Strategy are progressing well. Works associated with these programs will ensure universal access principles are integrated where possible and support increased usage. Sandfield Reserve Master Plan and Carrum Downs Recreation Reserve Master Plan implementation are also progressing with improved accessibility features and enhanced community recreational value. Witternberg Reserve Play space was opened in December 21, 2021 with improved accessibility and play opportunities.	Communities	
	CP-1.3.2	Promote and deliver more diverse play and leisure opportunities for residents of all ages to encourage active lifestyles	Is being delivered through the Active Frankston Leisure Strategy which will provide a more diverse range of activities for development and participation to encourage healthy and active lifestyles throughout the community.	Communities	
	CP-1.3.3	Work in partnership with health, education and community organisations including sporting clubs and community gardens to enhance opportunities for improved primary health and participation in passive and active recreation	As COVID-19 restrictions ease and the community become adjusted to the COVID-19 environment we will be utilizing all areas of the local media and seminars it is planned to improve the passive and active recreation opportunities for participants in the local community.	Communities	
	CP-1.3.4	Deliver first year actions for Council's Health and Wellbeing Plan	The Health and Wellbeing Plan 2021-2025 and its Year One Action Plan 2021-2022 was adopted by Council at its Meeting on October 11, 2021. Implementation of the Year One Action Plan has commenced.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
Advocate for programs and support to reduce harms from family violence, gambling, alcohol and other drugs	CP-1.4.1	Implement Council's Stronger Families Policy and Family Violence Action Plan	The Men As Role Models programs has been affected by the restrictions that come with a COVID-19 environment. Whilst the Men As Role Models forum has been postponed to a date possibly in April, the tender for the lead service for the Men As Role Models Program is nearing approval whilst a training provider has been confirmed	Communities	
	CP-1.4.2	Partner with Monash University and Peninsula Health and key advocacy organisations to raise awareness of risks associated with gambling and Alcohol and Other Drug (AOD) use and improve access to support services	Work is ongoing. RAD-FMP met in November 2021.	Communities	
	CP-1.4.3	Implement Council's Gender Equity Policy	This quarter, the Community Strengthening team has successfully piloted a "Gender Inclusive Sporting Club Self-Assessment Tool" with three basketball and netball clubs in Frankston and Seaford. Feedback taken from the pilot will be considered next quarter, with an anticipated launch of the tool in March 2022. The team led a coordinated approach to this year's 16 Days of Activism (16DoA) campaign, which ran from 25 November to 10 December 2021 (inclusive). Work continues on progressing the development of a 12-month primary prevention pilot program of Men as Role Models (MARM). Key MARM partners are Jesuit Social Services, Whitelion and various Frankston-based community groups providing mentors. Work has also progressed on the development of the Respectful Relationships Online Portal, through the engagement of a consultant and content	Customer, Innovation and Arts	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			development. This portal will provide a more accessible e-learning 'narrative driven' tool for young people, to replace the Choose Respect App. Planning and preparation have also has also begun in anticipation of International Women's Day on 8 March 2022.		
	CP-1.4.4	Work with Alliance partners to deliver the Frankston City Strategic Housing and Homelessness Alliance Five-Year Strategic Plan	The Alliance steering group met in November and endorsed and updated the terms of reference was endorsed.  Actions for this year strategic plan is starting with all members confirming their commitment this calendar year.	Communities	
Engage young people to support their educational outcomes	CP-1.5.1	Partner with the Department of Education and Training on Frankston North Strategic Education Plan	Council continues to work closely with Department of Education and Training and other key Frankston North stakeholders to deliver actions of the Frankston North Education Plan.	Communities	
	CP-1.5.2	Deliver Youth Services outreach, in-reach and engagement programs	We have continued to adapt our youth engagement programs and support according to COVID-19 restrictions and community needs, to ensure they are accessible and young people continue to receive ongoing support during this challenging time. We also continue to work closely with our partnering schools to promote student engagement and support, as well as assertive outreach with our Project-Y partners to identify gaps and support needs for our most 'at risk' young people in the local area.	Communities	
	CP-1.5.3	Enable young people to have a voice through Youth Council and youth events	We have adapted Youth Council, as well as our other youth groups to online in order to keep young people engaged, supported, and	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			maintain progress of initiatives and events. We have continued to work closely with our events team to ensure we continue to stay on track with the delivery of both online and face2face events where possible, and to continue to provide support, opportunities, as well as social and recreational outlets for our young people.		
	CP-1.5.4	Deliver Library Action Plan	<p>1.2 Preliminary work undertaken for library opening hours</p> <p>1.3 Research being undertaken on alternative library delivery models, including 24/7 access model</p> <p>2.2 Plans to upgrade Frankston library with new carpet, shelving and Radio Frequency Identification (RFID) system in Q4 2022 being developed</p> <p>3.1 The team continued to innovate and consider ways to engage the community with library events and programs. For the first time, outdoor storytimes were delivered to the community.</p> <p>3.4 Opportunities to improve accessibility to library history collection underway.</p>	Customer, Innovation and Arts	
	CP-1.5.5	Increase work experience, traineeship and student placement opportunities	Progress has been affected by COVID-19. Now that Community Centres have opened the delivery of adult funded Community and further Education programs will increase and be offered to members of the local community.	Communities	
	CP-1.5.6	Provide grants to support students in participating in formal education and recreational programs	Grant support for students is being delivered in the following areas: Scholarships, Engage and Inclusion. Whilst the Grants officer supports	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			other areas of Council including Libraries and Youth Services.		



## Community strength

### Priorities

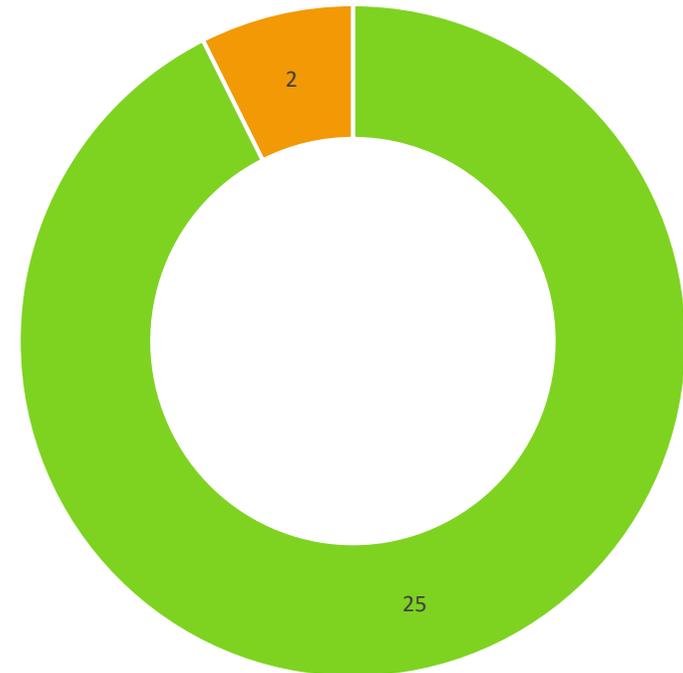
- ✓ Accessibility of services to enhance social inclusion and mental wellbeing
- ✓ Volunteering to build connections and resilience within the community
- ✓ Frankston City's arts and cultural identity

Community Vision 2040 Theme 2  
Vibrant and inclusive communities

## Outcome Two

How we performed

93% of initiatives completed or on track (25/27)



■ On track ■ At risk ■ Critical ■ Completed ■ Deferred

## Strategic indicators

If we are successful we will see	Code	Outcome measures	Progress Comments	Directorate	Status
Improved accessibility of services to enhance social inclusion and mental wellbeing	SI-2.1	Percentage of participation rates of gender diversity, disability and Aboriginal and Torres Strait Islander communities in structured sport (sporting clubs)	Indicator reported annually	Communities	-
	SI-2.2	Proportion of people who have ever been diagnosed with depression or anxiety (Victorian Population Health Survey)	Indicator reported annually	Communities	-
	SI-2.3	Proportion of residents who agree Frankston City is responsive to local community needs (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased volunteering to build connections and resilience within the community	SI-2.4	Percentage of residents who volunteer 'sometimes' or 'regularly' (Victorian Population Health Survey)	Indicator reported annually	Communities	-
Increased enjoyment of Frankston City's arts and cultural experiences	SI-2.5	Proportion of residents who are satisfied with Arts and cultural events, programs and activities (Community Satisfaction Survey)	Indicator reported annually	Customer, Innovation and Arts	-

## Initiative progress comments

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
Build Frankston City's reputation as an arts, culture and tourism destination	CP-2.1.1	Deliver Arts and Culture Strategic Plan	A number of key initiatives have progressed including the delivery of a range of events spanning exhibitions, theatre shows, reimagined Christmas Festival, Library storytimes, author talks, public art commissions and opportunities for local artists.	Customer Innovation and Arts	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-2.1.2	Build capacity and partner with local creatives and the community to deliver high quality events and art experiences	Artist grants have been advertised and recipients announced. Six recipients across a range of art forms will develop works for presentation in 2022. 13 local businesses and four local artists were secured as part of the inaugural South Side Festival Program in 2022.	Customer Innovation and Arts	
	CP-2.1.3	Deliver festivals and events to improve precinct activation and build on destination tourism	Frankston's Magical Christmas was delivered, including a Carols event, five outdoor cinema events, outdoor Storytimes, colouring competitions and many other programs.	Customer Innovation and Arts	
	CP-2.1.4	Develop sculpture and eclectic street art culture	Restoration of sculpture Roadside Marker is complete and installed at its new location. Fabrication of the sculpture for Eel Race Road commenced in December. Discussions with Sculpture by the Sea regarding a new lease program of sculptures has commenced. The Big Picture Fest artists have been publically announced, promotion of the event has commenced.	Customer Innovation and Arts	
Enrich the lives of older residents and people with disabilities with opportunities to enable participation and independent living	CP-2.2.1	Deliver Council's annual Seniors Festival, programs and activities to enhance participation and social inclusion	The alternate 'Keepin On' Seniors Festival was very successful. Local businesses were approached to participate in a 'lockdown proof' project to provide almost 1,000 free coffees to seniors throughout the Festival. Other online festivities included, online tango dance workshops, sessions on learning how to downsize and cooking health, tasty meals. In addition to the festival, the Positive Ageing Together Newsletter was distributed to over 2000 households to promote a wide variety of programs and activities to encourage participation and engagement. Staff worked with the community and Seniors Groups to	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			support the return to face to face activities and assist with understanding COVID-19 Safe plans and requirements.		
	CP-2.2.2	Promote University of the Third Age (U3A) and its diversity of programs	Progress has been affected by COVID-19. The Neighbourhood Centres are now open and Council is supporting the University of the Third Age with the promotion of the programs to the community as they endeavour to deliver their programs.	Communities	
	CP-2.2.3	Develop and deliver Council's Disability Action Plan	The Disability Action plan was approved by Council in October 2021 and the actions scheduled for year one are currently being planned and implemented. The actions will provide community with a disability to participate more meaningful in their community. The Disability Carers monthly community connection walk on line (due to COVID-19) at the moment has been implemented from the plan.	Communities	
	CP-2.2.4	Facilitate improved access for people with disabilities to services and transport options	The Council Disability Plan will provide a range of advocacy activities including providing greater access to the community is now under way with the implementation of the plans actions. The Disability Access and Inclusion Committee have provided their feedback on the Frankston Integrated Transport Strategy.	Communities	
	CP-2.2.5	Support and promote Culturally and Linguistically Diverse (CALD) seniors groups	The Positive Ageing Team has supported Frankston's multicultural community to get vaccinated and access local agency support services. This has been through building on established partnerships with local community groups, places of worship, support services and	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			local community members to understand their community's current level of vaccine hesitancy, promote vaccine pop up opportunities and disseminate in-language information directly to the community. The team played a key role in promoting the recent pop up clinic in Carrum Downs to local seniors which resulted in over 600 community members being vaccinated. Local seniors groups were supported to enhance their understanding of the Victorian roadmap for restrictions easing. This includes when they are able to start meeting in public at a local park, recommence regular activities and what rules must be followed when their club meets.		
Work with community organisations and groups to develop our future leaders and evolve a diverse culture and gender equality	CP-2.3.1	Develop an online seasonal tenancy system to ease the burden on club volunteers	The system has been implemented and we are currently gaining feedback from both the winter season tenants and the summers season tenants.	Communities	
	CP-2.3.2	Continue to build volunteering diversity in community organisations	Progress has been affected by COVID-19. Many organisations and volunteers have been affected by the COVID-19 restrictions. As businesses recommence normal operations greater opportunities will develop to explore to re-engage and enhance the diversity of volunteers.	Communities	
	CP-2.3.3	Co-design and deliver a culture change program for sporting clubs to achieve greater gender equity in participation and board membership	An assessment tool and various materials have been developed for selected clubs and this will be tested in the coming weeks with these clubs. Piloted with Frankston District Basketball Association, Frankston District Netball Association, and Seaford Football Netball Club.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			<p>Feedback had also been provided from numerous internal departments and a few external stakeholders.</p> <p>Any last changes to the tool is expected to be complete by Mid Feb.</p> <p>Launch of the tool to all Frankston clubs is anticipated to be held in March during International Women's Day.</p>		
	CP-2.3.4	Work with schools and disengaged young people to build relationships awareness and enable them to choose respectful relationships	We continue to work closely with our partnering schools as members of the Critical Friend Network, and have now commenced the planning and consultation process with IMC. The next steps involve stakeholder engagement in developing our respectful relationships learning resource. Schools that have been involved include: Sky Primary School, Elisabeth Murdoch College, Ballam Park Primary School, Aldercourt Primary School, Mt Erin Secondary College, David Scott School and Baxter Primary School.	Communities	
	CP-2.3.5	Coordinate activities to celebrate International Women's Day	Planning is well underway with a committee formed to drive the event. Many staff from various departments have shown an interest in the project with the initial plan to run the project over a seven day period when International Women's Day is celebrated.	Communities	
Targeting community needs through development programs and grants	CP-2.4.1	Engage and consult with the community, groups and organisations to better understand community needs and program design	Council continues to maintain effective engagement with many community groups, through a range of activities including projects, grants, seasonal tenancies, volunteering support, events, meetings, etc. These opportunities provide Council with a greater understanding of the needs of the groups and	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			<p>the community. Hence our programs and initiatives can be developed to meet the needs of the community. Discussions have been on going with the Pines Men's Shed regarding their current heating and cooling renovations and providing assistance in supporting the Frankston Lapidary Group. Whilst the Langwarrin Men's' Shed have required assistance regarding reducing the risk from people climbing onto their shed.</p>		
	CP-2.4.2	Promote Community Centres and their programs	<p>Progress has been affected by COVID-19 and have adapted. Community Centres are now open and programs planning and promotion is well underway to provide opportunities for development, education and support to the community.</p>	Communities	
	CP-2.4.3	Deliver Council's grants programs	<p>A report is currently being prepared for EMT and Council for the Grants program. Once approved staff will undertake the promotion and delivery of Council's grants program.</p>	Communities	
	CP-2.4.4	Build connections between volunteers and volunteer organisations through Impact Volunteering	<p>Progress has been affected by COVID-19. Impact volunteering team have been building connections with organisations and businesses, especially since they have needed more volunteers during the spike in the pandemic. Impact Volunteers have been instrumental with driving this connection.</p>	Communities	
	CP-2.4.5	Promote library programs to engage the community	<p>The library programs delivered this quarter have been well attended with new delivery models being undertaken for the first time, including storytimes outside next to the Seaford library.</p>	Customer Innovation and Arts	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
Deliver essential advocacy, support and referral services for residents in need	CP-2.5.1	Monitor demographic data trends to inform service plans meet the future needs of the local community	The 2021 Household Survey concluded and the Findings Report was adopted by Council at its OM on 6th December.	Communities	
	CP-2.5.2	Deliver a community call centre to triage service system support, referrals and the funded job advocacy program	The Community Recovery Call Centre experienced an increase in clients requiring financial support. There was also a steady increase towards the end of the quarter in the number of clients in need of urgent food relief. This is in-line with an increase in residents isolating due to COVID-19 (positive cases and those awaiting test results). Total triage contacts for the quarter were 1257. The total clients assisted by the Job Advocate program for the quarter were 180; the majority being female (66.67%). Referrals to Career Counselling services made up the largest proportion of overall service referrals. The Advocates experienced a steady increase in client interactions in December as a result of eased restrictions.	Communities	
	CP-2.5.4	Deliver Home and Community Care (HACC) and Commonwealth Home Support Program (CHSP) in home services to older residents to enable them to live safely and independently	Council's client base has slightly reduced due to the continuing COVID-19 pandemic impacts and the change in care needs of clients. The My Aged Care Portal for the acceptance of CHSP Domestic Assistance referrals remains temporarily closed due to resourcing issues. Home Maintenance has improved resourcing with the engagement of additional staff, which will enable a more responsive service. Community Transport and Bus Group Outings resumed in November 2021 with COVID-19 safe measures in place to support client safety. Meals on Wheels has returned to one core	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			team. To maintain business continuity, a stock of frozen meals (approximately 1,000 meals) are stored onsite in the event of a kitchen closure and will be delivered to clients with support from staff across Council.		
	CP-2.5.5	Partnership with the Housing and Homelessness Sector to deliver the Frankston City Strategic Housing and Homelessness Alliance 5-Year Strategic Plan	Working with all levels of Frankston City Strategic Homelessness Alliance to further develop year 2 of the Strategic Plan. Meeting held in November. Moderations to the work plan.	Communities	
	CP-2.5.6	Provide referral services through our Neighbourhood house programs and youth services	Referral services continue to be conducted through both the Neighbourhood House programs and the Youth Service programs. Various online programs conducted on line by Youth Services have continued to provide an avenue for youth to chat with a worker and provide a referral if required.	Communities	
Build acknowledgement and respect for Aboriginal and Torres Strait Islander cultural heritage and history	CP-2.6.1	Deliver the Reconciliation Action Plan (RAP)	The Reconciliation Action Plan was approved in October 2021. Actions from the plan are currently being implemented including the forming of an Aboriginal Advisory Committee.	Communities	
	CP-2.6.2	Celebrate aboriginal culture through provision of a community bus tour of significant Aboriginal and Torres Strait Islander sites and National Aborigines and Islanders Day Observance Committee (NAIDOC) week activities	This project is well under way with the event potentially planned for May to tie in with Reconciliation Week or June. Discussions currently occurring with the Councillors office and Nairm Marr Djambana to finalise a date.	Communities	
	CP-2.6.3	Project manage the redevelopment of the Nairm Marr Djambana gathering	Continuing ongoing discussions and planning with various stakeholders including two different State Government departments whom have previously provided funding towards this project. Awaiting final approval for their funding to be allocated to important	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			works at Nairm Marr Djamabana and the development of a master plan for the site.		



## Sustainable environment

**Priorities**

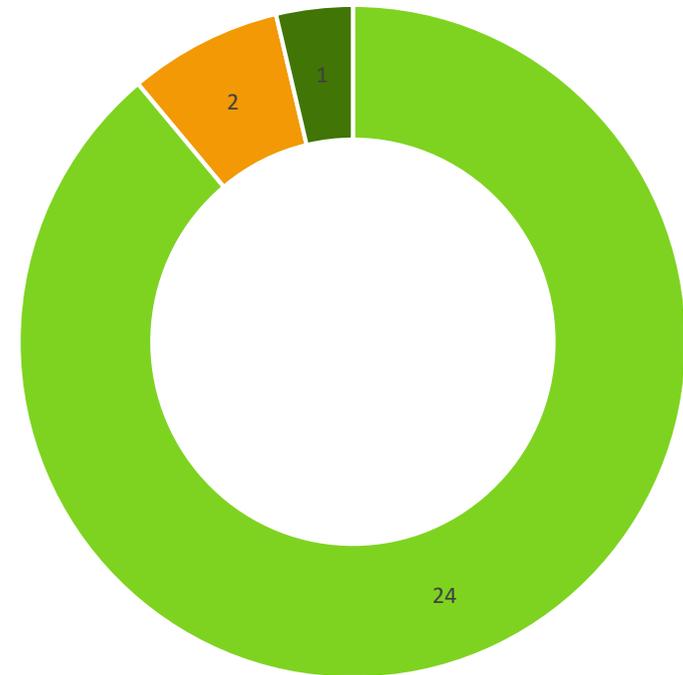
- ✓ Climate emergency response and leadership
- ✓ Green canopy cover to reduce urban heat
- ✓ Diversion of waste from landfill
- ✓ Protection, access and connection to the natural environment

Community Vision 2040 Theme 3  
Natural environment and climate action

## Outcome Three

How we performed

*89% of initiatives completed or on track (24/27)*



■ On track   
 ■ At risk   
 ■ Critical   
 ■ Completed   
 ■ Deferred

## Strategic indicators

If we are successful we will see	Code	Outcome measures	Progress Comments	Directorate	Status
Increased climate emergency response and leadership	SI-3.1	Council greenhouse gas emissions (Emissions register)	Indicator reported annually	Infrastructure and operations	-
	SI-3.2	Community greenhouse gas emissions per capita (Emissions register)	Indicator reported annually	Infrastructure and operations	-
	SI-3.3	Community satisfaction with Council meeting its responsibilities towards the environment (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased protection, access and connection to the natural environment	SI-3.7	Proportion of beach water quality samples at acceptable Environmental Protection Authority levels (EPA)	Indicator reported annually	Communities	-
	SI-3.8	Proportion of local biodiversity that is thriving and safeguarded (Flora and Fauna Surveys)	Indicator reported annually	Communities	-
	SI-3.9	Proportion of community satisfied with Open space, natural reserves and foreshore (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased diversion of waste from landfill	SI-3.6	Proportion of collection waste diverted from landfill (LGPRF)	Indicator reported annually	Corporate and Commercial Services	-
Increased tree canopy cover and reduced urban heat	SI-3.4	Percentage of tree canopy cover (DELWP)	Indicator reported annually	Communities	-
	SI-3.5	Urban temperature (DWELP)	Indicator reported annually	Communities	-

## Initiative progress comments

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
Protect and enhance the natural and coastal environments	CP-3.1.1	Implement Urban Forest Action Plan including tree planting of 20,000 trees and maintenance on Council land	Trees have been ordered for 2022-2023 planting program. Tree maintenance activities have been focusing on the clean-up from the October storms.	Communities	
	CP-3.1.2	Develop precinct planting plans to identify opportunities for planting in high priority areas	Final Precinct plans for Carrum Downs and Seaford have been finalised and are currently being graphically designed	Communities	
	CP-3.1.3	Implement the tree protection local law and planning scheme	277 local law applications were received and completed for 2021 (compared to 110 applications for 2020) Planning referrals numbers relating to removal and protection of trees remain high and are ongoing.	Communities	
	CP-3.1.4	Support the volunteer indigenous nursery to encourage indigenous planting	Additional resources have been allocated to the Nursery to meet high volume of demand for propagation of local indigenous flora in parks, natural reserves and street trees.	Infrastructure and Operations	
Lessen the severity of climate change through actions that enable Council and the community to reduce greenhouse gas emissions	CP-3.2.1	Review and update of Coastal Management Plan	Community engagement platform is being developed to be ready for the Waterfront Festival on 19 & 20 February 2022. The Foreshore Advisory Committee Terms of Reference were approved by Council in November 2021 and expressions of interest were advertised in December 2021. Twelve (12) applications have been received and are currently being reviewed.	Communities	
	CP-3.2.2	Adopt the Biodiversity Action Plan	The Biodiversity Action Plan (BAP) was adopted by Council in November 2021	Communities	
	CP-3.2.3	Deliver the Native Vegetation offset Program	DELWP has provided feedback that the existing 'title instrument' relating to the transfer of land for Studio Park, which outlines that the	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			land (in its entirety) must be available for public recreation and playing fields, is not suitable for a third party offset site. Officers are seeking further advice.		
	CP-3.2.4	Update management plans for natural reserves	An initial review and of existing Management Plans is currently being undertaken by Council Officers.	Communities	
	CP-3.2.5	Maintain natural and coastal reserves	Recent focus has been on clearing up storm damage, retaining/relocating logs for habitat value and preparing firebreaks for the January fire danger period.	Infrastructure and Operations	
	CP-3.3.3	Work with local and regional partners to deliver environmental and climate action projects	The Project has been delayed due to difficulty with recruitment of the Project Officer and engagement of a consultant. The Request for Quote was released in December. Consultant submissions are currently under review with engagement to occur in February.	Communities	
	CP-3.3.4	Implement energy efficient upgrades to Council assets	An ESD officer has commenced and is now working across relevant areas to ensure ESD principles are integrated and achieved. Council has subscribed to the Built Environment Sustainability Scorecard (BESS) to support Sustainable Design Assessment in the Planning Process and the ESD officer is providing training to Statutory Planning, Sustainable Assets and City Futures.	Communities	
	CP-3.3.5	Research ways for council to support the use and uptake of electric vehicles across Frankston City	In partnership with the South East Councils Climate Change Alliance (SECCCA) Council officers received final data from the Asset Vulnerability Assessment project to better understand how climate change will impact buildings, roads and drains. Work commenced with SECCCA on the development of a regional	Infrastructure and Operations	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			climate action advocacy campaign. The first project working group meeting with the Biosphere Foundation was held in December for the Blue Carbon project, looking at how coastal ecosystems can assist in reducing the impacts of climate change.		
	CP-3.3.6	Introduce and support programs to enable the community to upgrade their buildings to be more sustainable and climate resilient	Lighting efficiency upgrades were completed for two major facilities. Tender documents for Council's Facilities Maintenance Contract were improved by placing greater emphasis on sustainability initiatives. Council officers continued talks to secure a financial rebate from the Victorian Government for the bulk street light upgrade. Rooftop solar works progressed with the appointment of a project manager and preparation of request for quote documents.	Infrastructure and Operations	
Increase urban forest and canopy coverage to create a greener and cooler city	CP-3.3.1	Develop Climate Change Strategy and Action Plan	A consultant was appointed for development of the Electric Vehicle Charging (EV) Roadmap for south east Melbourne. Council's trial of public EV charging stations in the municipality progressed further, with procurement scheduled for early 2022. A zero emissions EV to support Council's waste education program was announced in December. Council's e-bike trial is progressing well and expected to be launched in early 2022.	Infrastructure and Operations	
	CP-3.3.2	Ensure Environmentally Sustainable Design (ESD) principles are achieved for new developments, buildings, public realm and places	The Environmental Upgrade Finance program for local businesses was launched in October 2021. Twenty eight local businesses were engaged through the regional Small Business Energy Saver Program, with three businesses so far receiving rebates to update their	Infrastructure and Operations	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			appliances to more energy efficient and cost effective products. Development of the Home Energy Saver Toolkits is progressing well with contractors appointed to produce the instructional videos.		
Improve the quality of recycling, minimise the generation of waste and establish alternatives to landfill disposal	CP-3.4.1	Progress collaborative procurement for an advanced waste processing solution for household rubbish for the South East Melbourne region to deliver a vital alternative to landfill	Council officers have continued to be involved in the regional meetings and informed Council of the progress of the collaborative Procurement. Briefing to Council on Alternative Waste Processing update scheduled for February 2022.	Corporate and Commercial Services	
	CP-3.4.2	Deliver a standardised waste and recycling system to all households to maximise diversion of waste from landfill	Progress on this action has been constrained due to the transition of State Government in overseeing the collaborative procurement process back to individual Local Government authorities.  Funding has been approved by State Government, transition path to standardise waste and recycling system to commence 2022.	Corporate and Commercial Services	
	CP-3.4.3	Implement the Waste Circularity Master Plan	The development of the draft of Waste Circularity Master Plan has commenced.	Corporate and Commercial Services	
	CP-3.4.4	Increase uptake of the Kerbside Food Waste Collection Service, including expansion to multi-unit developments	The uptake of food waste collection services has increased by 20 per cent from quarter one. This is mainly due to an increase in communication through the inclusion of an information leaflet.	Corporate and Commercial Services	
	CP-3.4.5	Implement the Kerbside Reform Transition Plan	The development of the draft Kerbside Reform Transition Plan is near in completion.	Corporate and Commercial Services	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			Implementation of the plan will commence in 2022 after Council approval.		
	CP-3.4.6	Introduce waste minimisation initiatives	A consultation process commenced in November with Mini Frankston City seeking feedback on Council's kerbside waste services and the introduction of glass only bins. A food organics branded electric vehicle was unveiled in December to promote food waste being diverted into Council's kerbside organics bin.	Corporate and Commercial Services	
Increase opportunities to experience native flora and fauna	CP-3.5.1	Support Frankston Environmental Friends Network	Monthly meetings prepared and attended by Council Officers. Christmas celebrations were organised for the December meeting	Communities	
	CP-3.5.2	Develop and grow programs that enable residents to enjoy flora and fauna	Planning for engagement on the Coastal and Marine management plan at the Waterfront festival is underway. This will include educational entertainment and a community survey on the values of the coast. Other events being planned include: - Indigenous Nursery Open Day; - Recommencement of Gardens for Wildlife visits; - Habitat Box workshop; - Involvement in the international iNaturalist event City Nature Challenge 2022.	Communities	
	CP-3.5.3	Ensure reserves are accessible while still protected	Regular ongoing repairs occurring to fences to limit undesirable activities. With lockdown over and greater opportunities for diverse recreation, unauthorised bike jumps are being removed from open space areas when identified. Significant and ongoing work is still underway to rectify recent storm damage and	Infrastructure and Operations	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			ensure parks are safe and accessible for the public.		
	CP-3.5.4	Deliver community tree planting programs and education	Requests from community for street to planting have been added to the Autumn/Winter 2022 planting program including replacement planting for tree losses during the 29 October 2021 storms	Infrastructure and Operations	
Improve the management of water including flooding risk, water quality of creeks and waterways and the efficient use of water	CP-3.6.1	Advocate to State Government and negotiate improvements to Kananook Creek Management Plan	A further meeting of the Kananook Creek Governance Group was held which commenced a review of the Kananook Creek Corridor Management Plan. Once reviewed the plan, in conjunction with KCGG will advocate for key actions.	Infrastructure and Operations	
	CP-3.6.2	Progress Council's recycled water projects in partnership with key stakeholders	Officers have developed a business case in partnership with South East Water and other stakeholders and are seeking contributions to construct a recycle water project in the Monterey area.	Infrastructure and Operations	



## Well planned and liveable city

### Priorities

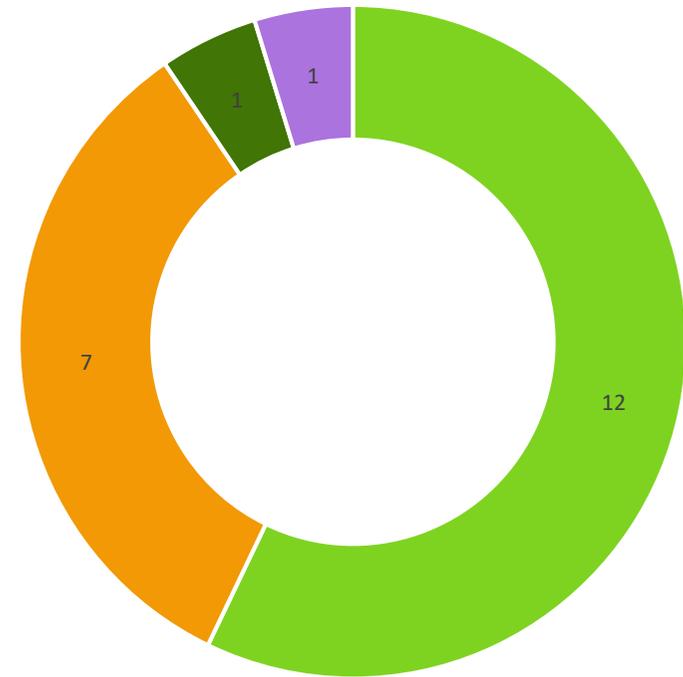
- ✓ Urban design renewal of public places and spaces
- ✓ Connected, accessible, smart and safe travel options
- ✓ Frankston City's identity as a liveable city

Community Vision 2040 Theme 4  
Connected places and spaces

## Outcome Four

### How we performed

57% of initiatives completed or on track (12/21)



■ On track ■ At risk ■ Critical ■ Completed ■ Deferred

## Strategic indicators

If we are successful we will see	Code	Outcome measures	Progress Comments	Directorate	Status
Urban design renewal of places and spaces	SI-4.1	Proportion of open space and infrastructure that is fit for purpose (Internal report)	Indicator reported annually	Communities	-
	SI-4.2	Proportion of residents who are satisfied with the design of places and spaces (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased travel options that are connected, accessible, smart and safe	SI-4.3	Proportion of residents who are satisfied with travel options around the municipality (Community Satisfaction Survey)	Indicator reported annually	Infrastructure and operations	-
	SI-4.4	Proportion of residents living within 200m of public open space	Indicator reported annually	Communities	-
Frankston City's identity as a liveable city	SI-4.5	Proportion of residents who are proud and enjoy living in their local area (Community Satisfaction Survey)	Indicator reported annually	Communities	-

## Initiative progress comments

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
Integrate land use planning and revitalise and protect the identity and character of the City	CP-4.1.1	Implement Frankston City Centre Revitalisation Action Plan	A draft Revitalisation Action Plan is in development and consultation with key stakeholders complete. Broader community consultation will commence in April 2022. Revitalisation projects funded through the Frankston Revitalisation Board are underway and progressing including Nepean Highway Outdoor Dining and Revitalisation, Stiebel Lane Revitalisation, Frankston Pier Lighting, Fletcher Road Creative Gateway, Monash Greenlink Improvements.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-4.1.2	Develop an integrated Housing strategy, Neighbourhood Character study and design guidelines	During the month of September, a project brief was prepared and sent to a range of sub consultants to undertake a Neighbourhood Character Study and a Housing Capacity Analysis. We received no fee proposals and the feedback was that the budget was insufficient and the COVID-19 Pandemic was having a significant impact on staff (managing wellbeing etc.) as well as all consultants experiencing an unusually high volume of work. During October, revised briefs were sent out, separating the two (2) components of work in a bid to make the brief more achievable in these challenging times. Again, no fee proposal was received and the feedback was that again the budget was not sufficient and consultants are extremely busy due to the COVID-19 Pandemic. Additional budget is required for this priority work to be undertaken in the 22/23 financial year.	Communities	
	CP-4.1.3	Finalise and implement Frankston Metropolitan Activity Centre (FMAC) Structure Plan	The project team has been engaged, inception meeting held and the development of the Emerging Ideas Paper is well underway.	Communities	
	CP-4.1.4	Review Kerbside Trading Guidelines	Funding has been referred to the mid-year budget review process for the delivery of this initiative.	Communities	
	CP-4.1.5	Review and update the streetscape palette	Review of the palette is well underway in collaboration with stakeholder departments.	Communities	
	CP-4.1.6	Revise Municipal Planning Strategy	The Frankston Planning Scheme was reviewed through the Victorian Government's 'Smart Planning' program and has been translated into a new format planning scheme (pending Gazettal by the Minister for Planning) which	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			includes a Municipal Planning Strategy. The Planning Scheme will continue to be progressively updated through the completion of strategic work such as the FMAC Structure Plan, Housing Strategy etc.		
Improve connectivity and movement and provide transport choices to the community, including walking trails and bike paths	CP-4.2.1	Develop an Integrated Transport Strategy to improve transport choices and make walking, cycling and public transport easy, safe and accessible	Initial consultation for the Integrated Transport Strategy has been completed. A consultant has been appointed who is collating community feedback and transport and community data to develop a draft Integrated Transport Strategy.	Infrastructure and Operations	
	CP-4.2.2	Review Council's Bicycle Strategy and develop a Cycle Improvement Plan to encourage and facilitate transport choice	With the Integrated Transport Strategy officers are now reviewing the existing Bicycle Strategy to inform an updated plan.	Infrastructure and Operations	
	CP-4.2.3	Advocate to State Government for improvements to bus and rail public transport services	The Integrated Transport Strategy which is currently being developed will identify improvements that can be made to public transport in Frankston. This will inform advocacy for public transport improvements.	Infrastructure and Operations	
	CP-4.2.4	Develop open space walking and cycling connections	Work is progressing to deliver on key open space connections including a link between Witternberg Reserve and Peninsula link trail and a missing connection at South Gateway Reserve, Langwarrin.	Communities	
Provide well designed, fit for purpose, multi-use open spaces and infrastructure for the community to connect, engage and participate	CP-4.3.1	Review future needs for open space, play and recreation facilities	Council endorsed the Frankston Play Strategy and Local Park Action Plan at its October 2021 meeting. These plans will feed into a review of the Open Space Strategy commencing in late 2022.  The Draft Monterey Reserve Master Plan has commenced with a first round of community engagement complete and a draft master plan underway.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			The Draft George Pentland Master Plan is underway with a first round of community engagement complete.		
	CP-4.3.2	Deliver annual capital works program including key major projects: Jubilee Park and activation of Yacht Club Restaurant	The annual capital works program is tracking well. 14 projects of 242 are complete with 67% of the total program budget committed with contractors. Major projects are progressing as scheduled with Jubilee Park Stadium in the construction phase and the Frankston Yacht Club Restaurant in the design phase.	Infrastructure and Operations	
	CP-4.3.3	Develop the Public Toilet Action Plan	Procurement is underway for a consultant to assist in preparation of the plan.	Communities	
	CP-4.3.4	Develop the Baxter Park Master Plan	A Master Plan brief has commenced to ensure a process that involves relevant research, collection of information on uses and activities and investigation of constraints to activities within the space. The process will be based on extensive community consultation including the Bunurong Land Council. It will analyse existing conditions and how to best manage and improve the space. It will also explore important connections with surrounding residents and parklands.	Communities	
	CP-4.3.5	Review maintenance and asset renewal programs to enhance safety and presentation of the City	From previous quarterly review of programs and efficiency they was clear scope to provide additional EFT to services that have increased. Continuous improvement and measures are constantly tested to improve community needs and services to a high level.	Infrastructure and Operations	
Innovate with smart technology and initiatives to increase the liveability of the city	CP-4.4.1	Capture real time data to gather insights into liveability	Council has installed additional people movement sensors along the Baxter trail and Stiebel place to capture cyclist movements. Council has also gone out to tender for a smart	Customer Innovation and Arts	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			parking solution which will provide data on vehicle behavior within the CBD. Council has also agreed a trial of E-Bikes which will provide data on cyclist behavior going live in Q3.		
	CP-4.4.2	Investigate parking technology and way finding to make it easier for people to make smart parking choices	Quotation are being assessed for the delivery of a trail of smart parking technology and hardware in a section of FMAC. It will include providing information to people about parking choices. Once installed this will be trialed and evaluated.	Infrastructure and Operations	
	CP-4.4.3	Complete an electric charging station feasibility study	Council has partnered with five neighboring Council's and SECCCA to conduct an electric vehicle charging station feasibility study for the region. This is due to be completed this financial year and is on track to meet this target.	Customer Innovation and Arts	
	CP-4.4.4	Develop a transport plan for the City Centre as part of the development of the Frankston Metropolitan Structure Plan	Development of the Integrated Transport Strategy will incorporate consideration of a transport plan for the City Centre. The initial consultation for the Integrated Transport Strategy has been completed and a consultant is collating community feedback and transport and community data to develop a draft Strategy.	Infrastructure and Operations	
	CP-4.4.5	Develop a Municipal Integrated Transport Plan which addresses emerging technologies in transport planning.	Initial consultation for the Integrated Transport Strategy has been completed. A consultant has been appointed who is collating community feedback and transport and community data to develop a draft Integrated Transport Strategy.	Infrastructure and Operations	
	CP-4.4.6	Smart Cities data collection, reporting and insights	Council continues to collect a host of data sets for reporting and insights relating to Smart City activities. We will continue to add to these sets	Customer Innovation and Arts	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			over the course of the reporting period. Currently data is being collected on economic performance of the City, people movements, cycling, WiFi usage and waste management services.		



# Thriving economy

**Priorities**

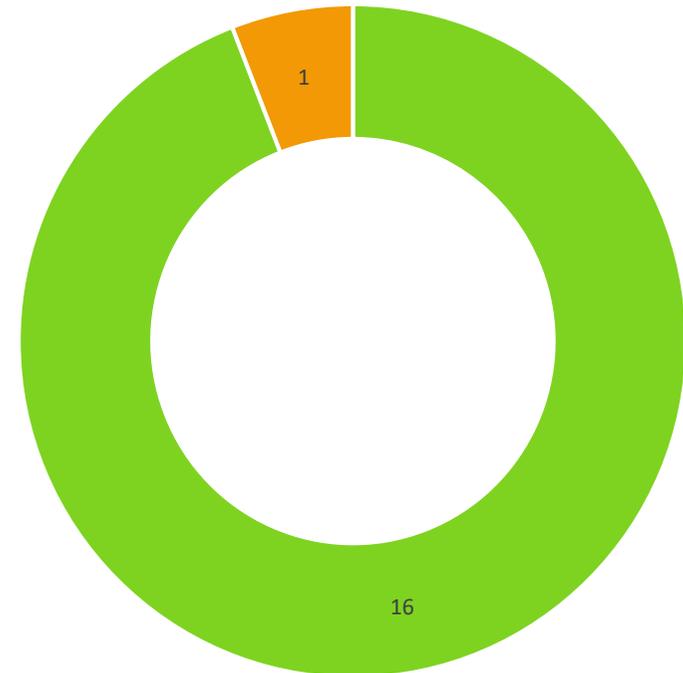
- ✓ Business and industry investment attraction
- ✓ Activity centre precincts
- ✓ Local employment, education and training opportunities for all people

Community Vision 2040 Theme 5  
Industry, employment and education

## Outcome Five

How we performed

94% of initiatives completed or on track (16/17)



■ On track   
 ■ At risk   
 ■ Critical   
 ■ Completed   
 ■ Deferred

## Strategic indicators

If we are successful we will see	Code	Outcome measures	Progress Comments	Directorate	Status
Increased business and industry investment	SI-5.1	Number of commercial building approvals (ABS)	Indicator reported annually	Communities	-
Rejuvenated activity centre precincts	SI-5.2	Gross local product of the municipality (\$m) (.id)	Indicator reported annually	Communities	-
	SI-5.3	Percentage of retail vacancy rates (Economic Development Scorecard)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI-5.4	Proportion of residents who are unemployed (.id)	Indicator reported annually	Communities	-
	SI-5.5	Proportion of residents who are underemployed (ABS)	Indicator reported annually	Communities	-
	SI-5.6	Proportion of residents with a qualification (.id)	Indicator reported annually	Communities	-
	SI-5.7	Proportion of residents employed locally in Frankston City (.id)	Indicator reported annually	Communities	-

## Initiative progress comments

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
Activate vacant commercial spaces and underutilised Council assets	CP-5.1.1	Develop and implement the Place Activation Plan	On track to be completed by end of 2021/2022 financial year.	Communities	
	CP-5.1.2	Deliver the COVID economic recovery package including activation of precincts	Council continues to assist small business owners with information and tools on how they can plan, prepare and adapt to issues caused by current COVID-19 restrictions and issues caused by the Omicron Variant. Extended Outdoor Dining activation's have been delivered along Nepean Highway Frankston and a further round of funding has	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			been received from the Victorian Government for delivery by end of June 2022.		
Remove complexity and provide planning certainty to attract economic investment	CP-5.2.1	Expand Council's Business Investment Attraction Program	A range of investment attraction campaigns will launch in February and March 2022 to promote Frankston as an investment destination and to coincide with Business Grant launches.	Communities	
	CP-5.2.2	Promote Invest Frankston and precinct opportunities	A range of investment attraction campaigns will launch in February and March 2022 to promote Frankston as an investment destination and to coincide with Business Grant launches.	Communities	
	CP-5.2.3	Complete the Statutory Planning Business Improvement Program to streamline online planning permits applications	New planning permit applications are already online, but the overall Business Improvement Program has been impacted by increased application workload and the core application management system upgrade. The focus of last quarter was change management, particularly supporting internal referral providers and ensuring the developed improvements were implemented and maintained.	Communities	
Strengthen Frankston City as a destination for events and creative arts industries	CP-5.3.1	Expand and deliver a reputation for engaging major and seasonal events	A review of Council events including Council's event attraction programs and processes is underway. A tiered program of event attraction to revive and grow the city's reputation for hosting major and seasonal events is in development. A Council report on building Destination Events is scheduled to be presented to Councillors at the end of January 2022.	Customer Innovation and Arts	
	CP-5.3.2	Research and develop opportunities for a vibrant night time economy	After Dark Activation Grants, to be launched in 2022-2023 Financial Year.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-5.3.3	Engage local and international creatives to enhance Frankston as an arts hub	Nationally recognized artists Cosentino and the Ten Tenors were presented at the Frankston Arts Centre. Nationally recognized writer and disability advocate Carly Findlay presented a writing workshop as part of the Frankston Arts Centre HATCH program for local artists and creatives.	Customer Innovation and Arts	
Elevate Frankston City's identity as an innovation hub and business-friendly city	CP-5.4.1	Adopt and implement the Sustainable Economy and Skilled Community Strategies	A background paper has been prepared and the draft Strategies are under development. Community engagement on the draft Strategies is being planned for later in the financial year.	Communities	
	CP-5.4.2	Develop and Implement the Frankston Industrial Strategy	The procurement stage is almost complete, with the issue of a contract imminent. In January 2022, an inception meeting will be held with the project team and the internal working group.	Communities	
	CP-5.4.3	Further develop the feasibility for a Business Innovation Centre in the city centre	PWC have completed the Feasibility Report for Business Innovation Center at Keys St site. Report needs to be briefed to Councillors alongside discussions on the development of the FMAC structure plan.	Communities	
	CP-5.4.4	Deliver the Strategic Partnerships and Advocacy Framework	Feedback from Frankston City Stakeholder Group is being collated and integrated into various internal and external feedback changes required to the draft document. The framework is completed and will be presented to the Advocacy Sub-Committee for review and endorsement in March prior to a Council Meeting.	Customer Innovation and Arts	
	CP-5.4.5	Re-establish a Frankston Business and Industry Council and pursue partnership and innovation opportunities	Working Group members have been established and the second Working Group will	Customer Innovation and Arts	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			take place in February. Launch is on target for post Easter 2022.		
Leverage the emerging connection between Frankston City's café and dining culture through the revitalisation of public spaces	CP-5.5.1	Improve the urban design, pedestrian appeal and activation of the Nepean Highway	Procurement underway for consultant to assist in preparation of the Nepean Hwy concept vision. Preliminary site survey and vegetation analysis also underway.	Communities	
	CP-5.5.2	Explore support for permanency of outdoor dining initiatives	Victorian Government funding has been provided to develop permanent activations at White Street Mall and Stiebel Place.	Communities	
	CP-5.5.3	Embed place-making and activation programs in key precincts	The Do It Outdoors 2.0 place activation program has now been launched which includes music performances as part of outdoor dining interventions and yoga/zumba in parks within the municipality.	Communities	
	CP-5.5.4	Program improvements to precinct streetscapes	Expanded outdoor dining at key strategic locations (Nepean Hwy and Playne St) has now been implemented. Further outdoor dining interventions are being planned for White Street Mall, Frankston Yacht Club, Mc Clelland Gallery Cafe, Banyan Reserve and Monterey Park. Steibel Lane Revitalisation concept development is progressing on track. Planning and design is underway for improvement to Railway Parade Shops, Seaford and Fairway Street Shops, Frankston. Works on Railway Parade will commence in 2022-23.	Communities	



## Progressive and engaged city

**Priorities**

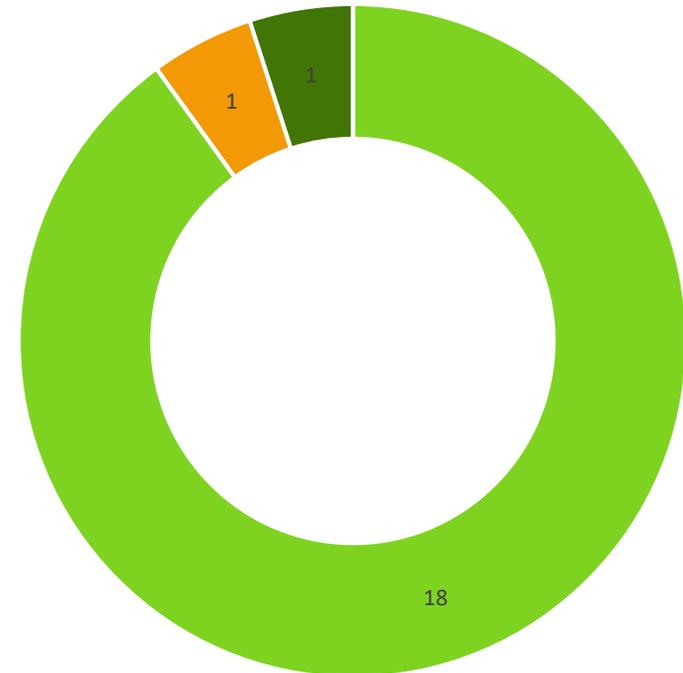
- ✓ Engagement with our community in communication and decision making
- ✓ Future ready service delivery through changes to culture, capability, connectivity and customer experience
- ✓ Sound governance to build trust in the integrity and transparency of Council

Community Vision 2040 Theme 6  
Advocacy, governance and innovation

## Outcome Six

How we performed

90% of initiatives completed or on track (18/20)



■ On track   
 ■ At risk   
 ■ Critical   
 ■ Completed   
 ■ Deferred

## Strategic indicators

If we are successful we will see	Code	Outcome measures	Progress Comments	Directorate	Status
Increased engagement with our community	SI-6.1	Community satisfaction with Council's community consultation and engagement (Community Satisfaction Survey)	Indicator reported annually	Customer, Innovations and Arts	-
	SI-6.2	Customer satisfaction with Council's representation, lobbying and advocacy on behalf of the community with other levels of government and private organisations on key issues (Community Satisfaction Survey)	Indicator reported annually	Customer, Innovations and Arts	
Service delivery that frequently meets the needs and expectations of the community	SI-6.3	Proportion of residents satisfaction with the overall Council performance (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-
	SI-6.4	Proportion of residents satisfaction that Council provides important services that meet the needs of the whole community (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-
	SI-6.5	Percentage of capital work program delivered (Capital Works Delivery Program)	Indicator reported annually	Infrastructure and operations	
Increased satisfaction with the integrity and transparency of Council	SI-6.6	Community satisfaction with Council implementing decisions in the best interests of the Community (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-
	SI-6.7	Community satisfaction with Council's performance in maintaining the trust and confidence of the local community (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-

## Initiative progress comments

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
Ensure sustainable financial management and the strategic allocation of resources to deliver planned infrastructure and services	CP-6.1.1	Regularly review and update long-term financial and infrastructure planning to guide our budget decisions to ensure they are responsible and sustainable	Council adopted the 10 year financial plan at the 11 October, 2021 meeting. The plan outlines strategic actions to ensure Council remains financially sustainable in maintaining infrastructure and delivering services into the future. COVID-19 continues to challenge the financial sustainability of the organisation, however close financial monitoring ensures an accurate reflection of the financial impacts and management's response to mitigate those impacts. The September 2021 Quarterly Consolidated Financial Performance Report documented the financial impacts of COVID-19 and Council's approach to funding those financial losses. Council continues to remain in a cash surplus and financially sustainable.	Corporate and Commercial Services	
	CP-6.1.2	Seek alternative revenue sources	Council's ability to seek alternate revenue sources has been constrained by the impacts of the government restrictions from the ongoing COVID-19 pandemic. Even though restrictions have primarily been lifted, opportunities to generate more revenue still remain difficult through this recovery phase. Council's commitment to advocacy has generated additional grant funding which will take pressure off rates funding and user fees and charges.	Corporate and Commercial Services	
	CP-6.1.3	Implement the Property Strategy and Plan to ensure property is managed for the broader community in a responsible way	Property Strategy Implementation Plan has been approved, and further standardisation of processes is continuing, including	Corporate and Commercial Services	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			encroachments; protection works notice and telecommunication facility requests.		
	CP-6.1.4	Review and adopt Procurement Policy; monitor, manage and refine processes to support collaboration, innovation, efficiency and agility	Council adopted the 2021 - 2025 Procurement Policy at its meeting on 11 October 2021. The Procurement Plan and evaluation matrix templates have been updated to incorporate the revised minimum criteria weightings of 30 percent for Financial Cost to Council and 10 percent for Community Benefit, and implemented across the organisation.	Corporate and Commercial Services	
	CP-6.1.5	Oversee the reporting and governance of Council's subsidiary Peninsula Leisure Propriety Limited to ensure recovery and future growth	<p>Navigating the financial impacts of the government restrictions due to the COVID-19 pandemic has been challenging however the Board has briefed Councillors, the Executive Management team and the Audit and Risk Committee in a timely manner. A report in October requested Council to provide financial support of \$2.25 million for operational and capital expenditure to address the COVID-19 financial challenges during 2021-2022.</p> <p>Reporting during the second quarter included the 2020-2021 Annual Report and Quarter One Performance Report including additional information as requested by Council's Audit and Risk Committee.</p>	Corporate and Commercial Services	
Enhance strategy, policy and plan development and identify alignment to allow for prioritisation of services that are efficient, well planned, accessible and meet community needs	CP-6.2.1	Enhance integrated planning and strategy alignment across the organisation	An Integrated Planning and Reporting Control Group had been established to oversee a number of plan developments and integrated planning priority projects. Work on a number of projects has continued; Service Planning, Reporting Audit, Directorate Plans, Strategic Document Hierarchy and schedule of key	Corporate and Commercial Services	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			dates. This quarter the control group has endorsed the schedule of key dates and commenced working on a Service Governance structure to improve cross-functional service delivery, monitoring and decision making.		
	CP-6.2.2	Review Council's assets to ensure they meet community needs	Council's works plan for development and renewal of its assets is detailed in the 2021-2031 Long Term Infrastructure Plan (LTIP) which was adopted by Council on 11 October 2021. Work is on-going on the development of the 2022-2032 LTIP and the 2022/23 Capital Works Program. This work is well advanced and on track for completion in April 2022.	Infrastructure and Operations	
	CP-6.2.3	Develop and implement Enterprise, Risk, Opportunity Management Framework	<p>The Risk Management Policy has been reviewed and was tabled with the Audit and Risk Committee in November, who recommended a few minor changes prior to tabling with Council and subsequent public exhibition.</p> <p>The risk software has now been implemented, and data has been uploaded. The operational risks have been captured as part of the service planning process.</p> <p>The risk appetite, risk consequence and supporting risk matrix has been finalised.</p>	Corporate and Commercial Services	
	CP-6.2.4	Develop and implement Governance and Integrity Framework to enable open, transparent and accountable decision-making	An approach was determined for undertaking benchmarking with surrounding councils to inform the development of the Governance and Integrity Framework.	Corporate and Commercial Services	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
Lead advocacy engagement and enhance relationships with all tiers of government and key stakeholders	CP-6.3.1	Develop and implement an Advocacy and Strategic Partnering Framework	Feedback from Frankston City Stakeholder Group is being collated and integrated into various internal and external feedback changes required to the draft document. The framework is completed and will be presented to the Advocacy Sub-Committee for review and endorsement in March prior to a Council Meeting.	Customer Innovation and Arts	
	CP-6.3.2	Develop and deliver annual advocacy campaign plan	A series of flagship advocacy priorities (5) and other opportunistic priorities were adopted by Council at the 15 November 2021 Council Meeting. Council's Advocacy Campaign Plan is completed and roll out will commence in February 2022.	Customer Innovation and Arts	
	CP-6.3.3	Build the profile of advocacy priorities through implementation of a communication and engagement plan	Regular meetings have occurred 1-on-1 with local Frankston City elected representatives and political candidates in order to garner strong relationships during the Federal and State election cycles. Council's Advocacy Campaign detailing all advocacy, communication and engagement tactics is drafted and will be presented to Councillors in February 2022.	Customer Innovation and Arts	
Enhance customer experience through the transformation of our services to ensure they are easy to access, and provide seamless transactional and interactional experiences	CP-6.4.1	Transformation of our digital platforms, ensuring that they are fully accessible for people of all abilities and cultures	Council continued its redesign of the navigation of its websites and rewriting of its content to ensure accessibility for all. Council continued to digitize how impact transactions. In this reporting period Council digitized its immunization booking process as well as additional requirements for swimming pool registrations and tree planting initiatives. Council also seamlessly linked its community	Customer Innovation and Arts	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			engagement platform with Council's corporate website for an improved customer experience.		
	CP-6.4.2	Implement the Customer Experience Strategy	The Customer Experience Strategy is in its final stages of development - staged implementation will be planned for post March 2022.	Customer Innovation and Arts	
	CP-6.4.3	Implement the Community Engagement Framework	Framework delivery complete, with community engagement now being coordinated and reported on centrally, with staff using approved, model and processes. Online engagement being delivered on the Engage Frankston! website with good community response and interaction. Mini Frankston City has now been launched with 520 members.	Customer Innovation and Arts	
Support transparent and evidenced based decision making through sharing council data and clear reporting on our measures of success to the community	CP-6.5.1	Monitor and report on Council's operations, spending and work across Frankston City in a way that is meaningful and simple to understand	Council received the audited 2020-2021 consolidated financial accounts at its meeting on the 20 September 2021. The September 2021 Consolidated Financial Performance Report was presented to Council on 15 November, 2021. COVID-19 has impacted our financial position, however management has responded by taking action to offset these losses, whilst continuing to deliver services within community expectations. Council's cash position remains strong and in surplus.	Corporate and Commercial Services	
	CP-6.5.2	Implement a transparency hub	The project to develop a transparency hub is progressing. A public tender process for a solution commenced in December. This project will provide improved access to relevant financial information by the Community.	Corporate and Commercial Services	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-6.5.3	Proactively increase access to Council's open data to maximise new opportunities for release of records	Consultation continued in Q2 with a presentation to Councillors, further consultation including community engagement will occur in Q3	Customer Innovation and Arts	
	CP-6.5.4	Progress the data protection and security plan	Information Security plan is being progressed, additional security measures have been implemented in the last quarter	Customer Innovation and Arts	
	CP-6.5.5	Enhance public transparency, in line with Council's Public Transparency Policy, to maximise council decision making	Work has commenced on reviewing and expanding the categories of information and documents which are made public, to give effect to Council's Public Transparency Policy.	Corporate and Commercial Services	



# Reporting on our financial performance

Frankston City Council | 2021-2022 Q1 Performance Report

# Overview

## Summary of Financial Results

Description	2021-2022 FCC	2021-2022 FCC	Full Year	2021-2022 FCC	2021-2022 Consol.
	Revised Budget	Adopted Budget	(Fav)/Unfav	Forecast	Forecast
	\$'000	\$'000	Variance	\$'000	\$'000
			\$'000		
<i>Operating</i>					
Revenue	176,334	178,443	2,109	176,334	183,954
Expenditure	182,675	179,946	2,729	182,175	190,664
Gain/(Loss) on disposal of assets	574	574	-	574	574
<b>Underlying operational result</b>	<b>(5,767)</b>	<b>(929)</b>	<b>4,838</b>	<b>(5,267)</b>	<b>(6,136)</b>
<i>Capital</i>					
Revenue	27,744	20,221	(7,523)	27,744	27,744
<b>Operational surplus/(deficit)</b>	<b>21,977</b>	<b>19,292</b>	<b>(2,685)</b>	<b>22,477</b>	<b>21,608</b>

The following quarterly financial report provides a summary and analysis of Council's financial performance for the six (6) months to December 2021. The report is designed to ensure consistency with the 2021-2022 adopted budget, compliance with statutory requirements and to measure Council's overall financial performance.

### Frankston City Council (Parent) Results

The impact of COVID-19 has had a significant impact on Council's financial result for the first half and forecast for the financial year. The revised budget for the Underlying operating result reflects an unfavourable variance. Council's forecast full year underlying operating position is indicating a deficit of \$5.267M, this is a \$4.338M unfavourable variance compared to the adopted 2021-2022 budget position of \$0.929M deficit. The Executive Management Team (EMT) continue to review expenditure to identify areas to offset the COVID-19 financial impacts on the underlying operational result. The key actions taken include 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 to deliver services to the community's expectations whilst doing so at a reduced cost to ratepayers. It is expected to return to surplus in future years.

The Operational surplus for the financial year is forecast to have a favourable variance of \$3.185M compared to the adopted budget. This is mainly due to additional capital grant funding secured.

### Consolidated Entity Results

The forecast full year underlying operating position of the consolidated entity is indicating a deficit of \$6.136M, this is a \$4.939M unfavourable variance compared to the adopted 2021-2022 budget position of \$1.197M deficit. The factors attributed to Frankston City Council's portion of this result are listed under Section 3 of this report.

The significant factors from Peninsula Leisure Pty Ltd which contribute to this variance are a \$6.0730M unfavourable variance in user fees and charges. The decrease in user fees and charges relates to the impact of COVID-19 on the expected decrease in patronage.

See Appendix F for the detailed consolidated income statement.

We believe it's important that the community are aware of the financial impacts of the pandemic and the challenges ahead. The financial impacts since the beginning of the pandemic in March 2020 and forecast for the remainder of the 2021-22 year show total savings/funding of \$21.88M providing an offset for the COVID-19 net financial loss of \$12.75M whilst also funding the \$9.128M Relief and Recovery Package.

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

A summary of the key financial data is as follows:

	Full Year			
	Forecast	Adopted Budget	Variance	Variance %
	\$'000s	\$'000s	\$'000s	%
Underlying operating result (1)	(5,267)	(929)	(4,838)	(521%)
Consolidated Underlying operating result (1)	(6,136)	(1,197)	(4,939)	(412%)
Accumulated Cash Position	230	500	(270)	(54%)
Cash and investments	81,159	89,401	(8,242)	(9.22%)
Capital works expenditure	73,716	64,885	(8,831)	(13.61%)

( ) Denotes negative result

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

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

# Income Statement

The December 2021 financial performance position highlights some key outcomes that are covered in the points below.

## FCC Summary - Income Statement

Description	Year to Date			Full Year			
	Dec-21	Dec-21	(Fav)/Unfav	2021-2022	2021-2022	(Fav)/Unfav	2021-2022
	Actual	Budget	Variance	Revised Budget	Adopted Budget	Variance	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Operating</i>							
Revenue	85,976	86,451	475	176,334	178,443	2,109	176,334
Expenditure	83,242	84,437	(1,195)	182,675	179,946	2,729	182,175
Gain/(Loss) on disposal of assets	198	287	89	574	574	-	574
<b>Underlying operational result</b>	<b>2,932</b>	<b>2,301</b>	<b>(631)</b>	<b>(5,767)</b>	<b>(929)</b>	<b>4,838</b>	<b>(5,267)</b>
<i>Capital</i>							
Revenue	4,596	5,231	635	27,744	20,221	(7,523)	27,744
<b>Operational surplus/(deficit)</b>	<b>7,528</b>	<b>7,532</b>	<b>4</b>	<b>21,977</b>	<b>19,292</b>	<b>(2,685)</b>	<b>22,477</b>

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

Council's revised budget full year underlying operating position is indicating a deficit of \$5.767M, this is a \$4.838M unfavourable variance compared to the adopted 2021-2022 budget position of \$0.929M deficit.

When comparing the 2021-2022 forecast to the 2021-2022 revised budget, the variance in expenditure is due to the decision to move \$0.500M of financial support to the Peninsula Aquatic Regional Centre to the 2022-2023 financial year.

The significant factors which contribute to the variance in the revised budget versus the adopted budget are:

**Grants – operating – \$1.181M favourable variance.** The increase in government funding relates to the following areas:

- \$0.694M increase in forecast to be received for Family Health Support Services due to additional funding, some of which is one off, for community recovery from COVID-19 impacts, job advocacy and maternal and child health programs.
- \$0.226M increase in forecast to be received for the continuation of the Working for Victoria initiative. This additional income has been forecast to be fully expended resulting in a zero cost to Council.
- \$0.174M increase in forecast in Waste & Recycling Services due to the receipt of funding relating to kerbside reforms and moving to a 4 bin system.

**User fees and charges— \$2.786M unfavourable variance.** The decrease in user fees and charges relates to the following areas:

- a. \$2.644M reduction in user fees and charges income expected for the Frankston Arts Centre due to the closure of the facility as a result of COVID-19 restrictions imposed.
- b. \$0.822M reduction in User fees and charges income expected to be received for charged car parking due to restrictions in place as a result of COVID-19.
- c. \$0.134M reduction in User fees and charges income expected to be received at the Centenary Park Golf Course due to closures in the first quarter as a result of COVID-19 restrictions.
- d. \$0.108M reduction in User fees and charges income expected to be received in Community Strengthening due to closure of community facilities and associated room hire as a result of COVID-19 restrictions.
- e. \$0.810M addition in User fees and charges income expected to be received in Waste and Recycling Services due to higher than expected patronage at the Frankston Regional Recycling and Recovery Centre (FRRRC) for the first half of the year.

Other income - \$0.888M favourable variance. The increase in Other income is mainly due to:

- a. \$0.848M increase due to the receipt of income associated with an insurance claim relating to previous damage at Peninsula Aquatic Recreation Centre and court decision regarding fraudulent activity.

**Materials and services - \$3.217M unfavourable variance.** The increase in materials and services is mainly due to:

- a. \$2.250M financial support payment to Peninsula Aquatic Regional Centre due to reduced operations in 2021-2022 as a result of COVID-19.
- b. \$1.141M increased expenditure in Operations primarily due to costs associated with emergency response to adverse storm and wind conditions experienced in the first half of the year.
- c. \$0.680M additional expenditure in Waste and Recycling Services due to increased patronage at FRRRC which has resulted in additional costs of waste disposal, levies and transport.
- d. \$0.732K decreased expenditure at the Frankston Arts Centre due to closure of the facility during the first half of the year.

**Employee Costs - \$0.174M favourable variance.** The decrease in Employee costs is mainly due to:

- a. \$0.384M decreased expenditure in Operations due to savings associated with vacant positions, delays in recruitment and abolishing positions no longer required.

- b. \$0.221M decreased expenditure at the Frankston Arts Centre due to closure of the facility during the first quarter.
- c. \$0.350M decrease in the provision for Long Service Leave in Employee Overheads.
- d. Offset by \$0.773 additional expenditure in which relates to additional grant funding that was received to assist in community recovery and other one-off projects in Family Health Support Services and Working for Victoria Initiative.

**Operating Result:** The operating result allows the impact of non-operating or once off items on the net surplus or deficit for the year to be measured. Council's operational performance for the forecast full year position indicates a surplus of \$21.977M, this is a \$2.685M favourable variance compared to the adopted 2021-2022 budget position of \$19.292M surplus. This favourable variance is due to the reasons as described above plus an increase of \$7.603M expected to be received for capital grants as a result of bringing forward the completion of selected projects.

#### Consolidated Summary - Income Statement

Description	Year to Date			Full Year			
	Dec-21	Dec-21	(Fav)/Unfav	2021-2022	2021-2022	(Fav)/Unfav	2021-2022
	Actual	Budget	Variance	Revised Budget	Adopted Budget	Variance	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Operating</i>							
Revenue	88,416	93,168	475	183,109	191,876	8,767	183,954
Expenditure	86,221	86,936	(1,195)	190,303	193,647	(3,344)	190,664
Gain/(Loss) on disposal of assets	198	287	89	574	574	-	574
<b>Underlying operational result</b>	<b>2,393</b>	<b>6,519</b>	<b>4,126</b>	<b>(6,620)</b>	<b>(1,197)</b>	<b>5,423</b>	<b>(6,136)</b>
<i>Capital</i>							
Revenue	4,596	5,231	635	27,744	20,221	(7,523)	27,744
<b>Operational surplus/(deficit)</b>	<b>6,989</b>	<b>11,750</b>	<b>4,761</b>	<b>21,124</b>	<b>19,024</b>	<b>(2,100)</b>	<b>21,608</b>

**Consolidated Underlying operating result:** Council's consolidated revised budget full year underlying operating position is indicating a deficit of \$6.136M, this is a \$5.423M unfavourable variance compared to the adopted 2021-2022 budget position of \$1.197M deficit.

The comparison in forecast between the underlying operating result of Frankston City Council of \$5.267M deficit and that of the consolidated entity of \$6.136M deficit has resulted in an unfavourable variance of \$0.869M. This variance is the result of operations at Peninsula Aquatic Regional Centre, with the primary reasons for the variance are as follows:

- a. \$6.712M reduction income due to reduced operations in 2021-2022 as a result of COVID-19. This has been offset by an additional \$1.750M in financial support from Council.
- b. \$2.585M decreased expenditure in relation to Employee Benefits as a result of reduced operations and the associated non-requirement of casual staff.
- c. \$1.148M decreased expenditure on Materials and Services due to closures which includes items such as utilities, cost of goods sold and maintenance.

# Capital Works Statement

## Capital Works Statement

For the quarter ending 31 December 2021

	Year to Date			Forecast/Rev. Budget	Full Year		
	Actual \$'000	Adopted Budget \$'000	Variance \$'000		Budget \$'000	Adopted Budget \$'000	Variance \$'000
Total property	4,733	5,198	465	29,229	20,266	(8,963)	
Total plant and equipment	2,151	4,078	1,927	10,131	10,089	(42)	
Total infrastructure	7,914	10,798	2,884	34,356	34,530	174	
<b>Total capital works expenditure</b>	<b>14,798</b>	<b>20,074</b>	<b>5,276</b>	<b>73,716</b>	<b>64,885</b>	<b>(8,831)</b>	
<b>Represented by:</b>							
Asset renewal expenditure	6,855	9,072	2,217	24,869	23,761	(1,108)	
New asset expenditure	3,961	5,813	1,852	19,602	19,359	(243)	
Asset upgrade expenditure	3,036	3,866	830	24,326	16,989	(7,337)	
Asset expansion expenditure	946	1,323	377	4,919	4,776	(143)	
	<b>14,798</b>	<b>20,074</b>	<b>5,276</b>	<b>73,716</b>	<b>64,885</b>	<b>(8,831)</b>	
<b>Funding:</b>							
<b>External</b>							
Government grants	3,859	4,211	352	25,824	18,221	(7,603)	
Contributions	140	120	(20)	120	200	80	
Proceeds from sale of assets	280	408	128	1,024	1,024	-	
<b>Total external funding</b>	<b>4,279</b>	<b>4,739</b>	<b>460</b>	<b>26,968</b>	<b>19,445</b>	<b>(7,523)</b>	
<b>Internal</b>							
Reserve funds	88	2,823	2,735	16,957	11,532	(5,425)	
Loan borrowings	-	330	330	2,114	4,350	2,236	
Rates funding	10,431	12,182	1,751	27,677	29,558	1,881	
<b>Total internal funding</b>	<b>10,519</b>	<b>15,335</b>	<b>4,816</b>	<b>46,748</b>	<b>45,440</b>	<b>(1,308)</b>	
<b>Total funding</b>	<b>14,798</b>	<b>20,074</b>	<b>5,276</b>	<b>73,716</b>	<b>64,885</b>	<b>(8,831)</b>	

After six months of the year to date expenditure is \$14.798M against a year to date adopted budget of \$20.074M. The Capital Works Program is tracking well with under expenditure due to minor delays of larger projects.

The delivery of the 2021-2022 Capital Works Program is on track, with an end of year forecast expenditure of \$73.716M. The increase in forecast compared to the adopted budget is primarily due to the expedition of works of \$8.280M on the Jubilee Park Indoor Multipurpose Netball Complex.

# Balance Sheet

The balance sheet as at 31 December 2021 indicates a continued satisfactory result. Council's net assets are valued at \$1.816B at the end of December 2021, and are forecast to be \$1.831B at the end of June 2022.

A comparison of total current assets of \$131.671M with total current liabilities of \$50.683M (working capital ratio YTD of 2.59 to 1) depicts a satisfactory financial position.

## Schedule of other reserves for December 2021

	Opening Balance 01/07/2021 \$'000	Transfer to reserve \$'000	Transfer from reserve \$'000	Closing balance 31/12/2021 \$'000
<b>Statutory reserves</b>				
Public resort and recreation	8,265	597	(91)	8,771
Subdivision roadworks	133	-	-	133
Infrastructure assets	74	-	-	74
Car parking	10	-	-	10
<b>Total statutory reserves</b>	<b>8,482</b>	<b>597</b>	<b>(91)</b>	<b>8,988</b>
<b>Discretionary reserves</b>				
Strategic asset reserve	28,953	-	(824)	28,129
MAV LGFV fund	12,204	252	-	12,456
Unexpended grant reserve	5,798	-	(251)	5,547
PARC asset management sinking fund	11,705	-	(530)	11,175
Capital projects reserve	4,459	-	-	4,459
Resource efficiency reserve	75	1	-	76
<b>Total discretionary reserves</b>	<b>63,194</b>	<b>253</b>	<b>(1,605)</b>	<b>61,842</b>

Council has made the funding commitments of \$13.710M for Jubilee Park and \$1.065M for Centenary Park that will be drawn from the strategic asset reserve over the course of the projects.

<b>Trade and other receivables</b>	<b>2020-21</b>	<b>2021-22</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current receivables</b>		
Ratepayer receivables	11,092	13,428
Special rates & charges	123	123
Infringements	5,406	5,647
Provision for doubtful debts - infringements	(2,701)	(2,781)
Other receivables	2,908	4,263
Provision for doubtful debts - other debtors	(65)	(117)
	<u>16,763</u>	<u>20,563</u>
<b>Non-current receivables</b>		
Special rates & charges	684	595
<b>Total receivables</b>	<u>17,382</u>	<u>21,041</u>

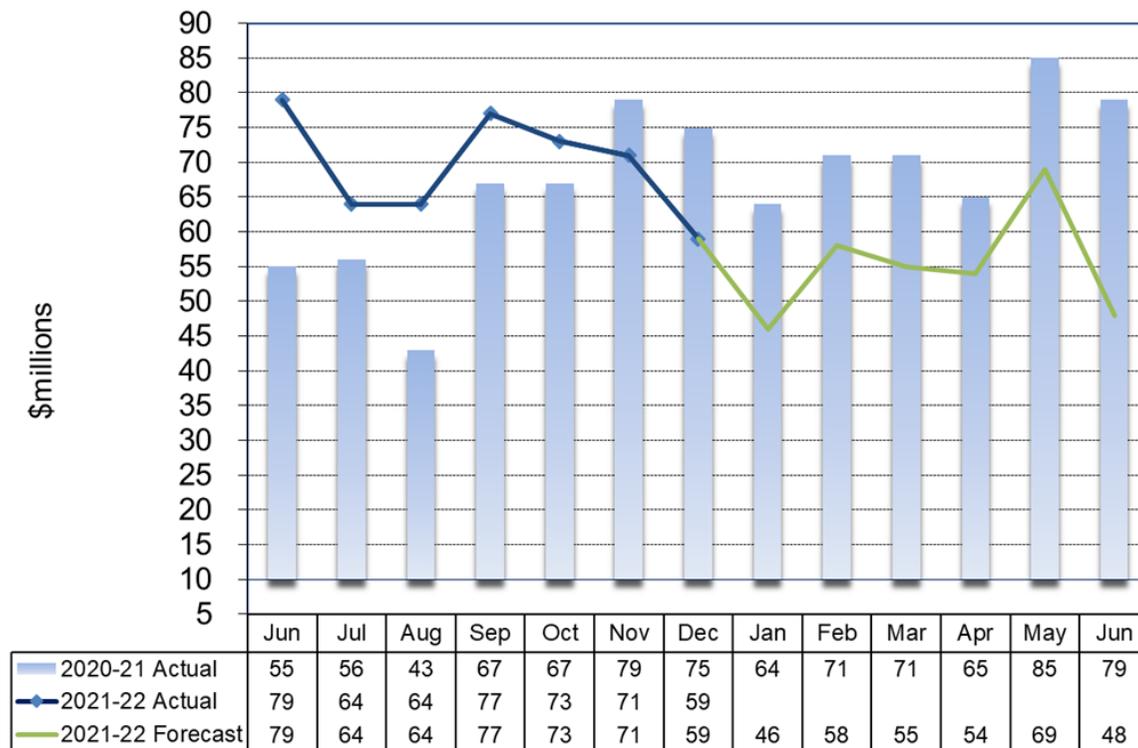
The increase in Ratepayer receivables is due to the impacts of COVID-19 and Council's decision to offer relief for ratepayers in terms of the payments of their rates.

For a full balance sheet please refer to [Attachment C](#).

# Cash Flow

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

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



# Loans

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

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Expense \$'000	Balance 30 June \$'000	Liquidity (CA/CL)	Debt Commit (Debt/Total Rates)	Debt Serv (Serv Costs/ Total Revenue)
2019/20	-	320	1,479	27,748	3.09	21.56%	0.82%
2020/21	50	373	1,452	27,453	2.79	22.28%	0.83%
<b>2021/22</b>	<b>4,450</b>	<b>947</b>	<b>1,533</b>	<b>32,750</b>	<b>2.61</b>	<b>24.24%</b>	<b>0.77%</b>
2022/23	4,257	1,376	1,580	35,631	1.96	25.85%	0.79%
2023/24	5,000	1,717	1,626	38,914	1.65	27.59%	0.81%
2024/25	-	2,134	1,565	36,780	1.11	25.48%	0.78%
<b>Victorian State Government Prudential Ratio Limits - Risk Assessment</b>				<b>High</b>	<b>Below 1.10</b>	<b>Above 80%</b>	<b>Above 10%</b>
				<b>Medium</b>	<b>1.10 - 1.20</b>	<b>60%-80%</b>	<b>5% - 10%</b>
				<b>Low</b>	<b>Above 1.20</b>	<b>Below 60%</b>	<b>Below 5%</b>

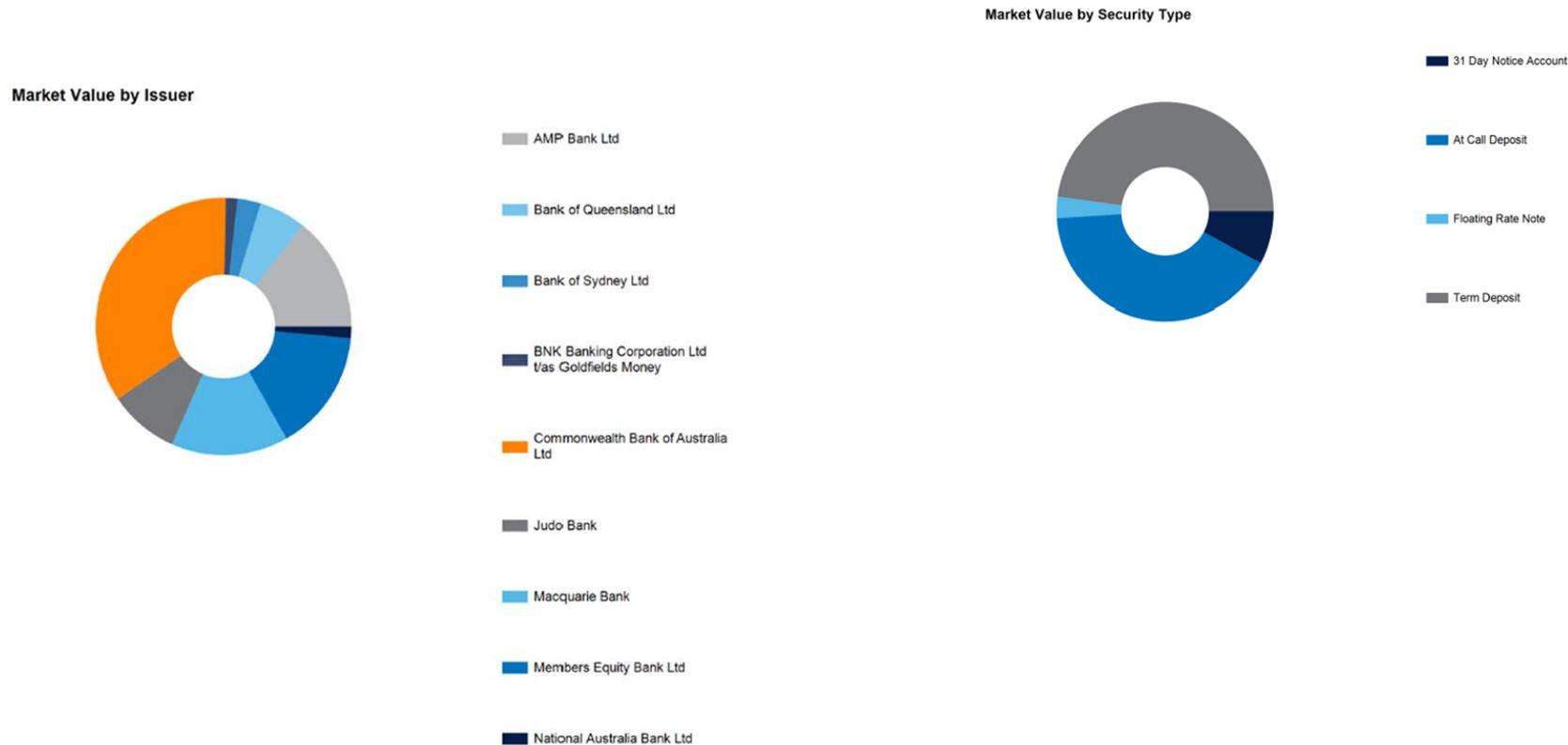
The status of Council's loan borrowings as at the 31 December 2021 are listed in the table below:

Financial institution	Debt principal @ 30-06-2021 \$'000's	Principal repaid \$'000's	New borrowings \$'000's	Debt principal @ 31-12-2021 \$'000's	Interest \$'000's	Loan repayments due over next 12 months \$'000's
National Australia Bank	11,861	180	-	11,681	413	1,183
National Australia Bank - MAV	15,542	-	-	15,542	310	-
Treasury Corporation Victoria	50	-	-	50	-	-
<b>Total</b>	<b>27,453</b>	<b>180</b>	<b>-</b>	<b>27,273</b>	<b>723</b>	<b>1,183</b>

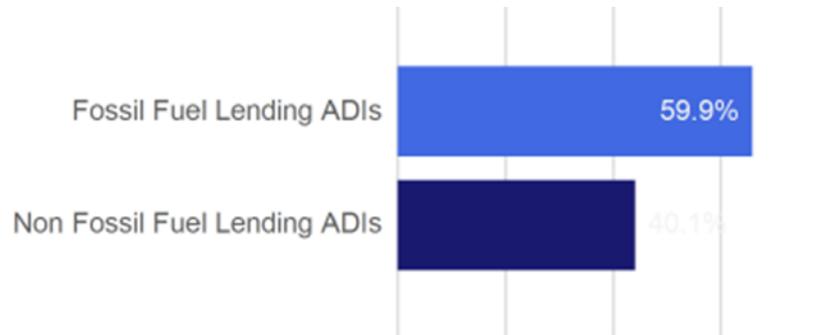
# Investments

Council is complying with its Investment Policy (adopted by Council on 16 December 2019) that ensures effective and responsible utilisation of Council’s surplus cash funds within the government legislative framework and applicable Federal and State regulations. Council’s investment holdings as at 31 December 2021 were \$117.0080M.

Council’s investments as at the 31 December 2021 are listed in the tables below.



## Portfolio Fossil Fuel Summary



## Performance Statistics for Period Ending 31 December 2021

Trading Book	1 Month	3 Month	12 Month	Since Inception
Frankston City Council				
Portfolio Return (1)	0.03%	0.07%	0.38%	0.70%
Performance Index (2)	0.00%	0.01%	0.03%	0.41%
Excess Performance (3)	0.03%	0.06%	0.35%	0.29%

### Notes

- 1 Portfolio performance is the rate of return of the portfolio over the specified period
- 2 The Performance Index is the Bloomberg AusBond Bank Bill Index (Bloomberg Page BAUBIL)
- 3 Excess performance is the rate of return of the portfolio in excess of the Performance Index

Trading Book	Weighted Average Running Yield
Frankston City Council	0.48



# Conclusion

The revised budget full year net underlying result is anticipated to be a deficit of \$5.767M which compares unfavourably by \$4.838M to the 2021-2022 adopted budgeted deficit of \$0.929M.

After six months of the financial year, COVID-19 government restrictions have had a significant effect on Council's financial position. Council will continue to closely monitor its position and ensure that the impact is kept to a minimum. Whilst this impact is short term for the moment, it remains to be seen how COVID-19 will impact on long-term projections.

# Attachment A – Income Statement

## Income Statement

For the quarter ending 31 December 2021

Description	Year to Date			Full Year			
	Dec-21	Dec-21	(Fav)/Unfav	2021-2022	2021-2022	(Fav)/Unfav	2021-2022
	Actual	Adopted Budget	Variance	Revised Budget	Adopted Budget	Variance	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Revenue</b>							
Rates and charges	66,387	66,256	(131)	134,801	134,698	(103)	134,801
Government grants - operating	10,019	8,065	(1,954)	19,958	18,777	(1,181)	19,958
User fees and charges	5,793	7,828	2,035	12,963	15,749	2,786	12,963
Statutory fees and fines	2,044	2,651	607	4,597	6,093	1,496	4,597
Other Income	1,733	1,651	(82)	4,014	3,126	(888)	4,014
Proceeds from sale of property, infrastructure, plant and equipment	198	287	89	574	574	-	574
<b>Total income</b>	<b>86,174</b>	<b>86,738</b>	<b>564</b>	<b>176,907</b>	<b>179,017</b>	<b>2,110</b>	<b>176,907</b>
<b>Expenditure</b>							
Employee costs	36,953	35,969	984	77,052	77,226	(174)	77,052
Materials and services	27,756	29,183	(1,427)	66,747	63,530	3,217	66,247
Depreciation	15,921	15,773	148	31,209	31,531	(322)	31,209
Amortisation - intangible assets	425	425	-	850	850	-	850
Amortisation - right of-use assets	192	166	26	330	330	-	330
Finance costs	723	767	(44)	1,435	1,533	(98)	1,435
Finance costs - leases	17	19	(2)	40	40	-	40
Bad and doubtful debts	34	110	(76)	220	220	-	220
Other expenses	1,222	2,026	(804)	4,791	4,686	105	4,791
<b>Total expenditure</b>	<b>83,243</b>	<b>84,438</b>	<b>(1,195)</b>	<b>182,674</b>	<b>179,946</b>	<b>2,728</b>	<b>182,174</b>
<b>Underlying surplus / (deficit)</b>	<b>2,931</b>	<b>2,300</b>	<b>(631)</b>	<b>(5,767)</b>	<b>(929)</b>	<b>4,838</b>	<b>(5,267)</b>
Contributions - capital	140	120	(20)	120	200	80	120
Government grants - capital	3,859	4,211	352	25,824	18,221	(7,603)	25,824
Contributions - non monetary assets	-	400	400	800	800	-	800
Contributions - cash	597	500	(97)	1,000	1,000	-	1,000
<b>Surplus / (deficit) for the period</b>	<b>7,527</b>	<b>7,531</b>	<b>4</b>	<b>21,977</b>	<b>19,292</b>	<b>(2,685)</b>	<b>22,477</b>

# Attachment B – Capital Works Statement

## Capital Works Statement

For the quarter ending 31 December 2021

	Year to Date			Forecast/Rev. Budget \$'000	Full Year	
	Actual \$'000	Adopted Budget \$'000	Variance \$'000		Adopted Budget \$'000	Variance \$'000
<b>Property</b>						
Buildings	4,733	5,198	465	29,229	20,266	(8,963)
<b>Total property</b>	<b>4,733</b>	<b>5,198</b>	<b>465</b>	<b>29,229</b>	<b>20,266</b>	<b>(8,963)</b>
<b>Plant and equipment</b>						
Plant, machinery and equipment	714	1,688	974	4,766	4,732	(34)
Fixtures, fittings and furniture	47	107	60	557	437	(120)
Computers and telecommunications	962	1,923	961	4,082	4,194	112
Library books	428	360	(68)	726	726	-
<b>Total plant and equipment</b>	<b>2,151</b>	<b>4,078</b>	<b>1,927</b>	<b>10,131</b>	<b>10,089</b>	<b>(42)</b>
<b>Infrastructure</b>						
Roads	1,597	2,052	455	8,704	9,330	626
Bridges	164	153	(11)	200	200	-
Footpaths and cycleways	1,553	1,231	(322)	4,428	3,259	(1,169)
Drainage	282	351	69	1,451	1,056	(395)
Recreational, leisure and community facilities	1,479	3,132	1,653	6,829	6,808	(21)
Waste management	86	325	239	560	560	-
Parks, open space and streetscapes	2,137	2,747	610	9,166	10,823	1,657
Off street car parks	135	89	(46)	973	430	(543)
Other infrastructure	481	718	237	2,045	2,064	19
<b>Total infrastructure</b>	<b>7,914</b>	<b>10,798</b>	<b>2,884</b>	<b>34,356</b>	<b>34,530</b>	<b>174</b>
<b>Total capital works expenditure</b>	<b>14,798</b>	<b>20,074</b>	<b>5,276</b>	<b>73,716</b>	<b>64,885</b>	<b>(8,831)</b>
<b>Represented by:</b>						
Asset renewal expenditure	6,855	9,072	2,217	24,869	23,761	(1,108)
New asset expenditure	3,961	5,813	1,852	19,602	19,359	(243)
Asset upgrade expenditure	3,036	3,866	830	24,326	16,989	(7,337)
Asset expansion expenditure	946	1,323	377	4,919	4,776	(143)
	<b>14,798</b>	<b>20,074</b>	<b>5,276</b>	<b>73,716</b>	<b>64,885</b>	<b>(8,831)</b>
<b>Funding:</b>						
<b>External</b>						
Government grants	3,859	4,211	352	25,824	18,221	(7,603)
Contributions	140	120	(20)	120	200	80
Proceeds from sale of assets	280	408	128	1,024	1,024	-
<b>Total external funding</b>	<b>4,279</b>	<b>4,739</b>	<b>460</b>	<b>26,968</b>	<b>19,445</b>	<b>(7,523)</b>
<b>Internal</b>						
Reserve funds	88	2,823	2,735	16,957	11,532	(5,425)
Loan borrowings	-	330	330	2,114	4,350	2,236
Rates funding	10,431	12,182	1,751	27,677	29,558	1,881
<b>Total internal funding</b>	<b>10,519</b>	<b>15,335</b>	<b>4,816</b>	<b>46,748</b>	<b>45,440</b>	<b>(1,308)</b>
<b>Total funding</b>	<b>14,798</b>	<b>20,074</b>	<b>5,276</b>	<b>73,716</b>	<b>64,885</b>	<b>(8,831)</b>

# Attachment C – Balance Sheet

## Balance sheet

As at 31 December 2021

	Actual 2020-2021 \$'000	Year to date 2021-2022 \$'000	Adopted Budget 2021-2022 \$'000	Revised Budget 2021-2022 \$'000	Forecast 2021-2022 \$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	76,843	56,965	53,520	47,142	47,597
Trade and other receivables	23,234	20,434	20,430	23,043	23,043
Other financial assets	36,517	52,536	34,881	34,017	34,017
Inventories	124	144	165	125	125
Other assets	2,803	1,592	2,941	2,913	2,913
<b>Total current assets</b>	<b>139,521</b>	<b>131,671</b>	<b>111,937</b>	<b>107,240</b>	<b>107,695</b>
<b>Non-current assets</b>					
Trade and other receivables	613	595	550	488	488
Investment in subsidiary	300	300	-	300	300
Other financial assets	-	7,507	1,000	-	-
Intangible assets	1,001	576	1,389	2,340	2,340
Right of Use	637	446	177	273	273
Property, infrastructure, plant and equipment	1,755,576	1,754,370	1,765,613	1,794,688	1,794,688
<b>Total non-current assets</b>	<b>1,758,127</b>	<b>1,763,794</b>	<b>1,768,729</b>	<b>1,798,089</b>	<b>1,798,089</b>
<b>Total assets</b>	<b>1,897,648</b>	<b>1,895,465</b>	<b>1,880,666</b>	<b>1,905,329</b>	<b>1,905,784</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	19,211	4,885	18,679	19,709	19,709
Trust funds and deposits	6,705	12,923	6,660	6,883	6,883
Unearned income	18,932	16,579	3,700	2,160	2,160
Provisions	15,175	15,555	12,571	15,706	15,706
Lease liability	370	378	1,080	592	592
Interest-bearing loans and borrowings	370	363	194	253	253
<b>Total current liabilities</b>	<b>60,763</b>	<b>50,683</b>	<b>42,884</b>	<b>45,303</b>	<b>45,303</b>
<b>Non-current liabilities</b>					
Provisions	1,422	2,183	1,867	1,470	1,470
Interest-bearing loans and borrowings	27,084	26,894	31,670	28,409	28,409
Lease liability	301	126	-	48	48
<b>Total non-current liabilities</b>	<b>28,807</b>	<b>29,203</b>	<b>33,537</b>	<b>29,927</b>	<b>29,927</b>
<b>Total liabilities</b>	<b>89,570</b>	<b>79,886</b>	<b>76,421</b>	<b>75,230</b>	<b>75,230</b>
<b>Net assets</b>	<b>1,808,078</b>	<b>1,815,579</b>	<b>1,804,245</b>	<b>1,830,099</b>	<b>1,830,554</b>
<b>Equity</b>					
Accumulated surplus	743,815	752,163	759,146	775,186	780,496
Other reserves	1,064,263	1,063,416	1,045,099	1,054,913	1,050,058
<b>Total equity</b>	<b>1,808,078</b>	<b>1,815,579</b>	<b>1,804,245</b>	<b>1,830,099</b>	<b>1,830,554</b>

# Attachment D – Cash Flow Statement

## Cash Flow Statement

As at 31 December 2021

Description	2020-2021	2021-2022	2021-2022	2021-2022
	Actual \$'000	Actual \$'000	Revised Budget \$'000	Forecast \$'000
<b>Cash Flow from operating activities</b>				
Rates and charges	127,295	67,788	135,895	135,895
Grants - operating	22,410	9,719	15,386	15,386
Grants - capital	18,896	2,930	13,596	13,596
User fees	10,422	6,206	13,062	13,062
Statutory fees and fines	4,581	2,007	4,093	4,093
Contributions - monetary	1,858	737	1,120	1,120
Interest received	815	222	1,021	1,021
Other receipts	2,100	1,538	2,990	2,990
Net GST refund	9,236	-	-	-
Net movement in trust funds	(11,652)	6,212	178	178
Employees costs	(65,782)	(38,818)	(76,281)	(76,326)
Materials and services	(58,317)	(38,054)	(67,030)	(66,530)
Other payments	(2,460)	(1,222)	(4,789)	(4,789)
<b>Net cash provided by/(used in) operating activities</b>	<b>59,402</b>	<b>19,265</b>	<b>39,241</b>	<b>39,696</b>
<b>Cash flows from investing activities</b>				
Payments for fixed assets	(49,342)	(14,798)	(72,126)	(72,126)
Proceeds from sale of assets	533	280	1,024	1,024
Payments for Investments with greater than three months maturity	15,498	(23,526)	2,500	2,500
<b>Net cash provided by/(used in) investing activities</b>	<b>(33,311)</b>	<b>(38,044)</b>	<b>(68,602)</b>	<b>(68,602)</b>
<b>Cash flows from financing activities</b>				
Finance costs	(1,542)	(720)	(1,478)	(1,478)
Interest paid - lease liability	(49)	(17)	(40)	(40)
Repayment of lease liability	(351)	(182)	(369)	(369)
Proceeds of borrowings	50	-	2,114	2,114
Repayment of borrowings	(345)	(180)	(567)	(567)
<b>Net cash provided by/(used in) financing activities</b>	<b>(2,237)</b>	<b>(1,099)</b>	<b>(340)</b>	<b>(340)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>23,854</b>	<b>(19,878)</b>	<b>(29,701)</b>	<b>(29,246)</b>
<b>Cash and cash equivalents at the beginning of the year</b>	<b>52,989</b>	<b>76,843</b>	<b>76,843</b>	<b>76,843</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>76,843</b>	<b>56,965</b>	<b>47,142</b>	<b>47,597</b>

# Attachment E – Consultants

## Operating expenditure on consultants

For the quarter ending 31 December 2021

	2021-2022 July - Dec	Full year adopted budget	% of budget spent	Note
<b>CEO</b>				
Chief Executive Officer	-	100	0%	
<b>Total CEO</b>	<b>-</b>	<b>100</b>		
<b>Corporate and Commercial Services</b>				
Corporate and Commercial Services Directorate Management	3,750	-		1
Waste and Recycling Services	68,560	176,300	39%	
Financial and Corporate Planning	37,076	79,350	47%	
Governance and Information	2,194	2,000	110%	
Procurement, Property and Risk	45,343	83,250	54%	
Peninsula Aquatic Regional Centre	-	64,000	0%	
<b>Total Corporate and Commercial Services</b>	<b>156,923</b>	<b>404,900</b>		
<b>Customer Innovation and Arts</b>				
People and Culture	52,708	182,486	29%	
Business and Information Technology	157,636	400,000	39%	
Business Transformation	118,394	350,000	34%	
Arts and Culture	4,170	111,000	4%	
Community Relations	-	-	0%	
<b>Total Customer Innovation and Arts</b>	<b>332,908</b>	<b>1,043,486</b>		
<b>Communities</b>				
Communities Directorate Management	26,930	25,000	108%	
Community Strengthening	28,140	18,000	156%	2
Family Health Support Services	1,050	6,200	17%	
Community Safety	5,500	7,200	76%	
Development Services	44,444	142,000	31%	
City Futures	99,785	495,100	20%	
<b>Total Communities</b>	<b>205,849</b>	<b>693,500</b>		
<b>Infrastructure and Operations</b>				
Infrastructure and Operations Directorate Management	3,600	-		3
Engineering Services	9,817	84,500	12%	
Building and Facilities	17,025	741	2298%	4
Capital Works Delivery	-	220,000	0%	
Sustainable Assets	42,685	73,500	58%	
<b>Total Infrastructure and Operations</b>	<b>73,127</b>	<b>378,741</b>		
<b>Non-Departmental Areas</b>				
Overheads	-	27,500	0%	
<b>Total Non-Departmental Areas</b>	<b>-</b>	<b>27,500</b>		
<b>Total expenditure</b>	<b>768,807</b>	<b>2,548,227</b>	<b>30%</b>	

## Notes

1. Consultant engaged to design, develop and facilitate Directorate workshop to launch Council Plan.
2. Consultants engaged to deliver masterplan designs & Community Grants Review.
3. Consultant engaged to assess readiness for statutory requirement for Professional Engineers Registration.
4. Consultants engaged to deliver geotech services, structural reports and facility contract review services.

# Attachment F – Income Statement – Consolidated with Peninsula Leisure Pty Ltd

## Income Statement

For the quarter ending 31 December 2021

Description	Year to Date			Full Year			
	Dec-21	Dec-21	(Fav)/Unfav	2021-2022	2021-2022	(Fav)/Unfav	2021-2022
	Actual	Budget	Variance	Revised Budget	Adopted Budget	Variance	Forecast
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Revenue</b>							
Rates and charges	66,387	66,256	(131)	134,801	134,698	(103)	134,801
Government grants - operating	10,157	8,065	(2,092)	20,013	18,777	(1,236)	20,022
User fees and charges	6,621	13,842	7,221	18,918	27,777	8,859	19,634
Statutory fees and fines	2,044	2,651	607	4,597	6,093	1,496	4,597
Other Income	1,807	2,354	547	4,780	4,531	(249)	4,900
Proceeds from sale of property, infrastructure, plant and equipment	198	287	89	574	574	-	574
<b>Total income</b>	<b>87,214</b>	<b>93,455</b>	<b>6,241</b>	<b>183,683</b>	<b>192,450</b>	<b>8,767</b>	<b>184,528</b>
<b>Expenditure</b>							
Employee costs	37,774	35,994	1,780	83,158	85,958	(2,800)	83,428
Materials and services	28,327	31,205	(2,878)	67,396	67,581	(185)	67,556
Depreciation	15,961	15,837	124	31,524	31,659	(135)	31,475
Amortisation - intangible assets	461	472	(11)	850	943	(93)	850
Amortisation - right of-use assets	192	257	(65)	547	512	35	547
Finance costs	723	767	(44)	1,435	1,533	(98)	1,435
Finance costs - leases	17	19	(2)	40	40	-	40
Bad and doubtful debts	34	110	(76)	220	220	-	220
Other expenses	1,329	2,275	(946)	5,133	5,201	(68)	5,113
<b>Total expenditure</b>	<b>84,818</b>	<b>86,936</b>	<b>(2,118)</b>	<b>190,303</b>	<b>193,647</b>	<b>(3,344)</b>	<b>190,664</b>
<b>Underlying surplus / (deficit)</b>	<b>2,396</b>	<b>6,519</b>	<b>(4,123)</b>	<b>(6,620)</b>	<b>(1,197)</b>	<b>(5,423)</b>	<b>(6,136)</b>
Contributions - capital	140	120	(20)	120	200	80	120
Government grants - capital	3,859	4,211	352	25,824	18,221	(7,603)	25,824
Contributions - non monetary assets	-	400	400	800	800	-	800
Contributions - cash	597	500	(97)	1,000	1,000	-	1,000
<b>Surplus / (deficit) for the period</b>	<b>6,992</b>	<b>11,750</b>	<b>(4,758)</b>	<b>21,124</b>	<b>19,024</b>	<b>2,100</b>	<b>21,608</b>



#### How to contact us

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We cater for people of all  
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