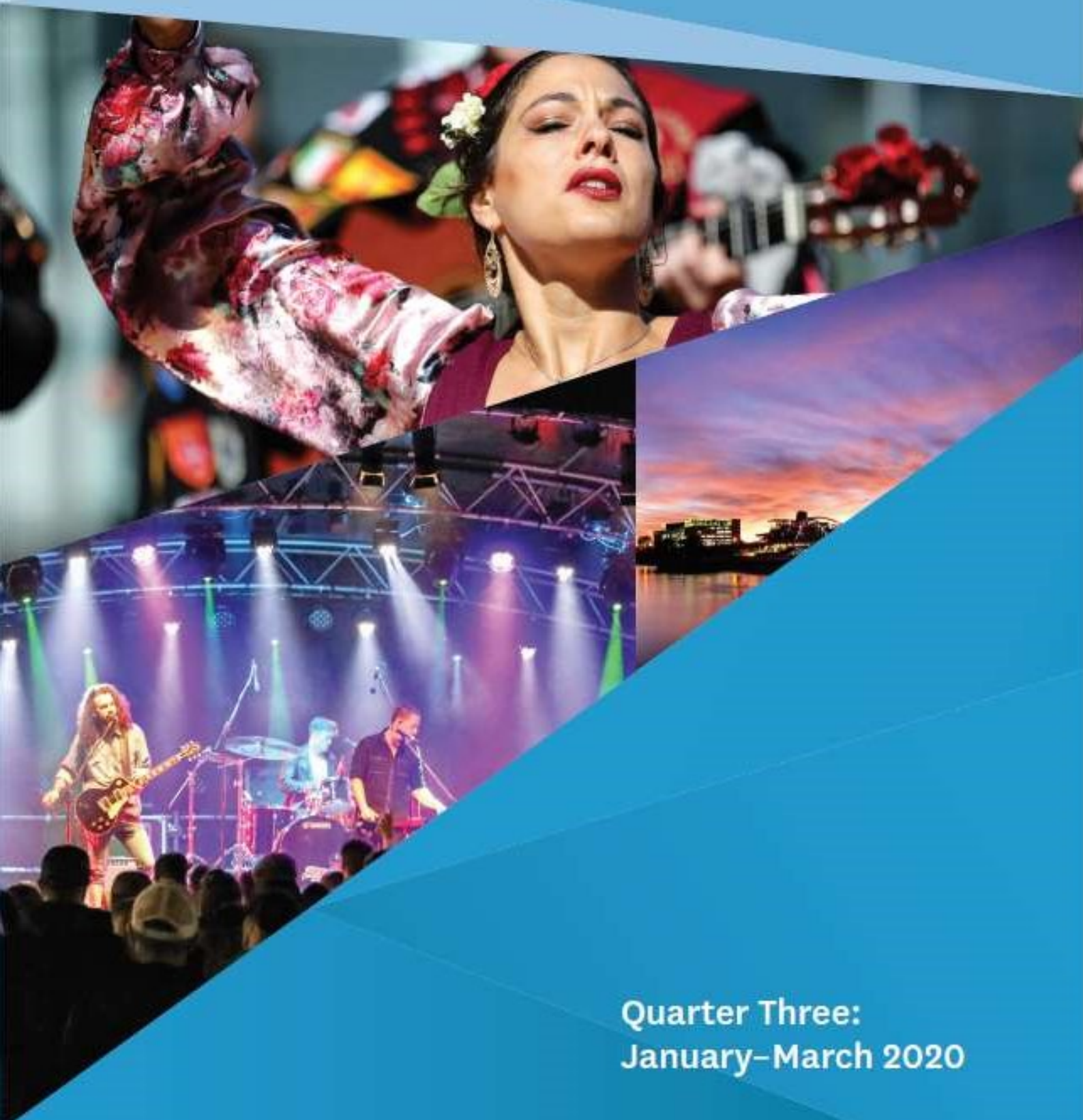


Frankston City Council Plan



Quarterly Performance Report

Lifestyle Capital of Victoria



**Quarter Three:
January–March 2020**

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Council Plan

The Council Plan 2017-2021 is a strategic document which guides the planning, development, allocation of resources and provision of services to the Frankston City Community.

It includes the strategic objectives for the Council, strategies for achieving these for at least four years, strategic indicators for monitoring achievement of the strategic objectives and a strategic resource plan.

The following are the four long term community outcomes as detailed in the Council Plan.

Frankston City Councils Long Term Community Outcomes

1. A Planned City

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

2. A Liveable City

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

3. A Well Governed City

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

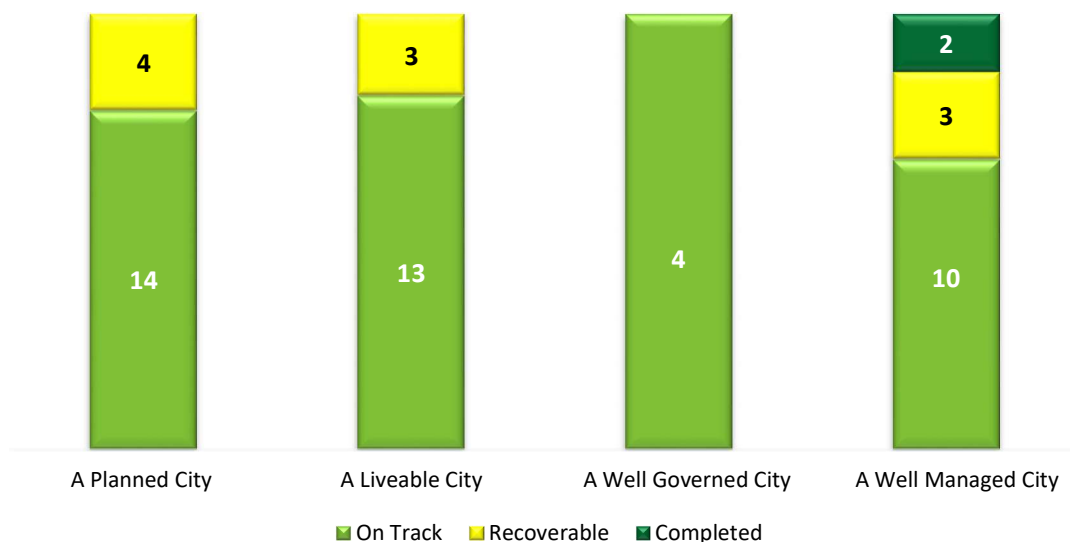
4. A Well Managed City

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

79% of the annual initiatives are on track

Strategic Indicators are reported annually

Progress Performance of the Long Term Community Outcomes in Quarter Three



Quarter Three @ Frankston City Council



Kids Lemonade Stand for the Fire Appeal



RF Miles Playground, Seaford



Frankston City Fire Management



Frankston Waterfront Festival



Sandfield Skate Park Consultation



Ventana Fiesta Festival



Salt Landscape



Clyde Street Mall Project Y-Program

1. A Planned City

Waterfront Festival 2020, Frankston



Long term community outcome one:

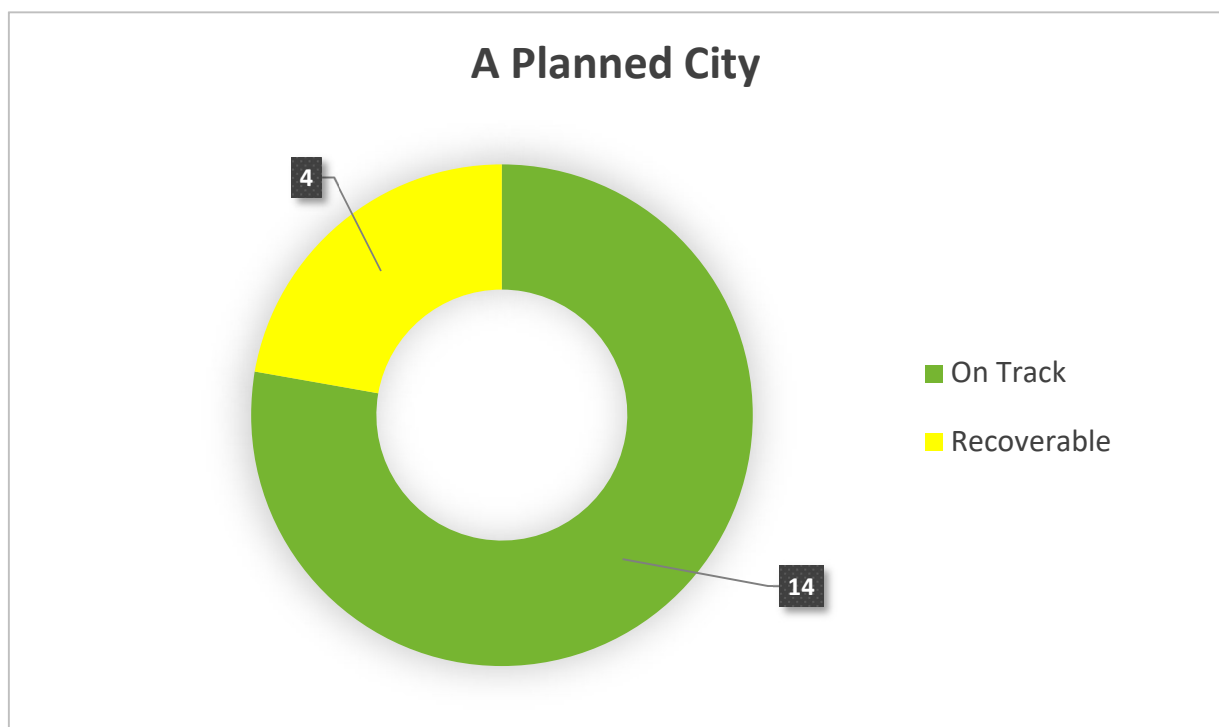
A Planned City

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

Executive Summary – Director Infrastructure and Operations

Council is continuing to make steady progress on delivery of key strategies including Road Asset Management Plan, Drainage Asset Management Plan, and Council's Environmental Sustainable Design (ESD) Policy. As part of the annual budget and Long Term Infrastructure Plan (LTIP) review alternative funding strategies including low interest Government loans have been explored to support major sporting and community infrastructure.

Advocacy for major infrastructure continues with the electrification of the railway line to Baxter included in the proposed South East Melbourne City Deal. Environmental enhancement has also progressed with the adoption by Council of the Urban Forest Policy and Green Wedge Management Plan, currently awaiting Ministerial Authorisation to progress a planning scheme amendment.



*Quarter Three is reporting that A Planned City has 14 out of 18 of its Initiatives **On Track***



Theme 1.1 Community Infrastructure

Infrastructure for people, families and business

Major Initiatives

Four Year Priorities Council Plan 2017-2021	Major Initiatives 2019-2020 Year Three	Progress comments	Status
Work with the Victorian Government to develop a business case for a catalyst development as a further stage of the Frankston Station Precinct Redevelopment	In conjunction with Australian and Victorian Governments, complete a business case for the catalyst development.	Council continues to work with the South East Melbourne group of eight Councils to prioritise and negotiate a City Deal to meet the future needs for the Region.	

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2019-2020 Year Three	Progress comments	Status
Advocate to Government for: - Electrification to Baxter - Funding for Regional Sporting Facilities, including: - Belvedere Reserve - Jubilee Park Netball Stadium - Centenary Park Regional Tennis facility - National Broadband Network (NBN) Rollout	Build on Council's successful advocacy campaign for the recent Victorian and Australian elections and ensure delivery of commitments, including; <ul style="list-style-type: none"> Jubilee Park Netball stadium Centenary Park Regional Tennis Facility RF Miles Reserve 	Funds have been secured for RF Miles Reserve redevelopment and works are expected to commence in April 2020. Concept designs have been completed for Jubilee Park Indoor Stadium redevelopment and community information sessions were undertaken in March 2020 before plans are presented to Council for endorsement. Council has continued to advocate to Federal Government for the rail electrification business case, in line with their transport infrastructure priorities.	
	Work with key stakeholders to confirm the future use of the Belvedere Reserve facilities (Linen House)	An Expression of Interest (EOI) advertised with a good response rate. Council has requested a report in May exploring use of the Centre by priority groups.	
Develop a Coast Guard facility and Boat Refuge	Complete environmental studies and community consultation and engagement for the development of the Coast Guard facility and boat refuge.	In October 2019 Council resolved to refer the Frankston Coast Guard and Safe Boat Refuge Options Assessment to the State and Federal Government for its further advice following Council rescinding its funding pledge in favour of undertaking fit out works to the Frankston Yacht Club Building to accommodate the Frankston Coast Guard. A working group has been established and are meeting regularly with the Coast Guard and Frankston Yacht Club in regard to the requirements for operating out of the Frankston Yacht Club building. To	



Four Year Priorities Council Plan 2017-2021	Initiatives 2019-2020 Year Three	Progress comments	Status
		complement this arrangement a preferred location is also being investigated to house the Coast Guard Secondary Vessel.	
Redevelop the existing Arts Centre and Civic Centre precinct	Explore options to enhance and revitalise the Arts Centre precinct, including expanded facilities and possibly hotel accommodation.	Council continues to explore opportunities as part of the South East Melbourne City Deal and Council's Investment Attraction Plan.	
Undertake a feasibility study to relocate Council's Operations Centre and allow for an exemplar urban renewal project	Complete a feasibility study for the relocation of Council's Operation Centre and present options for Council's consideration.	Officers are currently investigating the current site to accommodate the future needs of the Operations Centre alongside other development opportunities. Should the current location not be feasible, further sites will be considered by Council.	
Ensure community infrastructure and services match community need	Develop a framework to ensure community aspirations are embedded in the Long Term Infrastructure Plan (LTIP).	The annual review of the Long Term Infrastructure Plan (LTIP) has been completed as part of the draft 2020/21 budget process. The draft budget is currently out for community consultation.	

Theme 1.2 Development and housing

Development and housing that services diverse needs

Major Initiatives

Four Year Priorities Council Plan 2017-2021	Major Initiatives 2019-2020 Year Three	Progress comments	Status
Deliver a long-term car parking solution for the Peninsula Aquatic Recreation Centre (PARC)	Work with the Victorian Government, Chisholm TAFE and Peninsula Leisure Pty Ltd to leverage the Victorian Government election commitment to deliver a car parking solution for public transport users and for the benefit of students and PARC visitors.	A consultant has been engaged by Council as part of Frankston Metropolitan Activity Centre Car Parking Committee to meet with stakeholders and provide options to improve parking in Frankston, including long term options. A draft report has been prepared which is currently being reviewed.	

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2019-2020 Year Three	Progress comments	Status
Attract investment for new industry	Review land zonings to encourage the renewal of industrial areas to attract	A draft Industrial Land Use Strategy has been prepared and will be reported to Council for consideration in the next quarter.	



On
Track



Recoverable



Off
Track



Not Yet
Available



Completed

Four Year Priorities Council Plan 2017-2021	Initiatives 2019-2020 Year Three	Progress comments	Status
	investment and new employment opportunities.		
Attract high density residential apartments and commercial office accommodation	Develop initiatives to attract key worker accommodation and affordable housing as part of proposed developments.	Preliminary feasibility of potential housing sites has been undertaken for briefing of Councillors in the next quarter.	
Ensure built form, displays architectural excellence and embodies creative urban design	Undertake a review of the Neighbourhood Character Design Guidelines.	Progression of the guidelines has been affected by State Government authorisation delays in respect of Housing and Character amendments whilst updated ministerial guidance is prepared. At the conclusion of this quarter there are no outcomes to report.	
	Introduce an environmentally sustainable development (ESD) tool for assessing planning permit applications.	Work is progressing on the development of the tools and is expected to be completed by the new financial year, at which time a report will be presented to Council.	
Improve public car parking options	Work with the Victorian Government to deliver the commitment for 500 car spaces at Frankston station and identify complementary opportunities in the surrounding precinct.	A request has been sent to the Hon Alan Tudge MP for an update on infrastructure commitments in Dunkley, including providing 500 commuter parking spaces in Frankston, following the preliminary discussions in late 2019.	

Theme 1.3 Natural and sustainable environment

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

Initiatives			
Four Year Priorities Council Plan 2017-2021	Initiatives 2019-2020 Year Three	Progress comments	Status
Protect the natural and coastal environment whilst maximising the use and enjoyment of the foreshore	Continue to work with the Victorian Government to find a long term solution to address siltation at the mouth of Kananook Creek.	Officers and Councillors have recently observed the Mordialloc Creek governance model, and will propose a similar model to key stakeholders in Kananook Creek. It is anticipated that a meeting will be convened in the next quarter.	
	Identify further improvements to Council's policies and planning	Council adopted the Urban Forest Action Plan this quarter which seeks to improve protection and enhancement of indigenous	



Four Year Priorities Council Plan 2017-2021	Initiatives 2019-2020 Year Three	Progress comments	Status
	provisions for the protection of indigenous and native vegetation.	and native vegetation. A vegetation off-sets scheme, will be reported to Council in May 2020. This will further enhance outcomes the natural environment.	
Reduce Council's energy use and greenhouse emissions and progress towards carbon neutrality	<p>Implement year one actions of the Towards Zero Emissions Plan including:</p> <ul style="list-style-type: none"> • Reviewing the business case and finalise Council's options for upgrading street lighting on minor roads to LED technology • Embedding improved ESD standards in Council's Capital Works Program 	<p>A consultant was appointed to provide advice and assist in preparing the tender documents for the street light upgrade. A request for tender was issued to engage a suitably qualified light installation contractor. The procurement of the light supplier will be underway soon.</p> <p>Council's Environmentally Sustainable Design (ESD) Standards for Council Buildings Policy, adopted by Council in February 2020, now and applies to all Council building projects.</p>	
Establish the Frankston Regional Recycling and Recovery Centre FRRRC as the south east's regional solution for resource recovery	Work with the Metropolitan Waste and Resource Recovery Group (MWRRG) and regional councils on an advanced waste processing solution.	An Expression of Interest (EOI) process for a waste processing solution has been publicly advertised, following the State Government's release of the Victorian Circular Economy Policy.	
Protect the values of the Green Wedge and Implement a management plan	Implement actions, as adopted by Council, from the Green Wedge Management Plan.	Council has adopted a Green Wedge Management Plan. A planning scheme amendment to incorporate the plan has been developed and is pending Ministerial Authorisation to enable its progression.	

2. A Liveable City

Ventana Fiesta Festival, Frankston

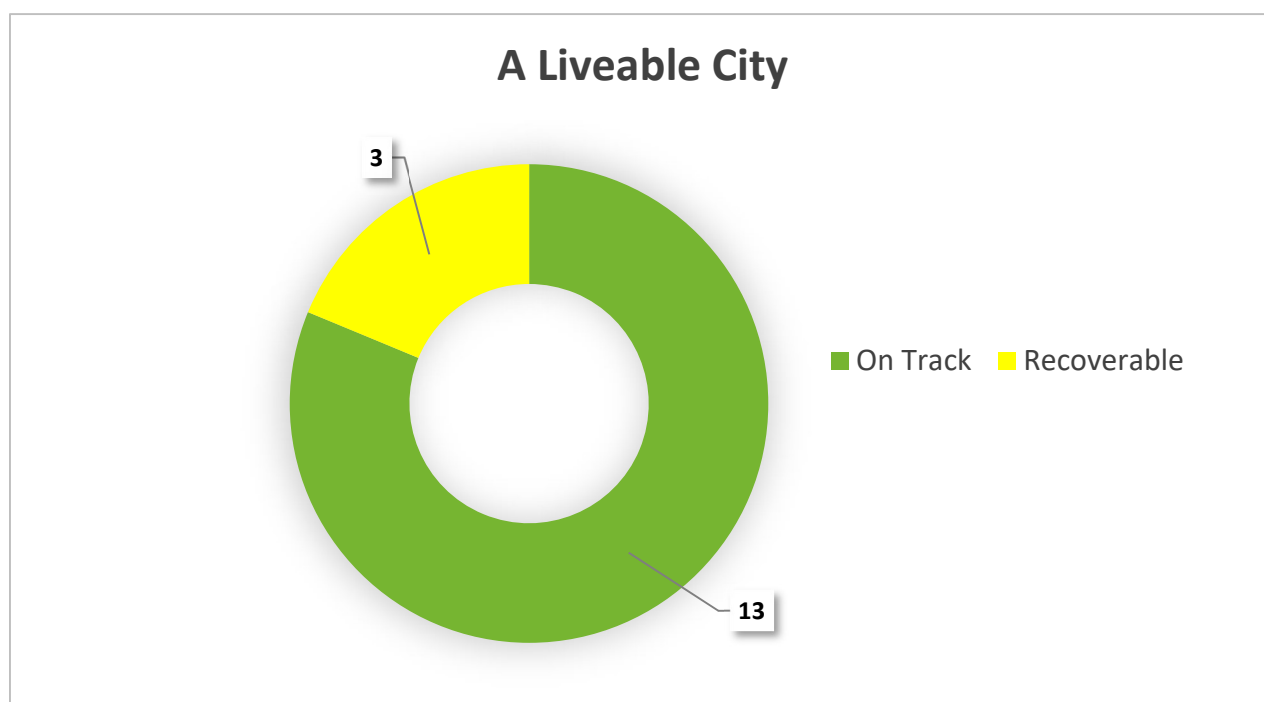


Long term community outcome two: A Liveable city

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

Executive Summary – Director Communities

The Healthy Choices Policy and the Stronger Families Policy were adopted by Council in January 2020. These are augmented by the work to enhance the Health and Education Precinct established to increase the number of health industry providers and jobs. This also represents a significant element of the proposed South East Melbourne City Deal. The progress of work to support a Liveable city may be impacted by the onset of COVID-19, however, Council will prepare a Community Care Package to help alleviate the impact.



*A Liveable City continues to report strongly in Quarter Three, with 81% of its Initiatives **On Track***



Theme 2.1 Employment, education and economy

Diverse local employment opportunities and increased community capacity

Major Initiatives

Four Year Priorities Council Plan 2017-2021	Major Initiatives 2019-2020 Year Three	Progress comments	Status
Develop a knowledge, creativity and skills based economy that generates employment opportunities	Explore opportunities to enhance delivery of economic development programs and activities within the region.	Council has expanded its delivery of economic development programs and services to include supporting businesses in response to the impact of COVID-19.	

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2019-2020 Year Three	Progress comments	Status
Facilitate the development of industry informed education courses that meet employer industry needs	Advocate to the tertiary education sector to align qualifications to the needs of local and regional employers.	Council continues to collaborate with the Peninsula Education Precinct (PEP) stakeholders, however, in light of recent demands on resourcing due to the COVID-19 pandemic, a review of the PEP Framework and Action Plan was not able to be undertaken this quarter.	
Attract industry and employment in the health and education fields	Leverage the Victorian Government's proposed investment in Frankston Hospital to increase local employment opportunities in the health sector.	Council has engaged SGS Economics to undertake a feasibility and vision study for the Health and Education Precinct. The intent is to increase health and education industry providers and employment in the area. The completed study will form the basis of the Health and Education Prospectus.	
Advocate for the development of five star hotel accommodation	In conjunction with the redevelopment of the Arts Centre Precinct, investigate options for private investment in a five star hotel.	Council continues to work with South East Melbourne group of eight Councils to prioritise and negotiate a City Deal to meet the future needs for the Region.	
Strengthen and promote Frankston City's visitor economy	Showcase local food, beverage, culture and sports through the development of packaged tourism offerings.	Through a partnership with McClelland Sculpture Park + Gallery and Quest Frankston, the 'Stellar Short Film Festival' successfully showcased Frankston this quarter. To support businesses during the COVID-19 pandemic, a few online initiatives such as	



Initiatives

Four Year Priorities

Council Plan 2017-2021

Initiatives 2019-2020

Year Three

Progress comments

Status

'Love Local Blogs' on the Visit Frankston website and 'Open for business - Restaurant and Cafe Guide' were designed to focused on local food and beverage opportunities with quick pick up and delivery options across the City.

Theme 2.2 Vibrant and engaged

An active, engaged and equitable community

Initiatives

Four Year Priorities

Council Plan 2017-2021

Initiatives 2019-2020

Year Three

Progress comments

Status

Build on sculpture and eclectic street art culture

In partnership with the Frankston Arts Board, McClelland Gallery & Sculpture Park and Sculpture By the Sea to develop opportunities for a sculpture exhibition in the city.

The 'Reflective Lullaby' has been installed at its Moorooduc Highway and Hastings Road site.

Shortlisting of an artist for the Eel Race Road Sculpture is due at the end of April.



Promote Frankston City's reputation as an arts, festivals and events destination

Broaden the promotion of events, festivals and events such as the Street Art Festival and the Gateway Sculpture Program.

The 'Big Picture Festival' was held in March with nine new street art pieces added to the growing collection.

Two major events ('Block Party' and 'Party in the Park') were cancelled due to COVID-19 restrictions.

The Frankston Arts Centre and Frankston Libraries also were closed to the public mid-March. A number of programs, events and projects have been moved to an on-line platform to continue to support, maintain contact with and engage with our community.



Engage and support Frankston City's local areas and diverse communities to optimise facility usage and enhance equitable access to services

Adopt lease, licence and seasonal tenancy policies to ensure equitable access to Council facilities.

The winter tenancies have been actioned, however have not been completed due to clubs not being allowed to tenant their buildings in response to the pandemic. The seasonal tenancy document is under review to ensure it meets the needs of Council and the community.



Performance Progress



On Track



Recoverable



Off Track



Not Yet Available



Completed

Develop an education and library hub in Langwarrin

Submit to Council a feasibility study for the education and library hub in Langwarrin.

Discussions have commenced with McClelland Gallery as a potential site for an education and library hub in Langwarrin, however further considerations will be sought in the coming quarter.



Improve the presentation and cleanliness of Frankston City

Liaise with the Victorian Government and responsible authorities to improve the presentation of key gateway roads into Frankston such as Cranbourne-Frankston Road, Moorooduc Highway, Frankston Freeway, Nepean Highway and Ballarto Road.

Community consultation for Cranbourne Road and Nepean Highway Boulevard planting was completed which highlighted community support for the improvements. The project has been deferred to the following financial year, to prioritise funding allocations to strengthen the proposed Frankston Council COVID-19 Relief and Recovery Package.



Continue implementation of the adopted service standard for cleanliness and presentation of the city including shopping strips, removal of dumped rubbish and graffiti

Cleanliness initiatives across Frankston City continue to satisfy service standards with timely graffiti removal being an area of high performance.

To reduce the risk of infection from coronavirus (COVID-19), Council has increased its cleanliness of high touch surfaces within the City Centre.



Theme 2.3 Health and well-being

Community understands and actively pursues a healthy lifestyle

Major Initiatives

Four Year Priorities

Council Plan 2017-2021

Major Initiatives 2019-2020

Year Three

Progress comments

Status

Adopt a Health and Wellbeing Plan 2017-2021

Implement year three actions of the adopted Health and Wellbeing Plan 2017-2021 including:

- Development of a Frankston City Council gender equity statement
- Development of Healthy Choices Policy and guidelines for council-owned sports and leisure facilities
- Partner with the Aboriginal and Torres Strait Islander

The gender equity statement was replaced by the draft People Strategy, which includes gender based actions to meet our obligations under the Victorian Local Governance Association (VLGA) Women's Charter.

The Healthy Choices Policy was adopted by Council on 28 January 2020.

The draft Reconciliation Action Plan will be submitted to the Council Ordinary Meeting in May 2020 to seek approval for public exhibition.





Four Year Priorities Council Plan 2017-2021	Major Initiatives 2019-2020 Year Three	Progress comments	Status
	community to develop the Frankston City Reconciliation Action Plan		

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2019-2020 Year Three	Progress comments	Status
Advocate for the development of a health industry centre of excellence	Work with key health industry partners and the Victorian Government to develop the allied health pharmaceutical and bio medical industries.	Council has engaged SGS Economics to undertake a development feasibility and vision study for the Health and Education Precinct, which will then form the basis of the Health and Education Prospectus.	
Facilitate the delivery of a health services hub in the Health precinct	Advocate for the provision of alcohol and drug withdrawal/rehabilitation beds as part of the redevelopment of Frankston Hospital.	Advocacy for drug withdrawal / rehabilitation beds continues to be a focus for Council.	
Enhance equitable access to sport and leisure opportunities	Identify and address functional requirements and service needs for sports and leisure facilities.	Fit for purpose audits are being conducted to assist with identifying future functional needs of clubs and facilities.	
Adopt an approach to delivery of aged services within the state and federal service mode	Implement Council's adopted position on the delivery of aged care services.	An internal Quality Committee continues to review and consider opportunities in alignment with the new Quality Standards.	

3. A Well Governed City

Youth Council, 2020



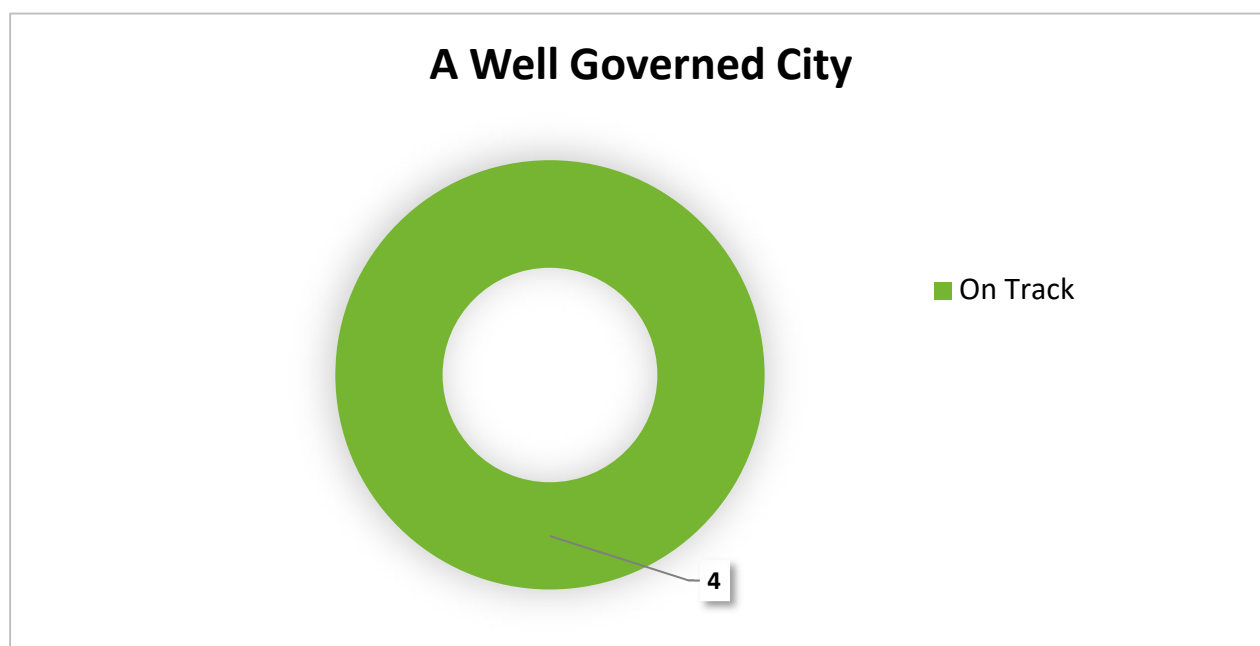
Long term community outcome three:

A Well Governed City

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

Executive Summary – Chief Financial Officer

The elected Council continue to serve its community and provide leadership. Council is partnering with other South East Melbourne Councils to formulate a compelling case for entering into a City Deal. In order to provide more transparency, Council will be reporting on all contractual matters in open Council from July 2020, which will reduce the number of reports considered in closed Council.



*A Well Governed City has continued to perform well in Quarter Three, with all 4 of its Initiatives **On Track***



Theme 3.1 Accountable governance

Well governed and reputable

Major Initiatives

Four Year Priorities Council Plan 2017-2021	Major Initiatives 2018-2019 Year Three	Progress comments	Status
The elected representatives will promote: <ul style="list-style-type: none"> - Powerful advocacy - Meaningful engagement - Credible reputation 	Continue to develop Council's relationships with Australian and Victorian politicians and peak bodies.	Council continues to partner with the seven other South East Melbourne Councils to formulate a compelling case for entering into a City Deal. While both State and Federal Government have indicated their willingness to enter into a City Deal, this has been temporarily delayed by the COVID-19 pandemic.	

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2018-2019 Year Three	Progress comments	Status
The elected representatives will provide: <ul style="list-style-type: none"> - Clear and unified direction - Transparent decision making - Good Governance 	Continue to build on recent improvements to governance by implementing identified initiatives.	Council will be reporting on all contractual matters in open Council from July 2020, which will reduce the number of reports considered in closed Council and provide a more transparent and open environment.	
	Respond to recommendations made by the Ombudsman, Victorian Auditor-General's Office (VAGO) and Office of Local Government.	There has been no recommendations made by the Ombudsman, Victorian Auditor-General's Office (VAGO) and Office of Local Government to date. Officers continue to monitor for the release of recommendations from these agencies.	
The elected representatives will promote: <ul style="list-style-type: none"> - Powerful advocacy - Meaningful engagement - Credible reputation 	Ensure delivery of commitments made by the Australian and Victorian Governments.	Council continues to liaise with the Federal Government and local Members of Parliament to ensure we have current information in relation to various election commitments for Frankston City, including: rail electrification, commuter car parking and major road upgrades.	

4. A Well Managed City

Frankston Library Bushfire Event, Frankston



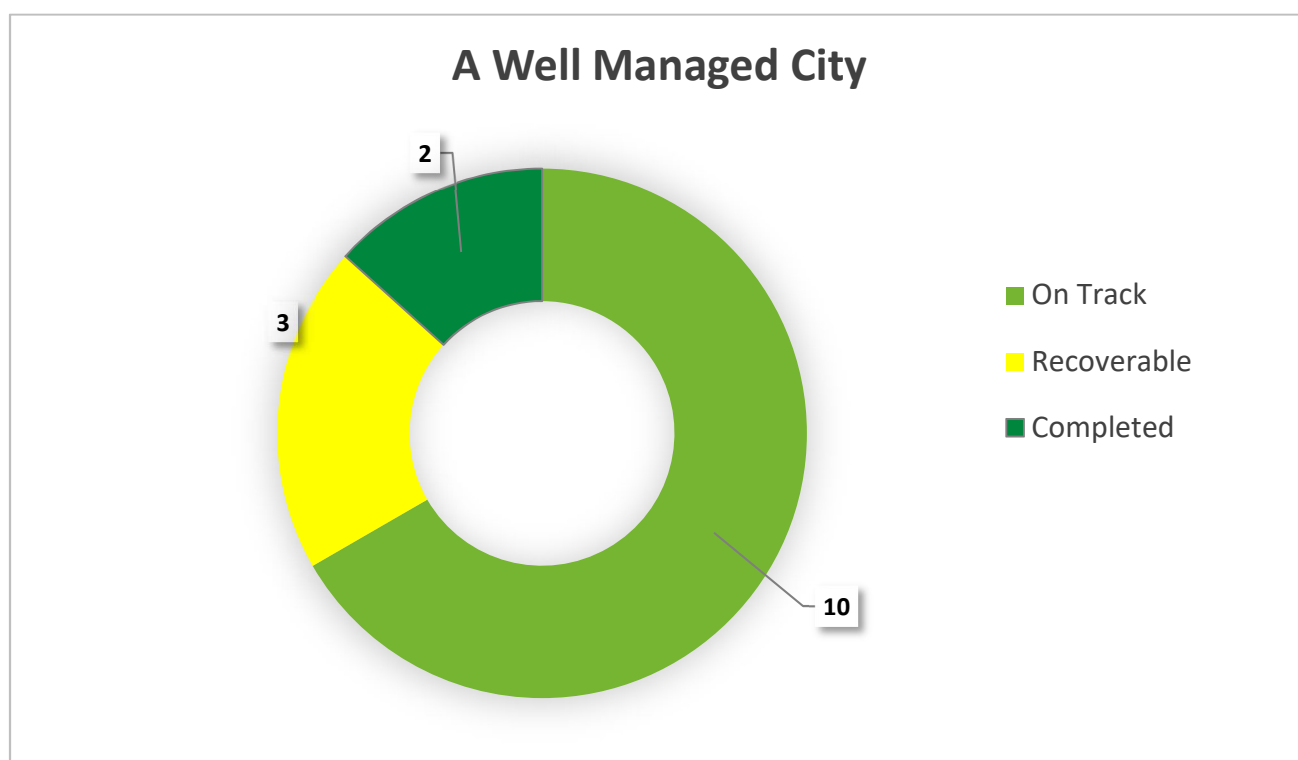
Long term community outcome four:

A Well Managed City

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

Executive Summary – Director Business Innovation and Culture

A major focus of Business Innovation and Culture has been to urgently increase the online capacity of teams to maintain service levels to the community whilst responding to the impacts of COVID-19. This has included the expedited introduction of 'live chat' and 'virtual assistant' services to the Council website. In addition to this, measures have also been taken to maintain physical customer service centre operations during this period for those community members without an internet connection.



*A Well Managed City is doing well in Quarter Three, with two Initiatives completed and 67% of its Initiatives **On Track***



Theme 4.1 Services

Highly valued and utilised services

Major Initiatives

Four Year Priorities Council Plan 2017-2021	Major Initiatives 2019-2020 Year Three	Progress comments	Status
Identify service assets and service levels required to meet future community needs	Engage the community in the development of service and infrastructure plans.	Council services have been defined and costed to enable setting of service standards and levels. Future community consultation will influence the direction of the framework.	
Optimise the community's ability to access services and information	Following its adoption by Council implement actions from the Digital Strategy to optimise customer online engagement and experience.	Noting the effects of COVID-19, initiatives within the Digital Strategy continue to remain on track to be completed. A project to redevelop Council's three major outward facing website is in the early planning stages.	

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2019-2020 Year Three	Progress comments	Status
Implement a rolling service review program	Complete service reviews as identified through the service planning framework.	Service plans are currently being prepared which will inform the service planning framework, including the review process. Thirteen external service plans will be finalised by 30 June 2020 with the remaining plan to be finalised in the first quarter of 2020-2021.	
Ensure a positive customer experience	Following its adoption by Council implement year one actions from the Customer Experience Strategy 2019-2023.	The Complaint Handling Protocol has been completed and processes are being reviewed, to ensure consistency and a positive customer experience. Further actions identified in the proposed strategy continue to be implemented.	



Theme 4.2 Systems

Systems for ongoing effectiveness and efficiency

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2019-2020 Year Three	Progress comments	Status
Review and develop a four year Information Technology Strategy to guide Council's efficient use of technology	Following its adoption by Council implement year one actions from the Information Technology Strategy 2018-2022.	Council's Wi-Fi expansion and renewal program has been completed. Performance and reliability has been heavily improved and the new free public Wi-Fi service has seen a good uptake. A major project for the Core Infrastructure renewal project is progressing well and on-track.	
Embed a culture of Business Improvement to improve processes, applications and utilisation	In alignment with implementation of the Digital Strategy develop organisational capacity to review and improve business processes and applications	Business Transformation has worked across the organisation with multiple teams to identify process improvement opportunities. Due to impacts on the community from COVID-19, the team's direction shifted to support areas of high volume and high impact transactions within Council. The Rates, Compliance and Customer Service teams have begun improving their internal processes and application enhancements to support self-distancing requirements.	
Facilitate informed decision making through informed reporting and data management	Improve access to data and analytics to support improved decision making.	Key pilot departments have been engaged to have Microsoft Power BI software deployed in conjunction with initial corporate systems for testing. Works continue with these departments to identify and create reports, and provide advice and training on Microsoft Power BI software.	

Theme 4.3 Resources

Optimise resource management

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2019-2020 Year Three	Progress comments	Status
Continue to maintain a financially sustainable Council: - Advocate for operational grant funding from other tiers of	Maintain Council's financial sustainability as measured by key financial indicators.	Council's key financial indicators in the Quarterly Finance Report confirms financial sustainability is sound, as well as the ability to meet all obligations in the short term, as evidenced by a strong working capital ratio.	



Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2019-2020 Year Three	Progress comments	Status
Government to deliver services required by the community	Investigate alternative revenue sources to reduce Council's reliance on rate revenue.	Further alternate revenue sources are being investigated.	
- Ensure funding decisions are based on Council's priorities			
- Seek alternative revenue sources	Develop a strategic business plan to guide the ongoing operation and financial sustainability of FRRRC.	A consultant has been engaged and a draft strategic business plan report prepared. The report will be presented to the Executive Management Team in May 2020.	
- Ensure the operations of Frankston Regional Recycling and Recovery Centre (FRRRC) are financial sustainable			
Undertake an ongoing review of council's assets to ensure they meet community needs	Continue to develop and review asset management plans to ensure Council's assets meet community needs.	Council has completed its periodic review and update of the asset management plans scheduled for 2019/20, with the Drainage and Roads Asset Management Plans adopted in December 2019 and January 2020 respectively.	
	Investigate asset sales as a funding source for the delivery of the Long Term Infrastructure Plan (LTIP).	At the end of quarter three, Council has a Year To Date (YTD) income of \$718,000 in asset sales. Council will continue to consider asset sales and asset rationalisation in accordance with its Asset Management Policy.	

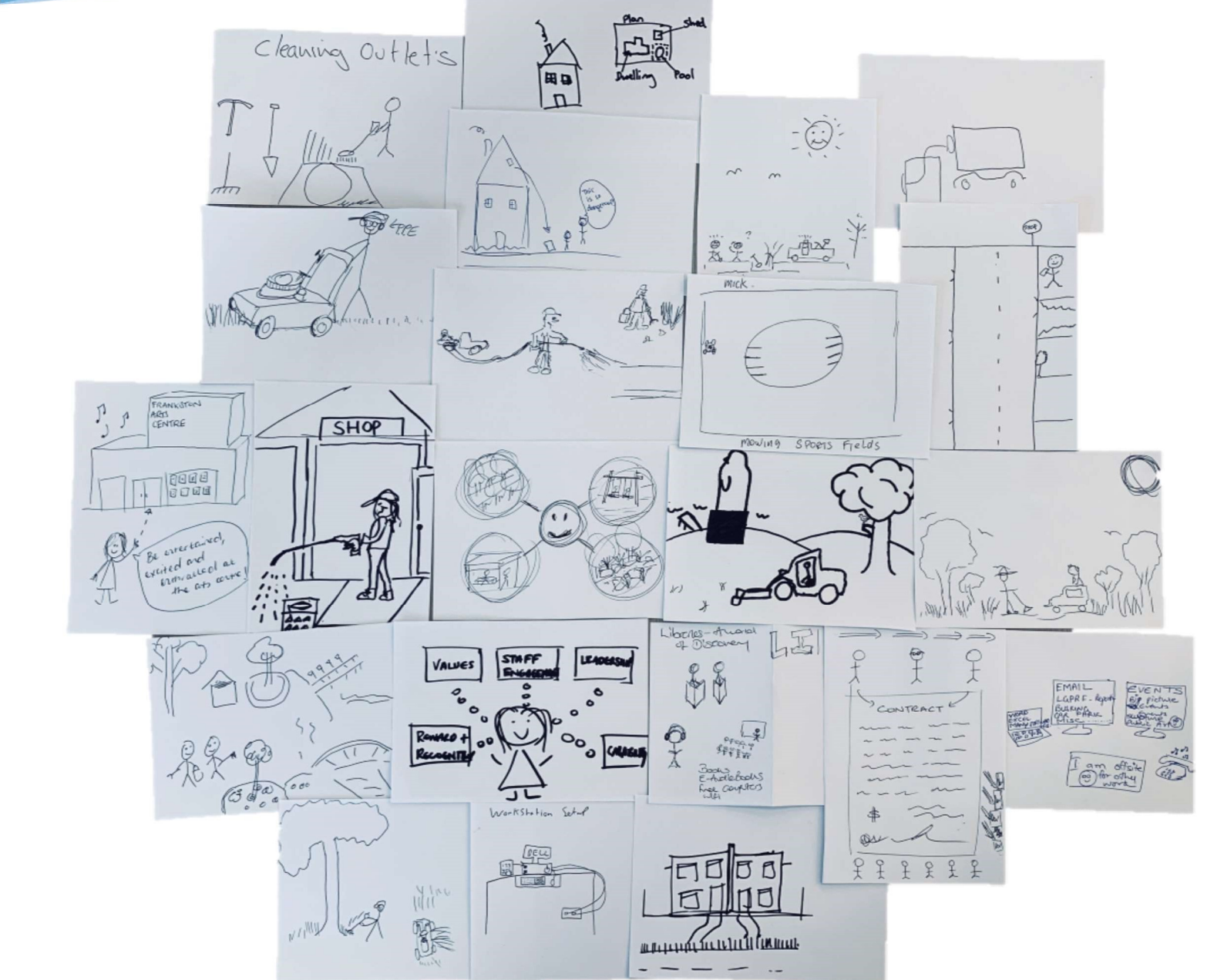
Theme 4.4 People

Capable and engaged people

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2019-2020 Year Three	Progress comments	Status
Create a sustainable workforce	Ensure a Workforce Plan is in place to create a sustainable workforce.	A Data Analyst has been engaged to develop background information to inform the workforce plan.	
Enhance a high performing culture	Consider and address results from the Staff Engagement Survey.	All actions from the 2018 Staff Engagement and Alignment survey have been completed.	
Position Frankston City Council as an employer of choice	Enhance the employee value proposition to improve the employee experience.	In the 2020 Staff Engagement survey, questions will be included which will capture information to further develop our Employee Value proposition.	

Staff Corporate Induction - Draw your Job





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