

Frankston City Council Plan



Quarterly Performance Report

Lifestyle Capital of Victoria



**Quarter Two:
October–December 2020**

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Introduction

What is a Council Plan?

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

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

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

Long Term Community Outcomes

1. A Planned City

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

2. A Liveable City

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

3. A Well Governed City

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

4. A Well Managed City

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

Council Plan Performance – Year 1 to 3

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

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

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

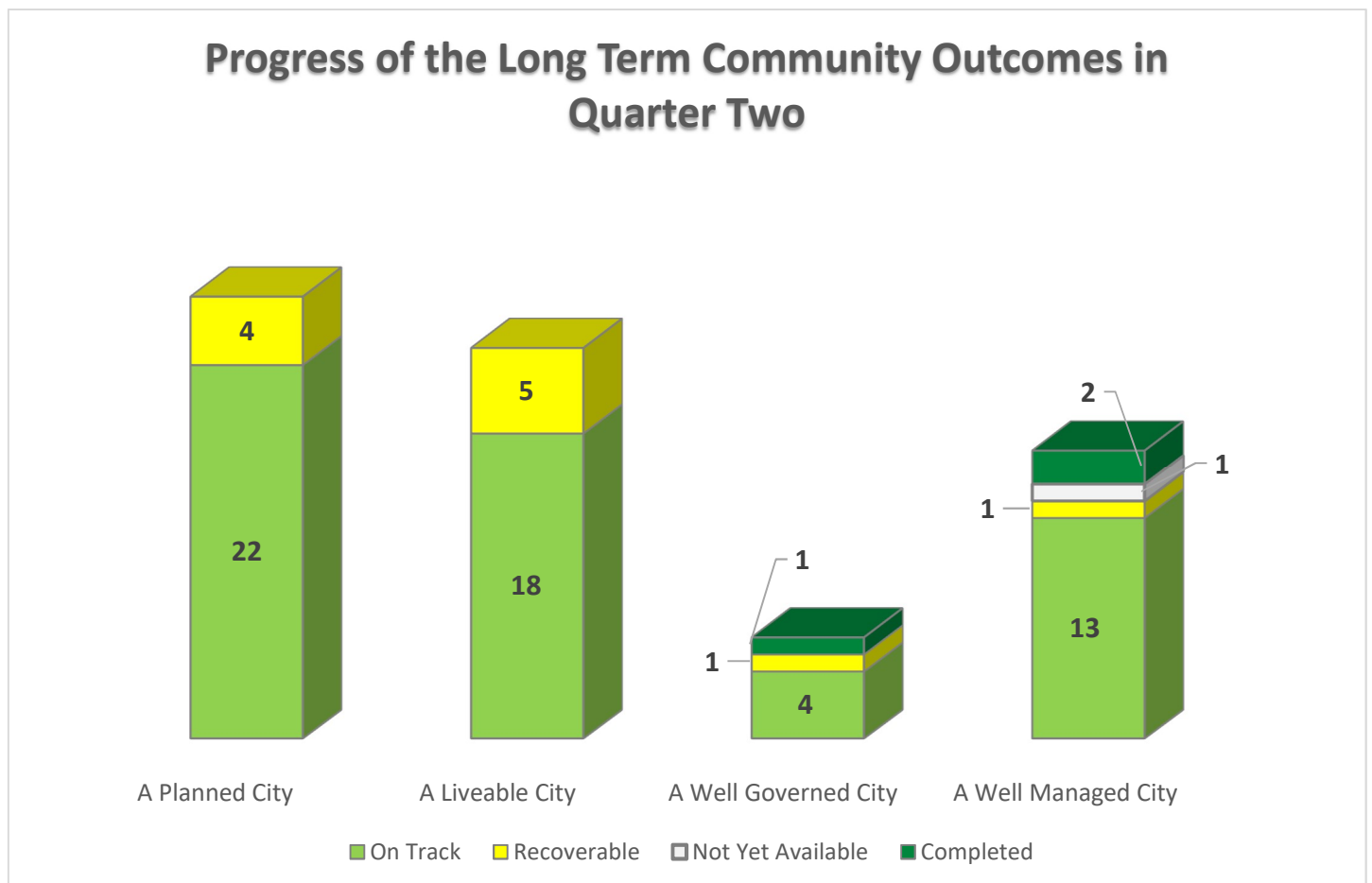
Organisational Performance Report - Overview

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






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








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



Guide to the Performance

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

Strategic Objectives – Performance Year 4 – Q1/Q2

Strategic Objective	Quarter	Completed 	On Track 	Recoverable 	Not Yet Available 	Off Track 
A Planned City <i>26 Actions</i>	Q1	NA	88% <i>23 Actions</i>	12% <i>3 Actions</i>	NA	NA
	Q2	NA	85% <i>22 Actions</i>	15% <i>4 Actions</i>	NA	NA
A Liveable City <i>23 Actions</i>	Q1	NA	83% <i>19 Actions</i>	17% <i>4 Actions</i>	NA	NA
	Q2	NA	78% <i>18 Actions</i>	22% <i>5 Actions</i>	NA	NA
A Well Governed City <i>6 Actions</i>	Q1	17% <i>1 Action</i>	83% <i>5 Actions</i>	NA	NA	NA
	Q2	17% <i>1 Action</i>	66% <i>4 Actions</i>	17% <i>1 Action</i>	NA	NA
A Well Managed City <i>17 Actions</i>	Q1	NA	70% <i>12 Actions</i>	12% <i>2 Actions</i>	18% <i>3 Actions</i>	NA
	Q2	12% <i>2 Actions</i>	76% <i>13 Actions</i>	6% <i>1 Actions</i>	6% <i>1 Action</i>	NA

A Planned City

Outdoor Dining Activation – Stilt Walkers, Frankston

Photograph by Craig Moodie



Long term community outcome one:

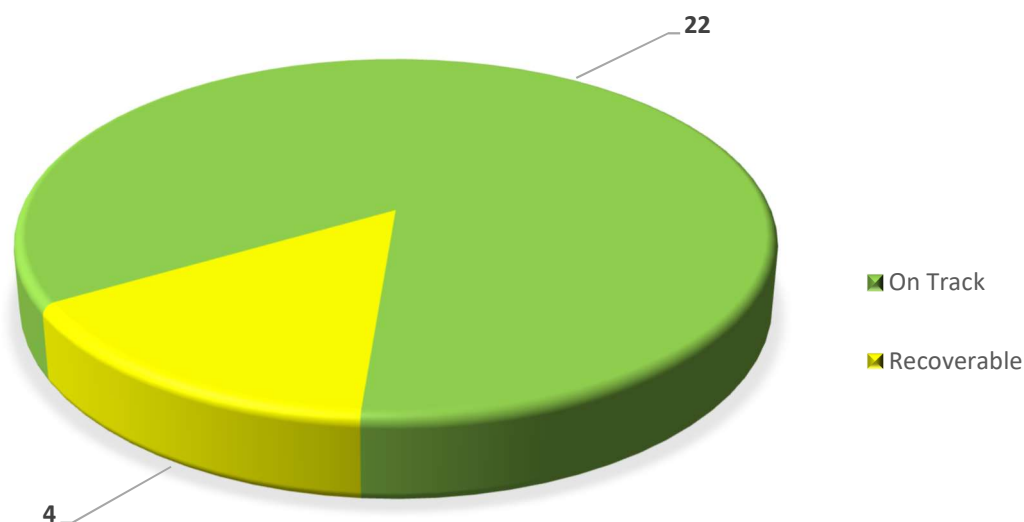
A Planned City

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

Despite the challenges of the COVID-19 pandemic restrictions this quarter, delivery of the Capital Works Program 2020-21 is tracking well and Officers have continued to respond to the various types of customer requests received and engaged with the community on numerous projects. In addition, the teams have worked diligently to implement the Victorian Government initiative to extend outdoor dining areas through the provision of new Parklets along Wells Street and Beach Street, Frankston and Station Street, Seaford. Review of Council's Long Term Infrastructure Plan for 2021-22 Capital Works Program is underway with the new Council.

A Planned City






*Quarter Two is reporting that A Planned City has 22 out of 26 of its Actions **On Track***

Theme 1.1 Community Infrastructure







Infrastructure for people, families and business

Major Initiatives

Four Year Priorities Council Plan 2017-2021	Major Initiatives 2020-2021 Year Four	Progress comments	Status
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	Continue advocating for rail electrification Stage one: Frankston to Langwarrin	The Federal Government has released the Preliminary Business Case into electrification of the Frankston Rail Line, with Councillors to be briefed in early 2021 before a position is determined and response formulated. Council has written to the Federal Government and NBN Co requesting Frankston City be eligible for future rollouts of faster and more affordable NBN.	 On Track
Develop a Coast Guard facility and Boat Refuge	Complete accommodation works that would relocate the Frankston Volunteer Coast Guard within the existing Yacht Club building	The design of the Coast Guard space has been completed. The town planning application for the first floor restaurant space design will be lodged at the end of January 2021, with work planned to commence soon after. The building compliance work is also currently underway. The fit-out of both spaces is scheduled to commence later this financial year and be completed by December 2021.	 On Track
Work with the Victorian Government to develop a business case for a catalyst development as a further stage of the Frankston Station Precinct Redevelopment	Work with the South East Melbourne Group to support a bid for a City Deal that would see significant investment in community projects to improve the region	A report was submitted at the December 2020 Council meeting to formally appraise the new Council of work undertaken on this project to date.	 On Track

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	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	Commence delivery of the election commitments, particularly: • Jubilee Park Netball stadium • Centenary Park Regional Tennis Facility • RF Miles Reserve	Jubilee Park Stadium - Design documentation is almost complete. Builders have been shortlisted following an Expression of Interest progress. Planning Permit process has been delayed which has impacted on the construction program, pushing it back to early 2021-22. Centenary Park Tennis Precinct - Pavilion refurbishment has been completed. The tennis court construction is almost complete with only light fixtures to be	 On Track

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
		<p>installed and the Club handover to occur in late January.</p> <p>RF Miles Precinct - The Pavilion is on track and scheduled for completion by 30 June 2021.</p>	
	Develop a new Advocacy Strategy in alignment with development of the 2021-2025 Council Plan	A draft Strategic Partnering and Advocacy Framework has been developed to guide Council's partnering and advocacy principles and processes. Advocacy priorities and the outcomes have been drafted and are currently being assessment against a prioritisation matrix. A community survey was made available throughout December 2020 to mid-January 2021 to understand Community's expectations.	 On Track
Redevelop the existing Arts Centre and Civic Centre precinct	Commence the roof restoration works at the Civic Centre to extend its life.	Works are currently underway to restore the roof at the Civic Center and scheduled to be completed early February 2021.	 On Track
Undertake a feasibility study to relocate Council's Operations Centre and allow for an exemplar urban renewal project	Identify options and funding alternatives for upgrade of the facilities at existing site	At the 17 June 2020 Council meeting, Councillors were briefed on the potential opportunities for the Operations Centre. As an outcome, Council officers have recently appointed consultant Centrum Architects, to undertake further assessment on the existing Operations Centre site, which will be presented to Council in 2021.	 On Track
Ensure community infrastructure and services match community need	Integrate long term asset renewal needs into the 2020-21 Long Term Infrastructure Plan (LTIP) to ensure assets support delivery of services	Council endorsed \$24.833M of asset renewal expenditure in its 2020-21 Capital Works Budget to ensure it is meeting its asset needs for the community. Council is currently reviewing future asset needs, project priorities and the development of asset renewal programs for the 2021-22 Capital Works Program and future years.	 On Track
	Implement seasonal tenancies software management platform to preserve assets and enhance customer experience using the assets	This quarter, a Request for Quote process was run for a suitable solution to manage seasonal tenancies and enhance the customer experience. A review of the applications and the commencement of the implementation will take place in quarter three.	 On Track
	Redevelop Councils website with a focus on enhanced customer experience	Requirements for a Request for Tender for the redevelopment of the Council's website have been completed in preparation to going out to market in quarter three. The current website is in the process of being transitioned to a new platform that will be completed this financial year.	 On Track

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
	Council's decision on occupation of the Frankston Health and Wellbeing Hub to be implemented, to maximise community benefit	Planning discussions between Council representatives and St Kilda Football Club (SKFC) regarding the future use of the Belvedere Precinct have continued to progress well over multiple meetings and planning discussions. SKFC and the Belvedere Community Centre have also made progress in planning for the delivery of programs from the facility in the medium-term, whilst the long term plans continue to be developed.	 On Track

Theme 1.2 Development and housing






Development and housing that services diverse needs

Major Initiatives

Four Year Priorities Council Plan 2017-2021	Major Initiatives 2020-2021 Year Four	Progress comments	Status
Attract high density residential apartments and commercial office accommodation	Review the Frankston Municipal Activity Centre structure plan with a focus on height controls	Consideration of Consultants submissions to Request for Quote has been slightly delayed as a result of the Christmas/New Year period. Selection process to be finalised shortly with project progressing with the engagement of Consultants shortly.	 Recoverable

Initiatives


Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
Attract investment for new industry	Deliver the Investment Attraction Action Plan to promote interest in relocation and expansion of business in Frankston.	The Investment Attraction program continues to deliver strong outcomes this quarter with the lodgment of a number of significant planning applications, including a 6,800 sq. m commercial development at 35 Playne Street and a multi-level hotel and residential apartment development at 6-12 Davey Street. Invest Frankston will continue to facilitate enquiries, as well as target additional businesses to capitalise on the resurgence in business activity in a COVID normal environment.	 On Track
Attract high density residential apartments and commercial office accommodation	Develop Planning Scheme Amendment to incorporate the Housing Strategy into the Frankston Planning Scheme	This project has been delayed due to limited staffing resources and competing projects. The Project planning and scoping is scheduled for quarter three.	 Recoverable



Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
Ensure built form, displays architectural excellence and embodies creative urban design	Progress Planning Scheme implementation of Neighbourhood Character Review once Housing Strategy amendment is completed	Due to limited staff resources, this work has been delayed, with project scoping and planning scheduled to commence in quarter three.	 Recoverable
	Implement statutory swimming pool audits	Swimming pool registrations continue to grow and currently Council has registered close to 2,000 pools, with a remaining 3,200 pools to register in the coming months.	 On Track
	Continue to work with the Victorian Building Authority to address rectification of illegal building cladding	The Victorian Building Authority (VBA) has not requested any inspections with Council this quarter. One property is currently under appeal through the VBA, with Council continuing to work with the owners and the owner's corporations to finalise outstanding notices on the effected properties.	 On Track
Improve public car parking options	Identify opportunities and actions to improve parking in Frankston through the Frankston Metropolitan Activity Centre Car Parking Committee	Following the last meeting of the Committee, Council has been investigating opportunities to implement smart parking solutions within the Frankston Metropolitan Activity Centre area, and in particular look at a trial of technology that is available. A further meeting of the Committee will be held in early 2021 to further discuss smart parking opportunities and the collaboration between parking providers, including local traders.	 On Track
Deliver a long-term car parking solution for the Peninsula Aquatic Recreation Centre (PARC)	As part of the Frankston Metropolitan Activity Centre Car Parking Committee identify options for long term parking at Peninsula Aquatic Recreation Centre (PARC)	Pending the outcome of the smart parking trial, the technology could be considered to assist PARC in improving the efficiency of parking.	 Recoverable

Theme 1.3 Natural and sustainable environment





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

Major Initiatives

Four Year Priorities Council Plan 2017-2021	Major Initiatives 2020-2021 Year Four	Progress comments	Status
Protect the natural and coastal environment whilst maximising the use and enjoyment of the foreshore	Commence implementation of Urban Forest Action plan to increase canopy cover of the urban environment	Delivery of year one of the Urban Forest Action plan continues to be on track, with several large projects planned for the second half of this financial year.	 On Track
Reduce Council's energy use and greenhouse emissions and	Progress Council's Climate Emergency response by	The bulk changeover of street lights on local roads to LEDs commenced in December	

Four Year Priorities Council Plan 2017-2021	Major Initiatives 2020-2021 Year Four	Progress comments	Status
progress towards carbon neutrality	implementing Council's Towards Zero Emissions Plan (TZEP) through the bulk changeover of street lights on local roads to LED's and engage the community to support climate action	2020, following some minor project delays due to COVID-19 restrictions. Council undertook a community survey during September 2020 on climate change which was well received, with a significant number of responses from the Community. The survey will inform future climate change action by Council, including webinars as well as, education and awareness resources.	 On Track
	Establish a Climate Change Policy and update Council's Climate Change Impacts & Adaptation Plan	Council received the final review of the Climate Change Impacts & Adaptation Plan and gave approval for officers to investigate further options on combining adaptation and mitigation actions under the one Strategy and Action Plan. Councillors will be briefed on the outcome of the investigation in early 2021.	 On Track

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
Protect the natural and coastal environment whilst maximising the use and enjoyment of the foreshore	Work with key stakeholders to identify and implement improvements to Kananook Creek under the improved governance model	Council has been developing an alternative dredging method, which may be able to improve the efficiency and effectiveness of the current dredging at Kananook Creek. A trial of the methodology will be conducted to determine the future dredging needs.	 On Track
	Work with Metropolitan Waste and Resource Recovery Group and South Eastern councils to securing an alternative solution to landfill for processing of waste	The solution development (stage 2) of the procurement process has continued with the short listed tenders. The draft commercial structure is currently being reviewed by participating councils.	 On Track
Establish the Frankston Regional Recycling and Recovery Centre FRRRC as the south east's regional solution for resource recovery	Reduce the amount of waste to landfill with a focus to increase composting of food waste	Over 7000 residents have engaged in the Kerbside food collection service during the COVID-19 restrictions, with Council continuing to deliver additional liners to residents. The regular Kerbside bin audits have been completed, however, the percentage of food waste being diverted from landfill has been difficult to obtain, due to abnormal residual waste being generated during the COVID-19 restrictions.	 On Track
Protect the values of the Green Wedge and Implement a management plan	Prepare Planning Scheme Amendment to enable implementation of the Green Wedge Management Plan	A panel hearing was held in October 2020, with a panel report being received late December 2020. The Panel report supports the amendment with minor changes, which will be reported to Council in early 2021.	 On Track

A Liveable City

Frankston Library – Click & Collect



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.

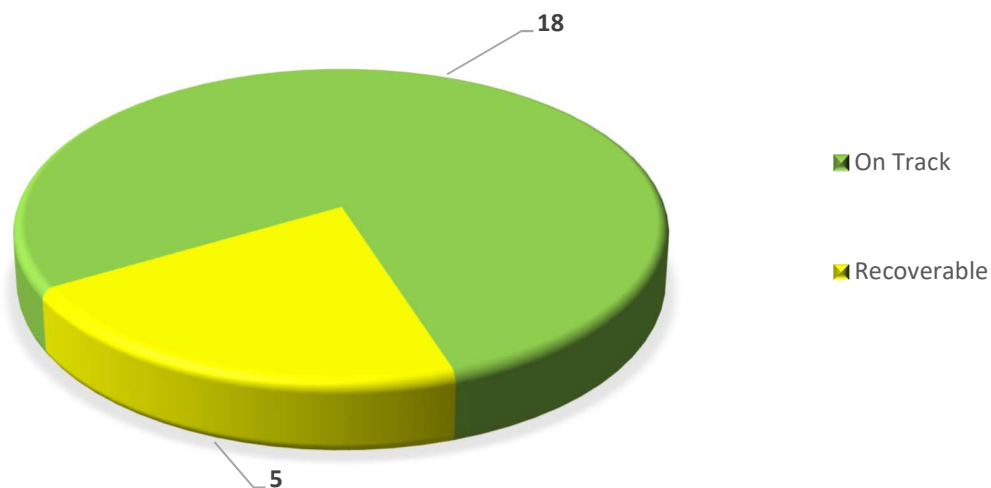
Executive Summary – Director Communities

As anticipated the pandemic lockdown has had a major impact on the community with regard to social isolation, emotional and mental health and wellbeing, and employment and household income. It is expected the impact will be evidence in future data.

Council has received positive feedback on the support provided through the COVID Community Recovery Care Package and officers are now reviewing the overall benefits and the form of what further assistance can be provided. To this end, Officers are exploring available state government grants to either extend support or bolster opportunities for support of critical need for example employment. Many services 'reinvented' to operate on line will likely to continue given the community's positive response to improved accessibility; examples of these include library services, environment resources and programs and arts performances.

With the expected easing of restrictions Council Officers are preparing designs to enable outdoor dining to benefit traders and the community alike who are keen to reconnect with 'normal' life again. Every effort is being made to ensure this is a success with the support of the State Government's \$500K grant.

A Liveable City



*A Liveable City continues to report strongly in Quarter Two, with 78% of its Actions **On Track***






Theme 2.1 Employment, education and economy

Diverse local employment opportunities and increased community capacity

Major Initiatives

Four Year Priorities Council Plan 2017-2021	Major Initiatives 2020-2021 Year Four	Progress comments	Status
Develop a knowledge, creativity and skills based economy that generates employment opportunities	Develop the Economic Development Policy and review the Economic Development Strategy	The Sustainable Economy Policy and Strategy are currently in development. It is expected that both the Policy and Strategy will be presented to Council for consideration in April 2021.	 On Track
Strengthen and promote Frankston City's visitor economy	Deliver a new signature event to be held between April - September commencing in 2021	Several components of the festival are to be determined through an expression of interest process, which will commence in early 2021.	 On Track

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
Facilitate the development of industry informed education courses that meet employer industry needs	Develop the Learning City Policy and Skilled Workforce Strategy to establish priorities	The draft Skilled Community Policy and Strategy continues to be developed. It is anticipated that it will be presented to Council in April 2021.	 On Track
Develop a knowledge, creativity and skills based economy that generates employment opportunities	Develop the Frankston and Mornington Peninsula Education Precinct framework to better connect people to employment option	The Frankston and Mornington Peninsula Education Precinct Action Plan is due to commence development in quarter three. The project was delayed due to the COVID-19 pandemic, limiting schools and tertiary organisations to develop the plan.	 Recoverable
Attract industry and employment in the health and education fields	Continue the partnership with Department Education and training to implement the Frankston North Strategic Education Plan	Council representatives continue to attend meetings at all levels associated with the implementation of the Frankston North Education Plan. Update of school facilities are due to be opened in the 2020-21 academic year.	 On Track
Advocate for the development of five star hotel accommodation	Continue to work with the accommodation sector to identify opportunities for increased high quality overnight accommodation for visitors	Council is currently facilitating a major development project that would, see a hotel development established within the Frankston's city centre. This development is scheduled to be lodged with Council's planning department in January 2021.	 On Track
Strengthen and promote Frankston City's visitor economy	Deliver the Tourism Industry Development Program designed to enable businesses to provide an improved visitor experience and dispersal	A Digital Ambassador Training module is being investigated, as part of the draft framework, which has already been developed. A survey to the business industry to understand their needs, is due to be released in quarter three. Due to the COVID-19 restrictions and its effects on	 Recoverable






Initiatives



Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
		businesses and consumer needs, the draft framework will need to be reviewed.	

Theme 2.2 Vibrant and engaged

An active, engaged and equitable community

Initiatives





Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
Build on sculpture and eclectic street art culture	Build the Frankston City Sculpture collection via ongoing investment in iconic gateway sculptures and well placed midscale pieces	The sculpture projects for 2020-21 have been deferred, due to the COVID-19 pandemic. Non-sculpture related initiatives such as the Frankston Art History publication are proceeding.	 On Track
Promote Frankston City's reputation as an arts, festivals and events destination	Broaden the promotion of arts, festivals and events	<p>Planning is underway for The Big Picture Festival 2021, with Frankston High School and Monterey Secondary School who have been engaged to participate and work alongside professional street artists during the 2021 festival.</p> <p>The Frankston and Carrum Downs Libraries have reopened with reduced hours, whereas the Seaford Library remains closed.</p> <p>The Frankston Arts Centre has presented a limited number of shows and events, in-line with current restrictions and gradually increased frequency and capacity of the venue.</p> <p>Future events continue to be adapted to the evolving restrictions in order to remain connected with our community.</p>	 On Track
Engage and support Frankston City's local areas and diverse communities to optimise facility usage and enhance equitable access to services	Implement programmes across all facilities to ensure Disability Discrimination Act compliance	Annual building audits identified compliance issues across Council facilities which are up for review and rectification. Works will be prioritised and actioned accordingly throughout the year.	 On Track
	Develop an equitable and transparent rental model for Council buildings to increase participation for Council consideration	A draft model is currently being reviewed by internal stakeholders to ensure an equitable and transparent rental fee framework is applied to meet community needs.	 On Track
	Review the community grants program to enable	The Community Grants program has continued to deliver important support to local groups and individuals during the	 On Track






	equitable access to grants opportunities	COVID-19 pandemic. A review of the program will be undertaken in the second half of the financial year, to inform the design of this service into the future.	
	Develop a Diversity, Access and Inclusion Policy	A Diversity, Access and Inclusion Policy has been drafted and is being reviewed by internal stakeholders.	 On Track
Develop an education and library hub in Langwarrin	Complete a feasibility study for the preferred location for a new kinder and library	Council has shared local information regarding projected future demand for Three year old kindergarten with State Government and is awaiting a response. Options for a proposed location are still in discussion at this stage.	 Recoverable

Theme 2.3 Health and well-being

Community understands and actively pursues a healthy lifestyle

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
Advocate for the development of a health industry centre of excellence	Work with other the South East Melbourne Councils to negotiate agreement with the State and Federal governments to deliver long term investment benefits for the local community and region	The Regional Alcohol and Drugs Frankston Mornington Peninsula group (RADFMP) continues to advocate for the inclusion of withdrawal beds in the Frankston Hospital expansion.	 On Track
Facilitate the delivery of a health services hub in the Health precinct	Advocate for a minimum of 10 clinical 'withdrawal' beds in the expansion of Frankston Hospital	Officers have briefed the new Councillors on the need for clinical withdrawal beds within the new Frankston Hospital expansion, with an enhanced advocacy campaign to be delivered in 2021.	 Recoverable
Enhance equitable access to sport and leisure opportunities	Co-design and deliver a culture change program for sporting clubs to achieve greater gender equity in participation and board structures	In 2020, Council approved the establishment of a sports liaison committee which will serve as a peak body made up of representatives of sporting clubs from across the Frankston municipality. This committee is being established in the second half of the financial year, and will provide important support and direction for this new initiative whilst sporting clubs are being reactivated following recent COVID-19 restrictions.	 On Track
Adopt an approach to delivery of aged services within the state and federal service mode	Deliver aged services in accordance with contractual agreement/s	The delivery of Aged Care services has been impacted by the pandemic, requiring modification of service delivery to ensure the safety of clients. Planning for and implementation of COVID-SAFE return of impacted services is underway.	 Recoverable

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
Adopt a Health and Wellbeing Plan 2017-2021	Continue the implementation of the Health and Wellbeing Plan 2017-2021, focusing on: <ul style="list-style-type: none"> • Reducing homelessness and increasing affordable housing • Deliver Healthy Choices program at Council-owned Sport and Leisure facilities 	Council has continued to successfully deliver on the Health and Wellbeing Plan 2017-2021. As part of this, the Frankston Strategic Housing and Homelessness Network is delivering on their Five Year Strategic Plan which has included the establishment of a Regional Charter. Due to the COVID-19 restrictions, the implementation of Healthy Choices program within sporting groups has been delayed.	 On Track
	Implement the Family Violence Prevention Action Plan	Project Logic and Evaluation Plans have been developed for the two actions being delivered in 2021. A Request For Quote was undertaken in late 2020 for the delivery of the father and sons forum which is now being further updated for delivery. Planning is also being progressed for the redevelopment of the Respect App, with Youth consultation sessions planned in quarter three to inform the design of the app.	 On Track
	Review and update the Youth Framework to better support young people to transition to adulthood	Following consultation with young people and other stakeholders, a draft of the Youth Strategy has been completed and will be considered by Council in the second half of the financial year.	 On Track
	Review and revise the Municipal Early Years Action Plan to identify priorities and optimise services	<p>The Municipal Early Years Action Plan (MEYP) working group continues to meet on a regular basis to develop the Action Plan with Key Risks and mitigation also identified.</p> <p>In December 2020, the MEYP engaged with staff, external stakeholders and the community, with analysis of the data occurring in January 2021.</p>	 On Track
	Commence implementation of the Reconciliation Action Plan	In late 2020, Reconciliation Australia provided some valuable feedback for Council's Reconciliation Action Plan (RAP). This is now being incorporated into the RAP and will be returned to Council for consideration in quarter three.	 On Track

A Well Governed City

Delcombe Park Kinder – Spoonville, Frankston South



Long term community outcome three:

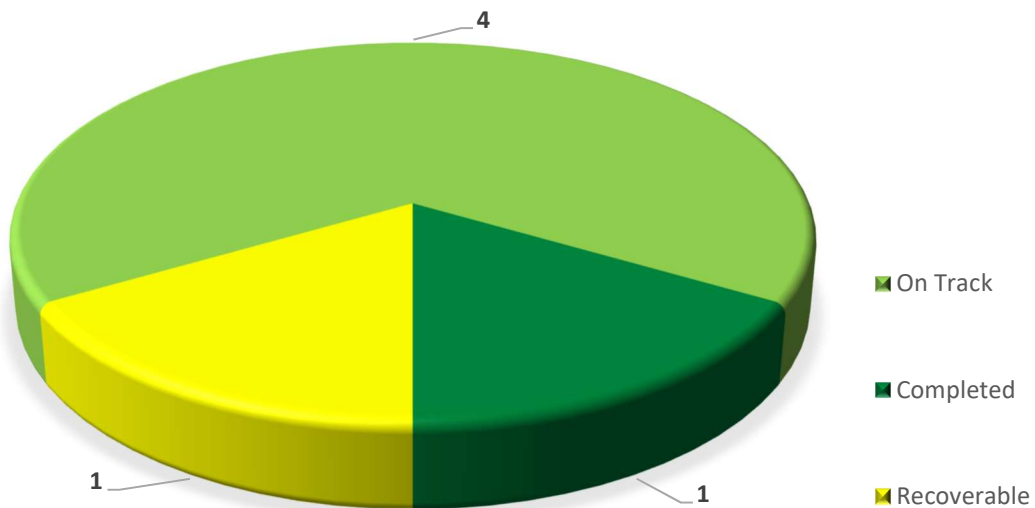
A Well Governed City

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 Councillor Induction Program commenced with the new term of Councillors in November 2020 and is underpinned by mandatory training and opportunities to work together. The implementation of the Local Government Act 2020 is on track to strengthen good governance and engagement outcomes. Council has been identifying preliminary advocacy priorities with a community survey available to throughout December 2020.

A Well Governed City




*A Well Governed City is performing well in Quarter Two, having 4 out of 6 of its Actions **On Track** and 1 Action **Completed***





Theme 3.1 Accountable governance

Well governed and reputable


Major Initiatives

Four Year Priorities Council Plan 2017-2021	Major Initiatives 2020-2021 Year Four	Progress comments	Status
<p>The elected representatives will promote:</p> <ul style="list-style-type: none"> - Powerful advocacy - Meaningful engagement - Credible reputation 	Advocate in accordance with current agreed advocacy priorities	Advocacy efforts on current priorities have been very successful and Council has received funding for its major capital projects. Preliminary identification of Council's advocacy priorities is underway, with a community survey available throughout December 2020 - January 2021.	 On Track

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
<p>The elected representatives will provide:</p> <ul style="list-style-type: none"> - Clear and unified direction - Transparent decision making - Good Governance 	Enable contract decisions to be made in Open Council and ensure the protection of commercial in confidence information	Contract award is now part of the open Council agenda by making changes to the Request for Tender documentation, informing respondents that contracts are now awarded in Open Council, with commercial in confidence information being included in a confidential attachment.	 Completed
	Implement an effective Councillor Induction Program with the new term of Council to enable open, transparent and accountable decision making	The Councillor Induction Program commenced with the new term of Councillors in November 2020 and is underpinned by mandatory training and opportunities to work together. Attendance has been monitored and the program has been well received overall.	 On Track
	Review and implement the changes to the Local Government Act 2020 to ensure good governance in the best interests of the community	The Local Government Act 2020 is being implemented according to timeframes. Stage 1 and 2 have been completed and Stage 3 is currently underway. The Governance Rules, Public Transparency Policy, Council Expenses Policy and Audit and Risk Committee Charter were all adopted before 1 September 2020.	 On Track
<p>The elected representatives will promote:</p> <ul style="list-style-type: none"> - Powerful advocacy - Meaningful engagement - Credible reputation 	Report on the progress of implementing actions in response to the Municipal Monitor's recommendations to strengthen good governance and engagement outcomes	In December 2020, the Minister for Local Government noted Council's action plan and quarterly progress report in response to the Municipal Monitor's recommendations. This is provided as part of the CEO's Quarterly Report to Council, with improvements being made to Council's internal processes.	 On Track

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
	Develop a policy and strategy framework diagram as part of the Policy and Protocol Framework that identifies gaps, including development of any Councillor policies and protocols, such as the Notice of Motion Protocol and Committee Representative obligations	Work has been undertaken to identify and address existing gaps with current Policies and Strategies. These are being integrated into one framework diagram to better reflect the current status.	 Recoverable

A Well Managed City

Outdoor Dining – Spanish Bar, Seaford



Long term community outcome four:

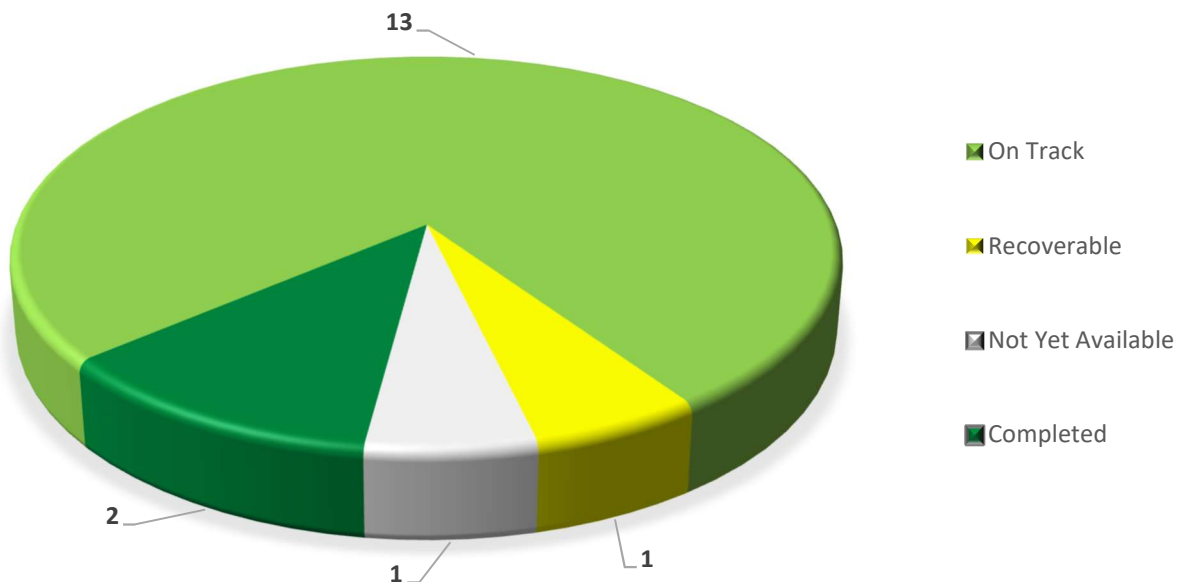
A Well Managed City

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 in the last quarter has been to support the organisation to transition to easing COVID restrictions. Our Customer Service face to face counters were opened again in December alongside Visitor information centre. The people and culture team and the technology team have been supporting employees to come back to more flexible arrangements. The transformation team is pulling together a 'Future ready Frankston' program that focuses on enhancing Customer experience by improving our processes and services.

A Well Managed City








*A Well Managed City is doing well in Quarter Two, with 13 out of 17 of its Actions **On Track** and 2 Actions **Completed***

Theme 4.1 Services

Highly valued and utilised services




Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
Identify service assets and service levels required to meet future community needs	Finalise and implement the Service planning framework	A Service Planning Framework has been finalised and work continues to review the elements including service plans to embed them into the Integrated Planning and Reporting Framework.	 On Track
Implement a rolling service review program	Undertake the annual Service planning review	The first cycle of external facing Service Plans was completed in the last financial year and will be updated to inform the Council Plan, Financial Plan and Budget. Service Plans and Service Based Budgeting will be utilised to identify financial requirements to deliver service levels and assist with the planning for fit for purpose assets.	 On Track
Ensure a positive customer experience	Establish and deliver customer experience reward and recognition program	The customer experience reward and recognition program is being included as part of a new organisation wide employee recognition program. A new recognition procedure has been developed with a launch of the new program expected in February 2021. This will then be a rolling financial year program.	 On Track
	Implement the Community Engagement Policy and Framework to improve Council's engagement of the community in Council's decision making	The Community Engagement Policy will commence development in January 2021, with Public Exhibition scheduled for February and adoption of the Policy in March. Work on the Framework is scheduled to commence in mid-2021.	 On Track
Optimise the community's ability to access services and information	Plan and commence delivery of an online experience that the customer expects	Council has begun work on migrating the current website to an improved platform, which will enhance the customer's online experience. This work will continue until the end of the financial year. Council has also begun making more planning services available online to the community, which will continue throughout this financial year.	 On Track

Theme 4.2 Systems

Systems for ongoing effectiveness and efficiency

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
Review and develop a four year Information Technology Strategy to guide Council's efficient use of technology	Implementation of the Information and Communication Technology Strategy with a focus on key initiatives such as: <ul style="list-style-type: none"> • Council security review and improvement program • Upgrade the unified communications platform • Continue review and evolution of Business Intelligence reporting • Continued pilots of Microsoft Office 365 platform 	Work on a number of Information Technology systems has continued this quarter, with a full Microsoft Teams roll out to the organisation, further development with Microsoft Power BI reporting, as well as a Security Audit and Review taking place over December 2020 and January 2021.	 On Track
Embed a culture of Business Improvement to improve processes, applications and utilisation	Adopt and implement a rolling Business Transformation program	Development of the enterprise transformation program - 'Future ready Frankston' continued throughout quarter two and will be finalised in the next quarter, ready for implementation.	 On Track
Facilitate informed decision making through informed reporting and data management	Define and deliver service unit customer experience standards defined by customer service charter - including baseline measurement and reporting	The action plan is currently being developed and we are on track to deliver this in the current financial year.	 On Track

Theme 4.3 Resources

Optimise resource management

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
Continue to maintain a financially sustainable Council: <ul style="list-style-type: none"> - Advocate for operational grant funding from other tiers of Government to deliver services required by the community - Ensure funding decisions are based on Council's priorities - Seek alternative revenue sources - Ensure the operations of 	Regularly review and update long-term financial planning to guide our budget decisions to ensure they are responsible and sustainable	The impact of COVID-19 restrictions have been taken into consideration when making adjustments to income and expenditure, which will ensure Council's Long Term Financial sustainability.	 On Track
	Explore alternative revenue sources to reduce Council's reliance on rate revenue	A key deliverable this financial year is to adopt a Revenue and Rating Strategy. This strategy will include alternate revenue sources being investigated. The government restrictions relating to the	 On Track

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
Frankston Regional Recycling and Recovery Centre (FRRRC) are financial sustainable		COVID-19 pandemic have hindered Council's ability to raise revenue, however efforts to advocate and secure additional funding from other tiers of Government have been successful.	
	Implement action from the FRRRC strategic business plan to ensure operational and financial sustainability	Due to the COVID-19 restrictions effecting the customer base, the transfer station operations changes have been postponed to the next quarter.	 Recoverable
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 is undertaking a review of the Buildings Asset Management Plan for 2020-21. This is a tactical and financial plan for managing Council's buildings and facilities which support a broad range of community services. The plan will ensure Council optimises the management of its municipal facilities, including the maintenance, operation and capital costs.	 On Track

Theme 4.4 People

Capable and engaged people

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
Create a sustainable workforce	Develop a 4 year workforce plan	This project has been delayed to align with the requirements of the Local Government Act 2020, which requires Council to have a 4 year workforce plan by December 2021.	 Not Yet Available
Enhance a high performing culture	Implement actions from the People Strategy	In response to the 2020 Staff Survey results, Council has implemented several actions, as well as identified new initiatives which will enhance the organisation's culture.	 On Track
Position Frankston City Council as an employer of choice	Develop an employee value proposition	The employee value proposition is currently being developed by using data gathered from our 2020 Staff Survey and our current recruitment processes.	 On Track
	Continue to add to the positive culture of the organisation through the timely delivery of accurate, accessible, informative and regular internal communications	The 2020 Staff Survey indicated internal communications has improved across the organisation and will continue to be strengthened through the introduction of new initiatives in 2021.	 Completed
	Build upon external communications platforms to engage, inform and	A communications and marketing strategy is currently being developed to inform the introduction of new external	 Completed

Initiatives

Four Year Priorities Council Plan 2017-2021	Initiatives 2020-2021 Year Four	Progress comments	Status
	empower, while instilling pride within our community	communications platforms, activities and initiatives in 2021.and initiatives in 2021.	



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