



# Quarterly Performance Report

2021-2025 Council Plan and Budget  
Year Two | Quarter One | June to September 2022



Mark Nakia Moonblood Brown

Guramang (Gooramung) – Leather Back Turtle



## 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.**



# Message from the Chief Executive Officer



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.

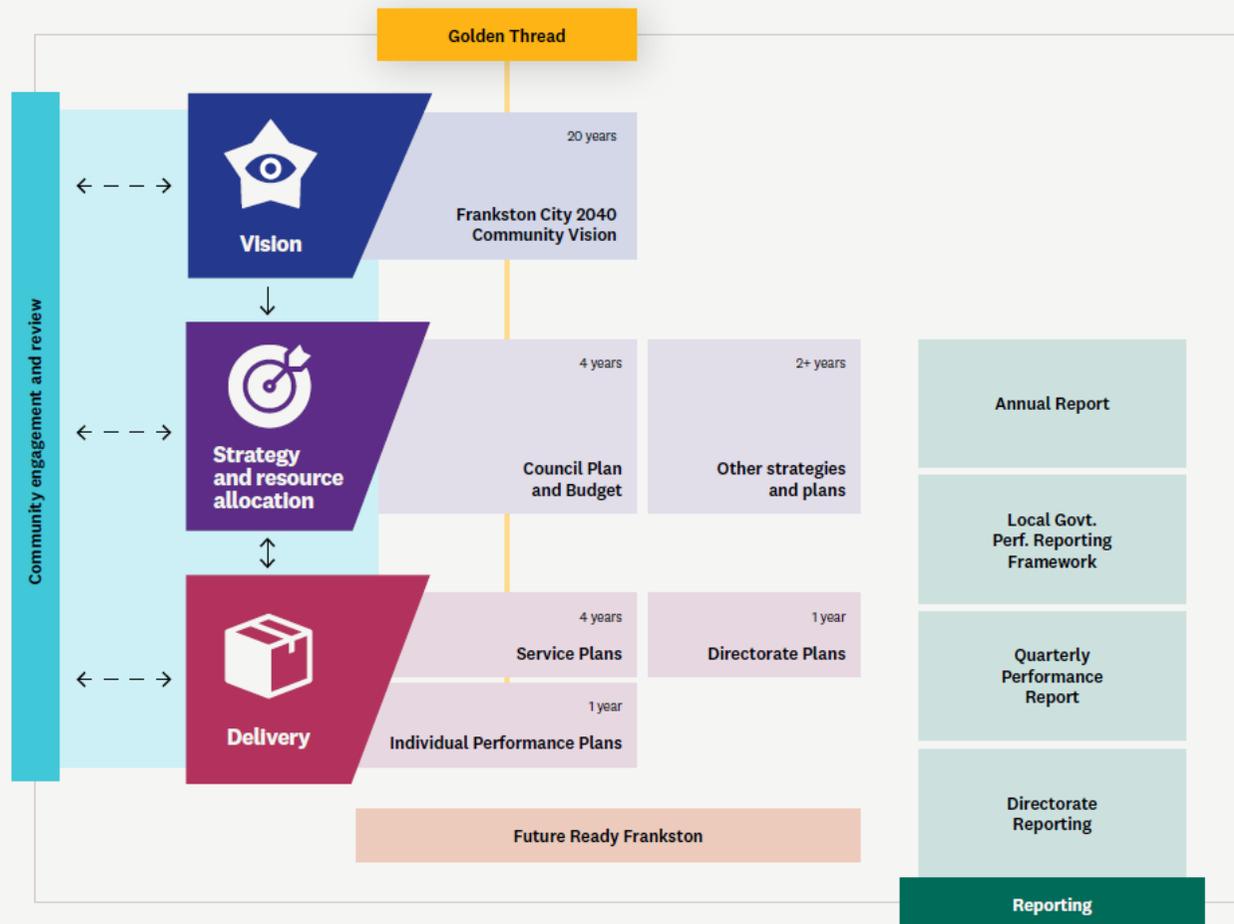
To address the Governance principles in the *Local Government Act 2020*, Frankston has developed an Integrated Planning and Reporting Framework. The green boxes identify the reporting structure. Progress and results are reported back to the community through the Quarterly Performance Report, Local Government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

# 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.

## Integrated Planning and Reporting Framework



- 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.



**Healthy  
and safe  
communities**

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



**Community  
strength**

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



**Sustainable  
environment**

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



**Well  
planned and  
liveable city**

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



**Thriving  
economy**

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.



**Progressive  
and engaged  
city**

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

# Our performance

## Directorate highlights for Quarter One 2022-23

### Communities

At the end of Quarter One, the Communities Directorate are off to a great start to the year.

Consultation on the draft Climate Change Strategy has occurred as well as internal stakeholder workshops on the Public Toilet Action Plan. Both these matters will be reported to Council in upcoming months.

The Strategic Planning team have also put considerable effort into preparing the Frankston Metropolitan Activity Centre (FMAC) Draft Structure Plan, which will be coming to Council early in Quarter 2.

The Economy Investment and Activation team have released an Expression of Interest into Council's After Dark Grants. This is the first year running this grant, which seeks to improve the number of activities happening in the Frankston CBD 'after dark.' The team have also undertaken a business survey this quarter and, helped six businesses who are thinking of starting up in Frankston City.

### Infrastructure and Operations

Infrastructure & Operations have commenced work on their strategic priorities in line with the Council Plan and look forward to achieving this year's priorities for our community. Infrastructure & Operations have developed our Directorate Plan based on the Council strategic priorities and this has been filtered through to the rest of my team within the directorate to allow them to focus their work plans accordingly.

Some key priorities for us as a directorate for this financial year include:

Sustainable environment

- Continue to deliver the annual municipal wide tree planting program of 20,000 trees

- Ensure natural and coastal reserves are well maintained
- Advocate to State Government and negotiate improvements to Kananook Creek Management Plan
- Progress Council's recycled water projects in partnership with key stakeholders
- Continue to deliver environmental and climate action projects

Well planned and liveable city

- Deliver our ambitious 2022/23 capital works program including completion of major projects such as Jubilee Park Stadium, Carrum Downs District Playground, Ballam Park Entrance Precinct, Barretts Road construction (North section), and Linen House
- Continue to maintain and improve asset renewal programs to enhance safety and presentation of the City
- Adoption of Integrated Transport Strategy and Bicycle Strategy.
- Progressive and engaged city
- Continue to review Council's assets to ensure they meet community needs in accordance with the adopted Asset Plan.

### Corporate and Commercial Services

The Corporate and Commercial Services Directorate has commenced the year with a strong focus on Service Governance with the introduction of four groups who each have oversight of Council Plan Outcomes, Services and key frameworks and strategies being delivered. Service teams are reconnecting and preparing for the 2023-2024 planning cycle, including the preparation of service summaries.

A Procurement Transformation Roadmap has been endorsed which details the systems and procedures (including target dates) that will be reviewed over the financial year. Probity and procurement training has been implemented for all staff engaged in procurement activity; regular reporting of compliance with these requirements is provided to Council's Executive Management Team.

As part of Council's continued maturity in risk management, a workshop was held in September to review Council's strategic risks. Work has commenced on updating the organisation's Strategic Risk Register.

Engagement with the community through the development of the Waste Circularity Plan has increased the awareness of the food waste collection service. Over 90 percent of survey responses confirmed awareness of the service and the community provided feedback on both the positive aspects and improvements areas for the service. Introduction of a separate glass bin service was announced in August for implementation during 2023 and was communicated through media channels and an engagement survey.

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

Quarter one 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 July Council celebrated Frankston's bronze placing in the 2022 Victorian Top Tourism Town Awards. These awards are predominantly for regional destination so Frankston being voted by the public to third position was a wonderful achievement for both Frankston and Greater Melbourne.

The Frankston City Council corporate website has been refreshed for an improved customer experience and incorporates the newly launched Transparency Hub. The Transparency Hub showcases data stories and dashboards to help our community better understand Council decisions and how we work. The Hub shares data on financial spend, capital works, contracts, pet registration, grants and smart cities.

The Frankston Business Collective was launched in July 2022 and has now reached over 100 members. This membership based organisation will support businesses across the municipality.

Installation of Smart Parking sensors and digital parking signs has made parking easier and more convenient. This new technology will help reduce traffic congestion, allow for secure, cashless and contactless payment and provide important data to inform decision making.

The epic sculpture, Beacon by Matt Calvert sits at the Eel Race Road underpass in Seaford as you enter the city on Nepean Highway. In addition five Sculptures by the Sea sculptures have been installed around the municipality.

Pop up libraries were created to provide access to library resources whilst the Frankston Library was closed for refurbishment. The Library reopened 30 July to positive feedback from the community.

## Council Plan summary

In 2022-2023 there are 121 Initiatives listed in the Council Plan. As at the end of September 2022, 96 per cent were considered on track or completed.

The table below provides a summary of the status of each of the 2022-2023 Council Plan Initiatives by outcome:

	Completed ✓	On track ●	At risk ●	Critical ●	Deferred ■
<b>Healthy and safe communities</b>	2	15	-	-	-
<b>Community strength</b>	2	23	-	-	-
<b>Sustainable environment</b>	1	24	1	-	-
<b>Well planned and liveable city</b>	1	11	-	-	-
<b>Thriving economy</b>	-	16	2	-	-
<b>Progressive and engaged city</b>	1	20	2	-	-
<b>TOTAL %</b>	6%	90%	4%	0%	0%

Refer to Appendix A for progress updates on each initiative.

## Financial summary

The forecast for the underlying operating result reflects an unfavourable variance. Council's forecast full year underlying operating position is indicating a deficit of \$4.455 million, this is a \$1.001 million unfavourable variance compared to the adopted 2022-2023 budget position of \$3.454 million deficit. The consolidated entity position is also forecasting a deficit of \$4.084 million. The Executive Management Team (EMT) will work towards identifying savings and efficiencies in order to meet the adopted budget. It is expected that the Underlying operating result will return to surplus in future years.

### Summary of Financial Results

Description	Full Year Frankston City Council			Consolidated	Consolidated
	2022-2023 Forecast \$'000	2022-2023 Budget \$'000	(Fav)/Unfav Variance \$'000	2022-2023 Forecast \$'000	2022-2023 Budget \$'000
<i>Operating</i>					
Revenue	189,105	187,236	(1,869)	201,941	200,072
Expenditure	194,246	191,295	2,951	206,711	203,760
Gain/(Loss) on disposal of assets	686	605	(81)	686	605
<b>Underlying operational result</b>	<b>(4,455)</b>	<b>(3,454)</b>	<b>1,001</b>	<b>(4,084)</b>	<b>(3,083)</b>
<i>Capital</i>					
Revenue	30,716	25,238	(5,478)	30,716	25,238
<b>Operational surplus/(deficit)</b>	<b>26,261</b>	<b>21,784</b>	<b>(4,477)</b>	<b>26,632</b>	<b>22,155</b>

It is to be noted that at Council meetings on 21 February 2022, 16 May 2022 and 25 July 2022 it was resolved to fund 2022-2023 COVID Relief and Recovery program items from the Strategic Asset Reserve. These items have been added to the forecast and account for \$0.556 million of the \$1.001 million variance compared to the adopted budget.

## Financial Performance Scorecard (Frankston City Council excluding Peninsula Leisure Pty Ltd)

The table below highlights Council's current and projected performance across a range of key financial indicators (KPI's). KPI's provide useful analysis of Council's financial position and performance and should be used in the context of the organisation's objectives.

Key Indicator	Year to Date	Full Year	
	Actual vs Budget	Forecast vs Budget	Forecast \$'000
Operating revenue			189,791
Underlying operational result			(4,455)
Operating result for the year			26,261
Operating expenditure			194,246
External Funding sources			29,623
Investment			67,208
Working capital ratio			1.63
Rates collection			97%
Loan borrowings			34,321

### Legend

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

Refer to Appendix B for detailed financial statements.



# Council Plan progress



# Healthy and safe communities

**Priorities**

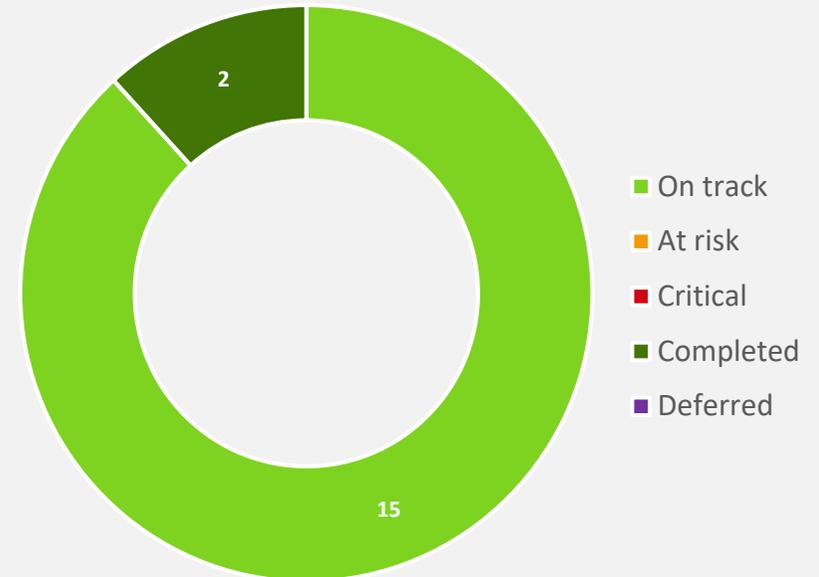
- ✓ Active and healthy lifestyles that support residents living independently longer
- ✓ Long-term health and learning outcomes established in early childhood
- ✓ Reduction of harms from family violence, gambling, alcohol and other drugs
- ✓ Value and support young people

Community Vision 2040 Theme 1  
Healthy families and communities

## Quarter 1 Overview

### How we performed

88 per cent of initiatives completed or on track (15/17)



### Highlights

- The 'Men as Role Models' Forum was conducted in August.
- Frankston Park hosted three AFL Women's (AFLW) games.
- The Youth and Children's Grants opened to provide opportunities to reduce educational costs for eligible residents
- Council was successful in its bid to host one of three fully funded "Disabilities and emergencies" round table discussions for the State.



# Community strength

## Priorities

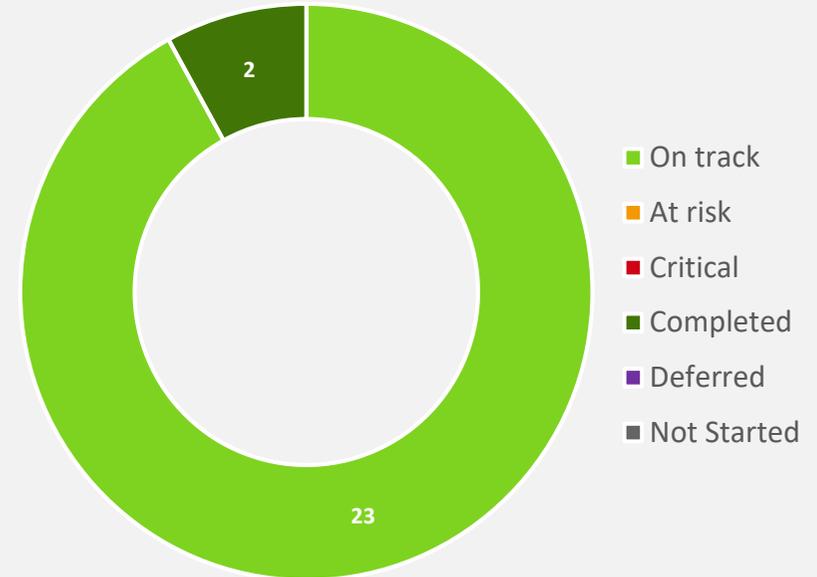
- ✓ Accessibility of services to enhance social inclusion and mental wellbeing
- ✓ Volunteering to build connections and resilience within the community
- ✓ Frankston City's arts and cultural identity

Community Vision 2040 Theme 2  
Vibrant and inclusive communities

## Quarter 1 Overview

### How we performed

80 per cent of initiatives completed or on track (20/25)



## Highlights

- 47 per cent of Sporting Clubs who responded to the Sports Participation Survey have started or completed the Gender Inclusive Self-Assessment
- Beacon by Matt Calvert was installed at Eel Race Road underpass in Seaford.
- Council's Job Advocates provided support to 435 community members seeking assistance to overcome employment barriers.
- A workshop for local artists and staff about using Auslan and cultural sensitivity when working with Deaf artists and patrons was held and attended by 45 people and shared skills and language.



# Sustainable environment

## Priorities

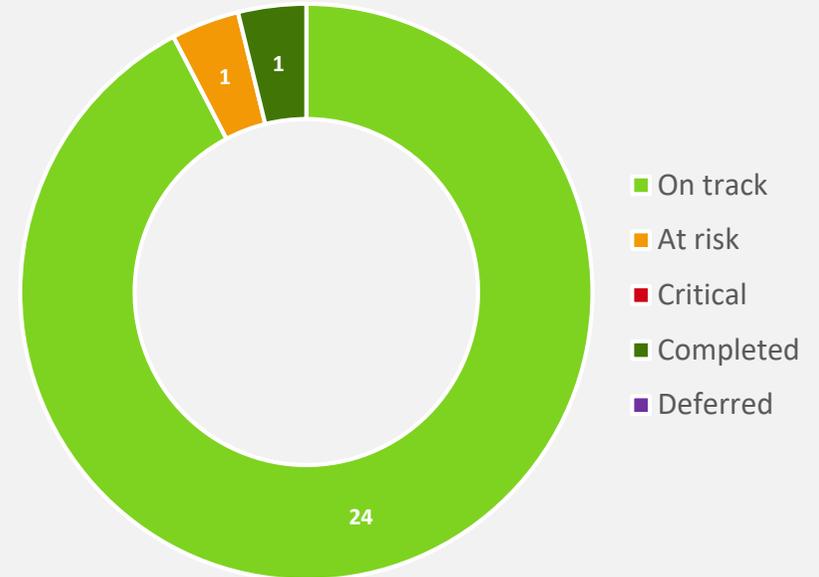
- ✓ Climate emergency response and leadership
- ✓ Green canopy cover to reduce urban heat
- ✓ Diversion of waste from landfill
- ✓ Protection, access and connection to the natural environment

Community Vision 2040 Theme 3  
**Natural environment and climate action**

## Quarter 1 Overview

How we performed

*96 per cent of initiatives completed or on track (26/27)*



## Highlights

- The Kananook Creek Governance continues to identify priority projects to enhance Kananook Creek.
- National Tree Day was held at Jubilee Park, 1400 plants, 200 attendees
- Engagement was held to inform the development of council’s Climate Change Strategy, Coastal & Marine Management Plan and Waste Circularity Plan
- Frankston City Council finished in third position out of nine participating Councils in Biodiversity Blitz to celebrate Biodiversity Month.

# 4 Well planned and liveable city

**Priorities**

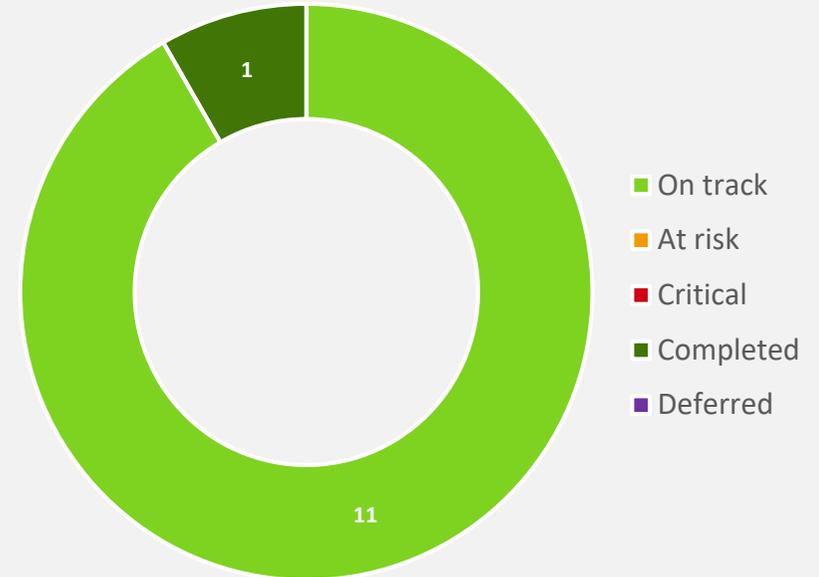
- ✓ Urban design renewal of public places and spaces
- ✓ Connected, accessible, smart and safe travel options
- ✓ Frankston City's identity as a liveable city

Community Vision 2040 Theme 4  
Connected places and spaces

## Quarter 1 Overview

### How we performed

100 per cent of initiatives completed or on track (12/12)



### Highlights

- A smart parking trial was completed within the Frankston Metropolitan Activity Centre
- Engagement on the draft Integrated Transport Strategy was undertaken.
- The draft Frankston Metropolitan Activity Centre structure plan has been developed
- Advocacy for Frankston City Centre Revitalisation Action Plan continues



# Thriving economy

**Priorities**

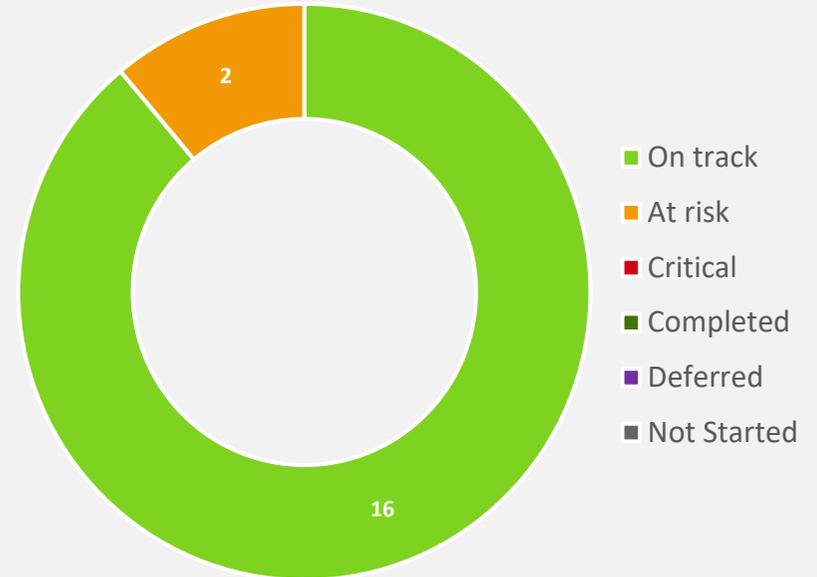
- ✓ Business and industry investment attraction
- ✓ Activity centre precincts
- ✓ Local employment, education and training opportunities for all people

Community Vision 2040 Theme 5  
Industry, employment and education

## Quarter 1 Overview

### How we performed

94 per cent of initiatives completed or on track (16/18)



### Highlights

- Frankston won bronze in the 2022 Victorian Top Tourism Town Awards
- The Frankston Business Collective launched
- Invest Frankston After Dark Activation grants opened
- Applications for the Destination Event Attraction Program commenced



# Progressive and engaged city

**Priorities**

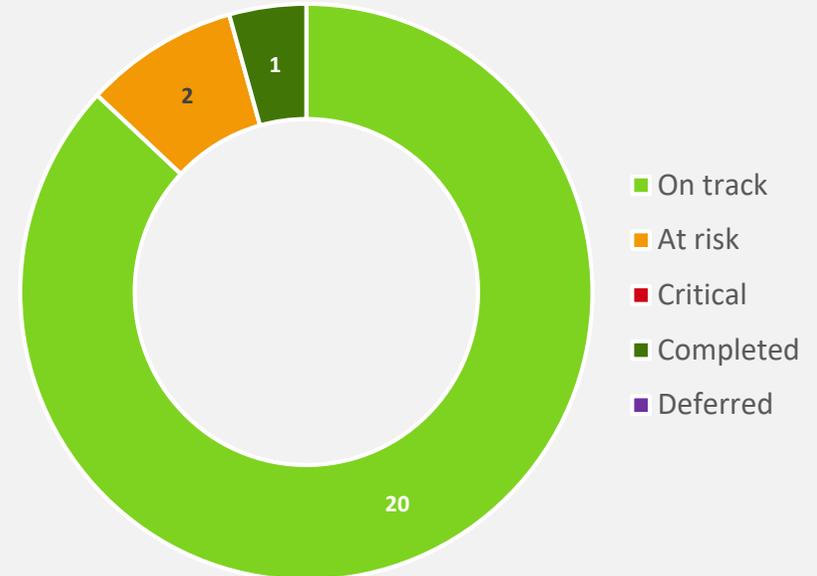
- ✓ Engagement with our community in communication and decision making
- ✓ Future ready service delivery through changes to culture, capability, connectivity and customer experience
- ✓ Sound governance to build trust in the integrity and transparency of Council

Community Vision 2040 Theme 6  
Advocacy, governance and innovation

## Quarter 1 Overview

### How we performed

91 per cent of initiatives completed or on track (21/23)



### Highlights

- Transparency Hub was launched to inform the public about Council’s datasets
- Service Governance oversight of Council Plan Outcomes, services and frameworks was introduced
- Procurement Transformation Roadmap was endorsed
- Strategic risks were reviewed and Strategic Risk Register refreshed
- Customer Experience Strategy implementation underway



# Financial performance

# Financial Performance

(Frankston City Council excluding Peninsula Leisure Pty Ltd)

The following quarterly financial report provides a summary and analysis of Council's financial performance for the three (3) months to September 2022. The report is designed to ensure consistency with the 2022-2023 adopted budget, compliance with statutory requirements and to measure Council's overall financial performance.

## Financial results for Frankston City Council excluding Peninsula Leisure Pty Ltd

<b>Summary of Financial Results</b>		
<b>Description</b>	<b>2022-2023 Forecast \$'000</b>	<b>2022-2023 Budget \$'000</b>
<i>Operating</i>		
Revenue	189,105	187,236
Expenditure	194,246	191,295
Gain/(Loss) on disposal of assets	686	605
<b>Underlying operational result</b>	<b>(4,455)</b>	<b>(3,454)</b>
<i>Capital</i>		
Revenue	30,716	25,238
<b>Operational surplus/(deficit)</b>	<b>26,261</b>	<b>21,784</b>

The forecast for the underlying operating result reflects an unfavourable variance. Council's forecast full year underlying operating position is indicating a deficit of \$4.455 million, this is a \$1.001 million unfavourable variance compared to the adopted 2022-202 budget position of \$3.454 million deficit. The Executive Management Team (EMT) will work towards identifying savings and efficiencies in order to meet the adopted budget. It is

expected that the underlying operating result will return to surplus in future years.

It is to be noted that at Council meetings on 21 February 2022, 16 May 2022 and 25 July 2022 it was resolved to fund 2022-2023 COVID Relief and Recovery program items from the strategic asset reserve. These items have been added to the forecast and account for \$0.556 million of the \$1.001 million variance compared to the adopted budget.

The Operational surplus for the financial year is forecast to have a favourable variance of \$4.477 million compared to the adopted budget.

The forecast full year underlying operating position of the consolidated entity is indicating a deficit of \$4.084 million, this is a \$1.001 million unfavourable variance compared to the adopted 2022-2023 budget position of \$3.083 million deficit. The factors attributed to Frankston City Council's portion of this result are listed under Section 3 of this report.

Peninsula Leisure Pty Ltd are yet to revise forecasts in relation to the expected full year financial position.

See Appendix F for the detailed consolidated income statement.

## Financial Performance cont'd (Frankston City Council excluding Peninsula Leisure Pty Ltd)

A summary of the key financial data is as follows:

	Full Year			
	Forecast \$'000s	Adopted Budget \$'000s	Variance \$'000s	Variance %
Underlying operating result (1)	(4,455)	(3,454)	(1,001)	(28.98%)
Accumulated Cash Position	500	500	-	-
Cash and investments	67,208	58,736	8,472	14.42%
Capital works expenditure	98,897	91,606	(7,291)	(7.96%)

( ) 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.

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

The forecast full year net underlying result is anticipated to be a deficit of \$4.455 million which compares unfavourably by \$1.001M to the 2022-2023 adopted budgeted deficit of \$3.454 million.

# Income Statement (Frankston City Council excluding Peninsula Leisure Pty Ltd)

The September 2022 financial performance position highlights some key outcomes that are covered in the points below.

## Summary - Income Statement

Description	Year to Date			Full Year		
	Sept-22	Sept-22	(Fav)/Unfav	2022-2023	2022-2023	(Fav)/Unfav
	Actual	Budget	Variance	Forecast	Budget	Variance
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Operating</i>						
Revenue	44,053	42,955	(1,098)	189,105	187,236	(1,869)
Expenditure	43,383	43,978	(595)	194,246	191,295	2,951
Gain/(Loss) on disposal of assets	42	89	47	686	605	(81)
<b>Underlying operational result</b>	<b>712</b>	<b>(934)</b>	<b>(1,646)</b>	<b>(4,455)</b>	<b>(3,454)</b>	<b>1,001</b>
<i>Capital</i>						
Revenue	1,964	1,183	(781)	30,716	25,238	(5,478)
<b>Operational surplus/(deficit)</b>	<b>2,676</b>	<b>249</b>	<b>(2,427)</b>	<b>26,261</b>	<b>21,784</b>	<b>(4,477)</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 forecast full year underlying operating position is indicating a deficit of \$4.455 million, this is a \$1.001 million unfavourable variance compared to the adopted 2022-2023 budget position of \$3.454 million deficit. The significant factors which contribute to this variance are:

**Grants – operating – \$1.231 million favourable variance.** The increase in government funding relates to the following areas:

- \$0.910 million increase in forecast to be received in Waste Circularity in relation to the transition of collection of glass and standardising recycling across the state.
- \$0.100 million increase in forecast to be received in Safer Communities for the provision of School Crossing Supervision service.
- \$0.088 million increase in forecast in Capital Works delivery due to the receipt of a grant to subsidise the costs incurred of dredging Kananook Creek.

## Income Statement cont'd (Frankston City Council excluding Peninsula Leisure Pty Ltd)

**User fees and charges– \$0.329 million favourable variance.** The increase in user fees and charges relates to the following areas:

- a. \$0.240 million increase in income expected for the Frankston Arts Centre due to increased usage and associated hires of the theatre and related services.
- b. \$0.107 million increase in income expected to be received in Family Health Support Services due to the increased demand and delivery of meals for the Meals on Wheels service.
- c. \$0.053 million induction in income expected to be received in Waste Circularity for increased demand for services such as at call waste collection and additional bins.
- d. \$0.127 million reduction in income expected to be received in Safer Communities due to the Council decision to fund an additional twelve months of the first two hours free parking in nominated Council owned and managed city centre off street car parks.

**Materials and services - \$2.426 million unfavourable variance.** The increase in materials and services is mainly due to:

- a. \$0.910 million increase in forecast expenditure in Waste Circularity in relation to the transition of collection of glass and standardising recycling across the state. A grant for the corresponding income amount has been forecast.
- b. \$0.551 million increase in forecast expenditure in Operations primarily due to audits undertaken that required tree rectification works to hazards that presented a high degree of risk to the community.
- c. \$0.284 million increase in forecast expenditure in Procurement, Property & Risk due to costs associated with insurance payments under excess, third party cost recovery, lease negotiations, property valuations and acquisition of land.
- d. \$0.181 million increase in forecast expenditure in City Futures due to completion of guidelines and masterplans and façade improvements. \$0.088M of the additional spend was approved by Council to be funded from the strategic asset reserve.
- e. \$0.215 million increase in forecast expenditure in Community Strengthening due to costs associated with hosting Australian Football League Womens' (AFLW) matches and spending of grant funding that has been received. Council will be reimbursed for those costs incurred in hosting the AFLW matches.

Refer to Appendix B Attachment A

## Income Statement cont'd (Frankston City Council excluding Peninsula Leisure Pty Ltd)

**Employee Costs - \$0.205 million unfavourable variance.** The increase in employee costs is mainly due to:

- a. \$0.199 million increase in forecast expenditure in Safer Communities due to costs associated with in providing additional resources to staff School Crossings and provide services to Community Support Frankston. These additional costs are being funded with additional grant funding and reimbursement, therefore they present no additional cost to Council.
- b. \$0.295 million increase in forecast expenditure in Development Services due to a restructure to improve service delivery and long term absences requiring backfill in statutory planning and health services.
- c. The increases in staffing costs mentioned in the points above have been offset by reductions where staff vacancies have existed and have been forecast to potentially continue. Areas most affected by staff vacancies where forecasts have been decreased are Governance, Operations and City Futures.

**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 \$26.261M, this is a \$4.477M favourable variance compared to the adopted 2022-2023 budget position of \$21.784M surplus. This favourable variance is due to the reasons as described above plus an increase of \$6.678M expected to be received for capital grants. This is offset by a reduction in capital contributions expected to be received of \$1.200M.

# Capital Works Statement (Frankston City Council excluding Peninsula Leisure Pty Ltd)

## Capital Works Statement

For the quarter ending 30 September 2022

	Year to Date			Forecast \$'000	Full Year	
	Actual \$'000	Budget \$'000	Variance \$'000		Budget \$'000	Variance \$'000
Total property	5,483	5,919	436	45,424	44,469	(955)
Total plant and equipment	989	1,067	78	11,668	8,239	(3,429)
Total infrastructure	3,430	4,169	739	41,805	38,898	(2,907)
<b>Total capital works expenditure</b>	<b>9,902</b>	<b>11,155</b>	<b>1,253</b>	<b>98,897</b>	<b>91,606</b>	<b>(7,291)</b>
<b>Represented by:</b>						
Asset renewal expenditure	2,902	2,696	(206)	29,599	30,251	652
New asset expenditure	1,485	1,584	99	21,919	15,168	(6,751)
Asset upgrade expenditure	5,292	6,549	1,257	45,602	44,630	(972)
Asset expansion expenditure	223	326	103	1,777	1,557	(220)
	<b>9,902</b>	<b>11,155</b>	<b>1,253</b>	<b>98,897</b>	<b>91,606</b>	<b>(7,291)</b>
<b>Funding:</b>						
<b>External</b>						
Government grants	1,531	750	(781)	28,042	21,364	(6,678)
Contributions	-	-	-	40	1,260	1,220
Proceeds from sale of assets	42	201	159	1,461	1,055	(406)
Other income	-	-	-	80	80	-
<b>Total external funding</b>	<b>1,573</b>	<b>951</b>	<b>(622)</b>	<b>29,623</b>	<b>23,759</b>	<b>(5,864)</b>
<b>Internal</b>						
Reserve funds	53	4,230	4,177	27,818	24,771	(3,047)
Loan borrowings	-	-	-	2,393	-	(2,393)
Rates funding	8,276	5,974	(2,302)	39,063	43,076	4,013
<b>Total internal funding</b>	<b>8,329</b>	<b>10,204</b>	<b>1,875</b>	<b>69,274</b>	<b>67,847</b>	<b>(1,427)</b>
<b>Total funding</b>	<b>9,902</b>	<b>11,155</b>	<b>1,253</b>	<b>98,897</b>	<b>91,606</b>	<b>(7,291)</b>

After three months of the year to date expenditure is \$9.902 million against a year to date adopted budget of \$11.155 million. The Capital Works Program is tracking well with under expenditure due to minor delays of larger projects.

The delivery of the 2022-2023 Capital Works Program is on track, with an end of year forecast expenditure of \$98.897 million, which includes \$11.154 million of carry forward projects from 2021-2022

Refer to Appendix B Attachment B.

# Balance Sheet (Frankston City Council excluding Peninsula Leisure Pty Ltd)

The balance sheet as at 30 September 2022 indicates a continued satisfactory result. Council's net assets are valued at \$2.139 billion at the end of September 2022, and are forecast to be \$2.162 billion at the end of June 2023.

A comparison of total current assets of \$120.542 million with total current liabilities of \$54.758 million (working capital ratio YTD of 2.20 to 1) depicts a satisfactory financial position.

## Schedule of reserves as at 30 September 2022

	Opening Balance 01/07/2022 \$'000	Transfer to reserve \$'000	Transfer from reserve \$'000	Closing balance 30/09/2022 \$'000
<b>Statutory reserves</b>				
Public resort and recreation	7,227	434	-	7,661
Subdivision roadworks	133	-	-	133
Infrastructure assets	74	-	-	74
Car parking	10	-	-	10
<b>Total statutory reserves</b>	<b>7,444</b>	<b>434</b>	<b>-</b>	<b>7,878</b>
<b>Discretionary reserves</b>				
Strategic asset reserve	23,404	209	(2,419)	21,194
MAV LGFV fund	12,707	208	-	12,915
Unexpended grant reserve	8,484	-	(1,786)	6,698
PARC asset management sinking fund	11,048	188	-	11,236
Capital projects reserve	3,931	-	-	3,931
Resource efficiency reserve	77	-	-	77
<b>Total discretionary reserves</b>	<b>59,651</b>	<b>605</b>	<b>(4,205)</b>	<b>56,051</b>
<b>Total other reserves</b>	<b>67,095</b>	<b>1,039</b>	<b>(4,205)</b>	<b>63,929</b>

The strategic asset reserve has been established to assist in the delivery of community infrastructure highlighted in the Council Plan.

Balance Sheet cont'd (Frankston City Council excluding Peninsula Leisure Pty Ltd)

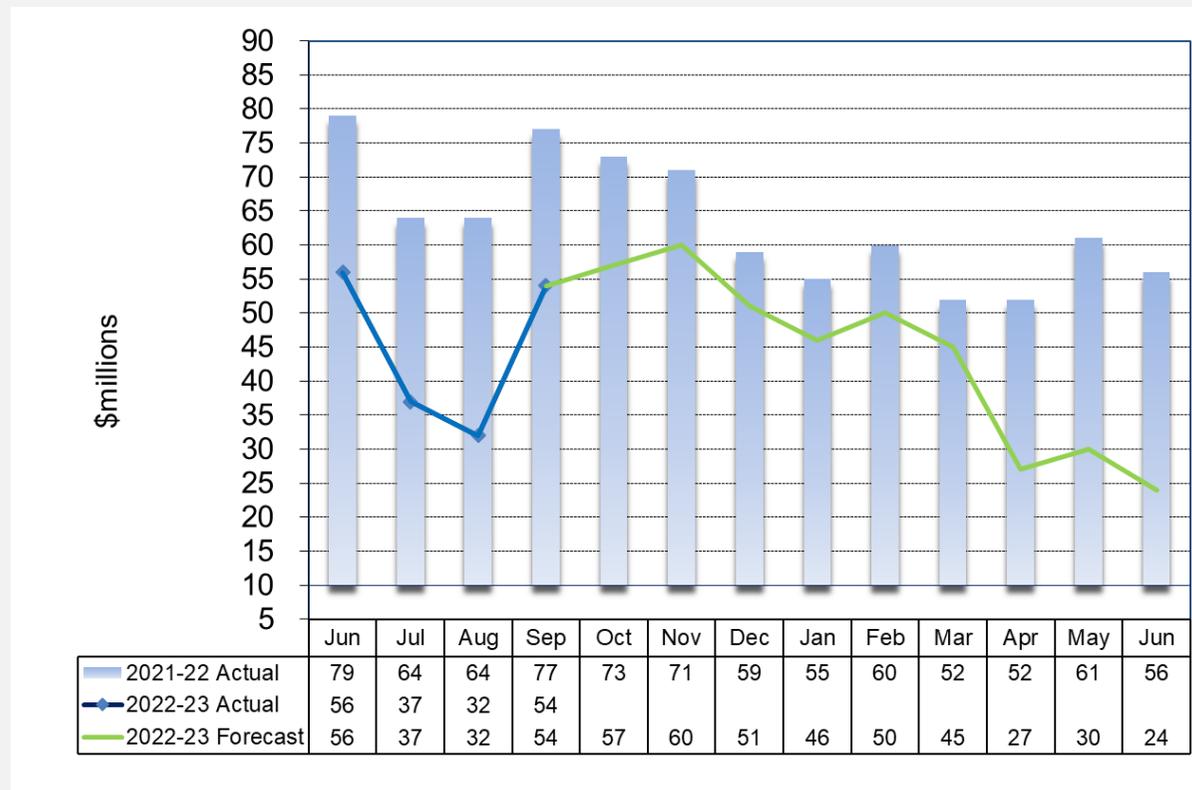
Trade and other receivables	2021-22 \$'000	2022-23 \$'000
<b>Current receivables</b>		
Ratepayer receivables	24,894	25,829
Special rates & charges	123	225
Infringements	5,547	6,044
Provision for doubtful debts - infringements	(2,746)	(2,911)
Other receivables	6,395	3,593
Provision for doubtful debts - other debtors	(123)	(114)
	34,090	32,666
<b>Non-current receivables</b>		
Special rates & charges	604	538
<b>Total receivables</b>	34,571	33,090

For a full balance sheet please refer to Appendix B Attachment C.

# Cash Flow (Frankston City Council excluding Peninsula Leisure Pty Ltd)

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 Appendix B Attachment D for the cash flow statement.



# Loans (Frankston City Council excluding Peninsula Leisure Pty Ltd)

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)
2020-21	2,930	345	1,452	30,334	2.24	23.20%	1.4%
2021-22	-	3,250	1,427	27,084	1.94	19.98%	3.5%
2022-23	9,030	392	1,401	35,722	1.71	25.13%	1.3%
2023-24	6,065	1,354	1,542	40,433	1.64	28.00%	2.0%
2024-25	12,870	2,045	1,652	51,258	1.33	34.47%	2.5%
2025-26	15,460	18,820	1,640	47,898	1.42	31.36%	13.4%
2026-27	13,500	5,096	1,773	56,302	1.41	35.90%	4.4%
Victorian State Government				High	Below 1.10	Above 80%	Above 10%
Prudential Ratio Limits - Risk Assessment				Medium	1.10 - 1.20	60%-80%	5% -10%
				Low	Above 1.20	Below 60%	Below 5%

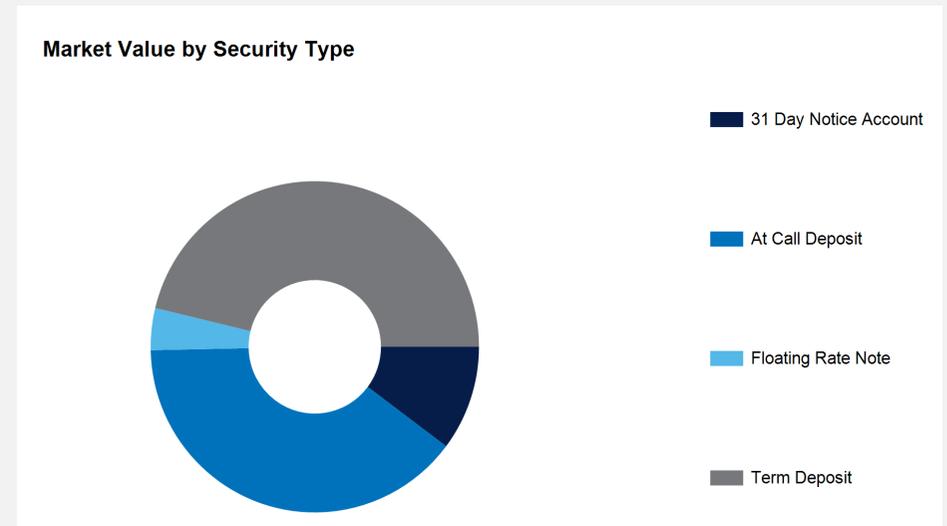
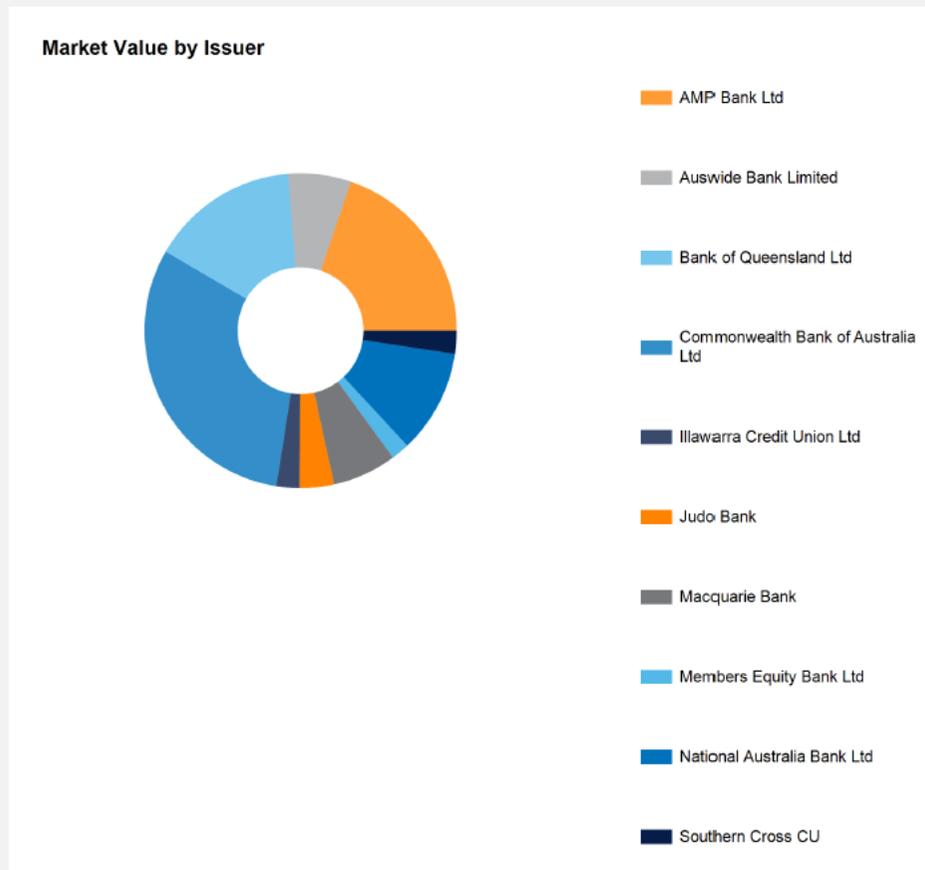
The status of Council's loan borrowings as at the 30 September 2022 are listed in the table below:

Financial institution	Debt principal @ 30-06-2022 \$'000's	Principal repaid \$'000's	New borrowings \$'000's	Debt principal @ 30-09-2022 \$'000's	Interest \$'000's	Loan repayments due over next 12 months \$'000's
National Australia Bank	11,492	91	-	11,401	205	1,183
National Australia Bank - MAV	15,542	-	-	15,542	155	-
Treasury Corporation Victoria	50	-	-	50	-	-
<b>Total</b>	<b>27,084</b>	<b>91</b>	<b>-</b>	<b>26,993</b>	<b>360</b>	<b>1,183</b>

# Investments (Frankston City Council excluding Peninsula Leisure Pty Ltd)

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 30 September 2022 were \$86.571 million.

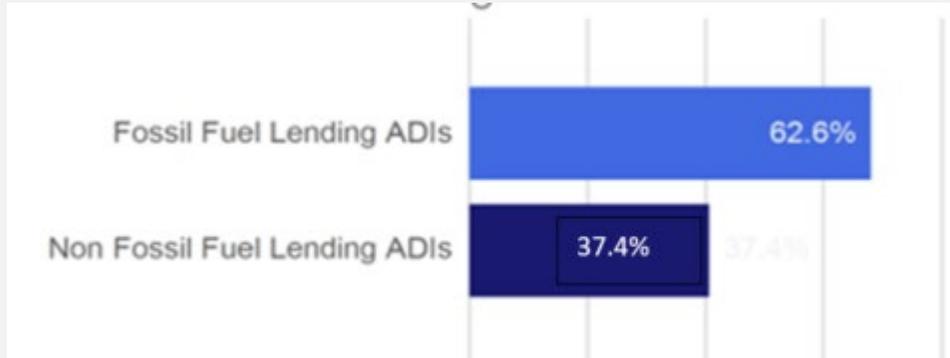
Council’s investments as at the 30 September 2022 are listed in the tables below.



Investments cont'd (Frankston City Council excluding Peninsula Leisure Pty Ltd)

**Portfolio Fossil Fuel Summary**

Council's portfolio comprises 37.4% of investments with non-fossil fuel lenders with the remainder still funding fossil fuel related organisations or programs.



ADIs (Authorised deposit-taking institutions)

# Appendix A – 2022-2023 Council Plan Performance: Quarter one

Annual Council Plan initiatives are adopted each year in conjunction with the adoption of the Budget. These Initiatives are designed to contribute to the improvement of each of Council’s six Council Plan Outcomes

This report is broken up into each of these Outcomes and for each initiative a progress comment is provided quarterly along with a status update.

Strategic indicators for each outcome are reported annually.

### Status update key:

- ü 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
- n Deferred Initiative has been deferred for completion in 2022-2023

## 2021-2025 Council Plan and Budget

Reporting across the four years of the 2021-2025 Council Plan and Budget is summarised below. *(As at quarter one 2022-2023)*

	2021-2022	2022-2023	2023-2024	2024-2025
<span style="color: green;">ü</span> Initiatives completed	123	7	-	-
<span style="color: purple;">n</span> Completion deferred to following year	11	-	-	-

## June-September 2022 Council Plan Initiatives

In 2022-2023 there are 121 Initiatives listed in the Council Plan. As at the end of September 2022, 96 per cent were considered on track or completed.

The table below provides a summary of the current status of each of the 2022-2023 Council Plan Initiatives by outcome:

	Completed ✓	On track ●	At risk ●	Critical ●	Deferred ■
<b>Healthy and safe communities</b>	2	15	-	-	-
<b>Community strength</b>	2	23	-	-	-
<b>Sustainable environment</b>	1	24	1	-	-
<b>Well planned and liveable city</b>	1	11	-	-	-
<b>Thriving economy</b>	-	16	2	-	-
<b>Progressive and engaged city</b>	1	20	2	-	-
<b>TOTAL %</b>	6%	90%	4%	0%	0%

# 1 Healthy and safe 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	<p>Maternal and Child Health (MCH) continues to experience work force shortages, and the team are working towards re-building the workforce. A number of new temporary contracts have been created to support the additional backlog of work due to the pandemic.</p> <p>In response to community feedback, the Immunisation Team are developing a 'user pays' vaccination program to offer additional recommended vaccines on the National Immunisation Program. This is expected to be delivered in the coming months.</p> <p>Supported playgroups continue to be delivered and referrals are being received from MCH, other family support services and self-referred families. Pop up playgroups are operating weekly in the community. These are well attended with 30-40 families attending each week.</p> <p>Mahogany Rise is increasing parent participation in the program through family events, feedback from families has been positive and communication and engagement has improved.</p>	Communities	
	CP-1.1.2	Coordinate central registration of enrolments for community kindergartens	<p>Three and four year old offers have been made to families that have registered to attend a community kindergarten. There were 1623 registrations which is an increase from previous years. This increase has seen a significant number of children miss out on a kindergarten place in their preferred kindergarten, and we are working with families to support them to find an alternative</p>	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			<p>kindergarten place.</p> <p>Additional resourcing has been allocated in the Children's Services Team to support the increased workload of the Kindergarten Registration and Liaison Officer role.</p> <p>A review of the Central Kindergarten Registration Procedure has commenced and expected to be ready to implement for the next registration period in 2023.</p>		
	CP-1.1.3	Implement Council's year two initiatives for Council's Early Years Plan	<p>An additional resource to support the increase in kindergarten enrolments due to the Kindergarten Reform is now in place. A review of Council's Kindergarten Central Registration has commenced with key stakeholders, and community consultation is due to commence mid-October 2022.</p> <p>The Children's Services team have worked in collaboration with the Libraries Team, and supported playgroup facilitators are now attending library story times across the municipality to promote supported playgroups.</p>	Communities	
Maintain systems and capacity to manage and respond to emergency events	CP-1.2.1	Monitor and mitigate key emergency risks to the community	<p>This quarter has a focus on preparedness for our most vulnerable residents, planning for the collaborative Emergency Preparedness Advisory service (EPAS) and a successful bid to host one of three fully funded "Disabilities and emergencies" round table discussions for the State in November 2022. All emergency management risks are consistently monitored, researched and where possible solutions provided to the Municipal Emergency Management Planning Committee (MEMPC) to ensure collaborative municipal planning. Permits to burn, where properties are more complex in nature are provided with a tailored Permit considering all identified risk and their mitigations. The Assistant Municipal Fire Prevention Officer (A/MFPO) is working with</p>	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			residents closely where required to encourage responsible fuel reduction in the municipality.		
	CP-1.2.2	Maintain up-to-date emergency management plans and test them to identify and mitigate capability and capacity gaps through training and awareness	This quarter the Emergency Management Coordinator has worked with key stakeholders, specifically Victoria Police in order to write Exercise Apollo that will take place in November 2022. Efforts were originally focused on a health emergency training exercise however with detailed feedback from Ambulance Victoria we amended the proposal to include a hazardous material release, traffic incident in order to test two of our moderate risk rated emergency scenarios at one time. This exercise allows for a more higher level discussion around triggers for establishing command and control and brings into play an immediate relief and recovery response. All agencies participating will have various parts of their procedures tested as well as the Municipal Emergency Management Planning (MEMP) in its entirety. Independent evaluators are being sourced through Emergency Management Victoria (EMV).	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-1.2.3	Leverage partnerships with key agencies and community groups to improve planning for response to and recovery from emergency events. This will include the development and implementation of an annual training program	Facilitation of the Municipal Emergency Management Planning Committee (MEMPC) and its sub-committees and working groups as well as initiating key speakers for these meetings builds relationships with internal and external stakeholders. In this quarter ad hoc training has been provided to key staff "Emerging minds - Community trauma" training was a collaboration with City of Casey and focused on children and emergencies. There has been significant liaison with community groups and agencies in preparation for the Emergency Preparedness Advisory Service which commenced in September 2022. The development and implementation of an annual training program will commence as a priority once the second member of the Emergency Management team has been recruited.	Communities	
Encourage active and healthy lifestyles for people of all ages and abilities	CP-1.3.1	Improve the amenity and perceptions of safety across the municipality	CCTV undergoing a review to improve the system and applications. The Rapid Response team has been recruited with services to commence in the next quarter.	Communities	
	CP-1.3.2	Promote and deliver more diverse play and leisure opportunities for residents of all ages to encourage active lifestyles	The recreation team continue to promote activities through the Frankston City News and other relevant publications. The team organised for the stronger sister program to be at the Mayors picnic - this was unfortunately cancelled due to weather and the team are exploring another opportunity to host this event. The team have also worked to bring three AFL Women's (AFLW) games to Frankston to promote women's sport.	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	Council continues to support the many community gardens located throughout the area. This also includes the further development of the Downs Estate site to enable healthy eating education and community driven programs.	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
	CP-1.3.4	Deliver second year actions for Council's Health and Wellbeing Plan	The action plan is tracking well with progress against items being made, with highlights including: the Draft Integrated Transport Strategy was put out for public exhibition, which includes active transport; the Draft Community Infrastructure Plan was presented to the Executive Management Team (EMT) to improve access to community services; an Expression of Interest (EOI) was released calling for residents to join the new Culturally and Linguistically Diverse (CALD) Network to improve inclusion and cohesion; the Chatty Cafe initiative was launched at Karingal PLACE to increase social connections; and the Monterey Reserve Soccer Pavilion was opened with female-friendly changerooms to improve participation in sports.		
Advocate for programs and support to reduce harms from family violence, gambling, alcohol and other drugs	CP-1.4.1	Embed Council's Stronger Families Policy and implement year four actions for Council's Family Violence Action Plan	The Men As role Models forum was conducted in August whilst the second phase of the family violence program is currently being conducted with Whitelion as the lead agent.	Communities	
	CP-1.4.2	Partner with Monash University, Peninsula Health and other key advocacy organisations to raise awareness of risks associated with gambling and Alcohol and Other Drug (AOD) use and improve access to support services	The Responding to Drugs and Alcohol - Frankston Mornington Peninsula (RAD-FMP) group has commenced discussions this quarter, although have not yet met due to a change in the membership of the group. A meeting was scheduled this quarter, but cancelled and deferred to a later date.	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	Frankston City Council continue to collaborate with key stakeholders and contribute the objectives of the Frankston North Education Plan (FNEP). Council officers, including Director Communities, Manager Family Health Support Services, Coordinators of Maternal and Child Health and Immunisation and Children's Services, regularly attend Governance Group and Partnership meetings. Maternal and Child Health Support Services are now also located	Communities	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			at Mahogany Rise, and this will further enhance the outcomes of the FNEP.		
	CP-1.5.2	Deliver Youth Services outreach, in-reach and engagement programs	<p>There has been extensive engagement with young people through in-reach/outreach activities. Project-Y assertive outreach has been provided with local delivery partners, offering positive connections and support to 'at-risk' youth, while offering guidance towards a path that will allow them to pursue aspirations, including education. What Bus has been in higher demand than ever before, with consistent EOIs received by schools, services and community groups, with consistent outreach being run through events, activations, in-reach at schools, and outreach at 'youth hot-spots' in the community, although multiple opportunities having to be turned down due to lack of resources/capacity.</p> <p>The What Program has been a success since being rolled out Aug-Sep, with the following social impact indicators: Community Connection 42.8% increase, Satisfaction Rating - 4.5 out of 5, Likelihood of reaching out for support from Frankston Youth Service - 18.5% Increase.</p>	Communities	
	CP-1.5.3	Enable young people to have a voice through Youth Council and youth events	<p>In this past quarter, 256 young people were provided with opportunities to 'have their say' though: Youth Council, NexGen Advisory and Fresh Entertainment (FReeZA) among other programs.</p>	Communities	
	CP-1.5.5	Increase work experience, traineeships and student placement opportunities	<p>The Work Ready program, consisting of work experience, practical placements, trainees and apprentices has been significantly impacted by COVID-19. It has been challenging to provide supervision of work ready students and trainees during COVID-19 and in a hybrid environment. Despite the impact of the pandemic, the program</p>	Customer Innovation and Arts	

Four-year Initiatives	Code	What will we do in 2021-2022	Progress Comments	Directorate	Status
			was still able to be offered and there were five trainees and one apprentice hosted since 1 July 2021 as well as six work experience students and four practice placement students placed across Council.		
	CP-1.5.6	Provide grants to support students in participating in formal education and recreational programs	The Youth and Children's Grants have opened and provide opportunities to reduce educational costs for eligible residents. There has been some take up to date, however it is generally at the start of a new academic year that there is highest demand. These opportunities are being heavily promoted across the community.	Communities	

## Strategic indicators

If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased active and healthy lifestyles that support residents living independently for longer	SI1.1	Proportion of adults who are sufficiently physically active compared to the Victorian state benchmark (Victorian Population Health Survey)	Indicator reported annually	Communities	-
Increased active and healthy lifestyles that support residents living independently for longer	SI1.2	Chronic disease levels compared to the Victorian state benchmark (Victorian Population Health Survey)	Indicator reported annually	Communities	-
Increased active and healthy lifestyles that support residents living independently for longer	SI1.3	Proportion of residents satisfied with sport and recreation facilities (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Improved long-term health and learning outcomes established in early childhood	SI1.4	Proportion of year three, five, seven and nine students achieving literacy benchmarks (Victorian Child and Adolescent Monitoring System)	Indicator reported annually	Communities	-
Improved long-term health and learning outcomes established in early childhood	SI1.5	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	SI1.6	Proportion of residents who feel a safe in public areas in Frankston City (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Reduction of harms from family violence, gambling, alcohol and other drugs	SI1.7	Rate of hospital admissions due to alcohol and other drugs (Turning Point)	Indicator reported annually	Communities	-
Reduction of harms from family violence, gambling, alcohol and other drugs	SI1.8	Rate of reported family violence incidents (Crimes Statistics Agency)	Indicator reported annually	Communities	-
Improved education outcomes through better engagement of young people	SI1.9	Proportion of people attending Tafe or University (Australian Bureau Statistics)	Indicator reported annually	<b>Communities</b>	-

## 2 Community strength

### Initiative progress comments

Four Year Initiatives	Code	What will we do in 2022-2023	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	On track with many initiatives delivered in this quarter including: - an array of live performance events and workshops at Frankston Arts Centre (FAC) - library programs - public art installations including a key gateway sculpture Beacon unveiled in September	Customer Innovation and Arts	
	CP-2.1.2	Build capacity and partner with creatives and the community to deliver high quality events and art experiences	Auslan Stage Left presented a workshop for local artists and staff about using Auslan and cultural sensitivity when working with Deaf artists and patrons. The workshops were attended by 45 people and shared skills and language.  Monkey Baa Theatre Company delivered workshops across local schools, to link their visit to the theatre by participating in workshops presented by Monkey Baa Teaching Artists.  The final two projects of the 2021 - 2022 Artist Grant program concluded, with local artists Brodie Alserda and Jonathan Thompson concluding their exhibitions. Both artist's exhibitions were highly visited, with Brodie selling over 15 works.	Customer Innovation and Arts	
	CP-2.1.3	Deliver festivals and events that build upon Frankston as an Arts and Culture destination	Marketing is being finalised for Frankston's Christmas Festival of Lights along with the launch of the full Summer calendar of Council run events and Destination Event Attraction Program events.	Customer Innovation and Arts	
	CP-2.1.4	Develop sculpture and eclectic street art culture	The Big Picture Fest planning and scoping is well underway with progression on acquiring external walls and invitations to artists to participate.	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			<p>Scoping opportunities to include other events and activation's throughout the festival also. For example, a Cube37 Gallery take over, Indigenous Youth workshop and a night walk. The Block Party programming has begun with infrastructure conversations started.</p> <p>Five Sculptures by the Sea sculptures have been installed around the municipality. The Gateway Sculpture at Eel Race Road has been installed and Mirage is due to be re-installed on Frankston beach within the coming month.</p> <p>Scoping for three new sculptures is underway with approval for sites also underway.</p> <p>Permission for two sculptures at Oliver's Boat ramp and Sweetwater Creek is progressing with an Expression of Interest (EOI) process due to commence within the coming month.</p> <p>Maintenance checks for all public art work has been completed with a schedule of repair works needing to take place.</p>		
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	There has been significant coordination, support and planning occurring with local groups in preparation for the annual Senior's Festival.	Communities	
	CP-2.2.2	Support organisations that are providing valued services to older residents	Council recently endorsed further community consultation in regards to an innovative project in partnership with the National Centre for Healthy Ageing at Belvedere Oval that would see the establishment of a simulated dwelling for seniors to test technology that would support their independent living needs.	Communities	
	CP-2.2.3	Deliver year two actions Council's Disability Action Plan	Various activities including carers events are held regularly to include older residents and people with disabilities in participating. International Day of Disability is also in the planning phase whilst various activities are being locked in and have	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			<p>been promoted in preparation for the October Seniors Month.</p> <p>An innovative partnership with the National Centre for Healthy Ageing was also recently approved for public consultation to explore the establishment of a world first simulated research facility embedded in the community at Belvedere Reserve that would enable older residents to test and embrace technology that might assist them to remain independent longer.</p>		
	CP-2.2.4	Facilitate improved access for people with disabilities to services and transport options	Various activities including carers events are held regularly to include older residents and people with disabilities in participating. International Day of Disability and Seniors Festival is also in the planning phase which are targeting this demographic. Support and expertise is also being provided across Council regarding incorporating disability access to various infrastructure projects.	Communities	
	CP-2.2.5	Support and promote Culturally and Linguistically Diverse (CALD) seniors groups	Council recently launched and Expression of Interest (EOI) process via its Engage platform to form a multicultural community network which will serve to strengthen connections and better inform Council of the needs and opportunities associated with Culturally and Linguistically Diverse (CALD) groups within the community. Council also build further on the relationships it has with the Langwarrin Mosque community (which has many CALD members) and facilitated some shared activities to further strengthen connections across the community.	Communities	
Work with community organisations and groups to develop our future leaders and evolve a diverse culture and gender equality	CP-2.3.1	Deliver an online seasonal tenancy system to ease the burden on club volunteers	This initiative has been completed and is welcomed by Frankston Sports Clubs	Communities	
	CP-2.3.2	Continue to build volunteering diversity in community organisations	The TAC L2P learner driver mentor program continues to thrive within Frankston City Council. The recent 10 anniversary event captured the	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			importance of linking mentors with young people and was widely celebrated. L2P has strong relationships with local organisations that work with diverse young people and the mentors linked are vetted to ensure the needs of the young people can be met.		
	CP-2.3.3	Expand participation in the culture change program for sporting clubs to achieve greater gender equity in participation and board membership	Resource kit has been launched and presented to clubs and sports liaison committee. The recreation team are engaging with sports clubs to champion and complete with the desire to increase female participation and representation	Communities	
	CP-2.3.4	Work with schools and disengaged young people to build relationships awareness and enable them to choose respectful relationships	Frankton Youth Service continue our work as Critical Friend partner to our local schools to support them and their students in strengthening the Respectful Relationships initiative.  Choose Respect/Respectful Relationships module/learning tool nearing completion of development by IMC.	Communities	
Targeting community needs through development programs and grants	CP-2.4.1	Design Community Development programs to meet resident needs	One of Council's key responsive programs to emerging community needs has been its mental health first aid training. This has been successfully rolled out amongst the community with participants attending Mental Health Matters induction course and Level One Mental Health First Aid courses.	Communities	
	CP-2.4.3	Deliver Council's grants program	Council successfully recruited a new Community Panel to assess the annual grants as per the newly adopted policy. The assessment process was conducted effectively with a robust assessment process and sound recommendations being presented to Council for consideration. The increased funding and simplified structure of the grants was well received by applicants.	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-2.4.4	Build connections between volunteers and volunteer organisations through Impact Volunteering	The Impact Volunteering Program continues to support volunteerism within Frankston City Council. In light of the significant impacts of COVID-19 on volunteers and the organisations that rely on them, Council is currently reviewing the Impact Volunteering program to ensure that it is strategically poised to best respond to these emerging community needs.	Communities	
	CP-2.4.5	Deliver year two actions from Council's Library Action Plan	1.2 - Opening hours and Roster review commenced, with the team rosters aligned to the new opening hours across the network. Initial feedback from libraries team is positive around changes. 1.5 - Work continues on refreshed library website, with engagement undertaken to consult the community on layout and feel of the site. 2.2 - Frankston library re-opened to the community at the start of August, following replacement of carpet and shelving, creating a refreshed space for the community to enjoy. 2.2 - Work commenced to progress project for new shelving at Carrum Downs library. 3.1 - 376 programs delivered to the community in the last quarter, connecting the community to resources, information and each other.	Customer Innovation and Arts	
Deliver essential advocacy, support and referral services for residents in need	CP-2.5.1	Monitor demographic data trends to inform service plans that meet the future needs of the local community	Officers have analysed the recent release of Census data and have used this as part of preparation for Community Infrastructure Planning and, as part of work on Council's newly formed Affordable Housing Committee. Council officers have also summarised and provide some relevant information to members of the Frankston Strategic Homeless and Housing Alliance.		
	CP-2.5.2	Deliver the funded job advocacy program including provision of employment support, training and	Council's Job Advocates continued providing support to people seeking assistance to overcome		

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
		referrals to improve employment outcomes	employment barriers. 435 community members received individual support this quarter.		
	CP-2.5.3	Provide financial support for material aid through eligible emergency relief and recovery organisations	Community Support Frankston (CSF) team is tracking reasonably well. Cost of living pressures, including essential food, transport and housing costs have escalated during the past quarter, placing increased pressure on local residents and our specialist Emergency Relief service. Essential advocacy, support and appropriate referrals are tracking well, including good results with the team helping local residents access utility relief support, through CSF brokerage, URG applications, the power saving bonus and other initiatives. CSF has also convened the Frankston Emergency Relief Providers (FERP) network during the period, connecting workers, volunteers, services working in the relief and recovery space.	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 has employed a Community Care Staff Management Officer within the In Home Support Service Team to support re-building the aged care work force and the implementation of the Aged Care Reform. The aged care client base is currently stable, and will increase as additional staff are recruited, there is over 200 referrals awaiting service set up and roster allocation. The Meals Team continue to experience volunteer shortages for meal deliveries and staff are working with the Positive Ageing Team to promote and advocate for new volunteers. The bus outings have been expanded to include more opportunity for clients to experience social engagement. A new venue now on offer is Leawarra Lunches, which is complimented by the Meals on Wheels service, and feedback regarding the venue and food has been positive.	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-2.5.5	Partner with the housing and homelessness sector to support the Frankston City Strategic Housing and Homelessness Alliance Five-Year Strategic Plan	The Director Communities currently chairs the Alliance, with a meeting held on 2 August 2022 (online). Council officers also visited "Viv's Place" in Dandenong on 18 July 2022 to see firsthand a newly constructed affordable housing complex with support services on-site. Launch Housing invited officers and Councillors to tour the new building. Also this quarter, officers worked to support Frankston Zero in preparation for their Housing Forum, scheduled for 6 October 2022.		
	CP-2.5.6	Provide referral services through our Neighbourhood House programs and youth services	In the past quarter, 398 youth referrals made and received through Frankston Youth Service programs and events thus underlining the importance of these bridges to support being provided.	Communities	
Build acknowledgement and respect for Aboriginal and Torres Strait Islander cultural heritage and history	CP-2.6.1	Deliver year one initiatives for Council's Reconciliation Action Plan (RAP)	Contracts have been established for the roll-out of cultural awareness training for Council staff. Council also recently facilitated introductions between the Nairm Marr Djambana community and the local Muslim community who are associated with the Langwarrin Mosque. New collaborations are now emerging from these connections.	Communities	
	CP-2.6.3	Project manage the redevelopment of the Nairm Marr Djambana gathering place	The brief has been prepared for quotation to progress the concept plan and a project control group has been established.	Communities	

## Strategic indicators

If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Improve accessibility of services to enhance social inclusion and mental wellbeing	SI2.1	Percentage of participation rates of gender diversity, disability and Aboriginal and Torres Strait Islander communities in structured sport (sporting clubs)	Indicator reported annually	Communities	-
Improve accessibility of services to enhance social inclusion and mental wellbeing	SI2.2	Proportion of people who have ever been diagnosed with depression or anxiety (Victorian Population Health Survey)	Indicator reported annually	Communities	-
Improve accessibility of services to enhance social inclusion and mental wellbeing	SI2.3	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	SI2.4	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	SI2.5	Proportion of residents who are satisfied with Arts and cultural events, programs and activities (Community Satisfaction Survey)	Indicator reported annually	Customer Innovation and Arts	-

## 3 Sustainable environment

### Initiative progress comments

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
Increase urban forest and canopy coverage to create a greener and cooler city	CP-3.1.1	Implement year three actions for Council's Urban Forest Action Plan	<p>National Tree Day was held on Sunday 31 July at Jubilee Park where the Mayor and approximately 200 residents attended, including a local Scout group who planted 1,400 plants along Nursery Avenue to improve the habitat corridor. Twenty-two schools registered to receive 50 plants for School Tree Day. Two schools - Rowellyn Preschool and Kananook Primary School - received 500 plants and a talk from the Westernport Biosphere's Biodiversity in Schools program.</p> <p>Tree giveaway voucher was included in Frankston City News September edition. Residents were also provided with a link on their rates notice to the website where they could 'Request a street tree'. Work continues on the development of precinct plans for Frankston, Frankton Heights, Karingal and Frankston Metropolitan Activity Centre (FMAC) area to identify priority areas for street tree planting.</p>	Communities	
	CP-3.1.2	Develop precinct planting plans to identify opportunities for planting in high priority areas	Canopy tree mapping across three years (2017 to 2022) and linkages with Council's existing street tree attribute data is near completion for the areas of Frankston, Frankston Heights, Karingal and the Frankston Metropolitan Activity Centre (FMAC). This mapping and data will then be reviewed to determine opportunities for increasing canopy cover and creating a more resilient Urban forest	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-3.1.3	Implement the tree protection local law	The Tree Protection Local Law and relevant planning scheme controls have been implemented to protect trees throughout the Municipality. 58 Local Law applications were received and completed this quarter. The occurrence of illegal tree removal reports have been high and focus has been on improving the enforcement response process.	Communities	
	CP-3.1.4	Planting 20,000 additional trees as part of the annual municipal wide planning program	Plant lists for a range of capital works projects and operational projects in natural reserves, open space parks and road reserves have been ordered and propagation is underway for winter 2023 planting program to achieve the tree planting target and prioritise areas most in need of additional canopy cover. No further action required until May 2023.	Infrastructure and Operations	
Protect and enhance the natural and coastal environments	CP-3.2.1	Review and update the Coastal Management Plan	Targeted stakeholder consultation commenced on Council's Coastal and Marine Management Plan (CMMP). Seven workshops were held with State Agencies, community groups and the Foreshore Advisory Committee. 65 participants generated 641 comments relating to values, issues and opportunities that will feed into the development of our CMMP. The information will inform the development of an Issues, Opportunities and Values report.	Communities	
	CP-3.2.2	Implement year two actions for Council's Biodiversity Action Plan	Collaboration continues with the consultants engaged to deliver the Ecological Restoration Plan for Seaford Wetland Environmental Sustainability Grant Program providing funding up to \$5,000 to support community groups and organisations with environmental and sustainability projects opened due to close at the end of October Council has partnership with Mornington Peninsula Shire Council and the Mornington	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			Peninsula Koala Conservation group to install Koala Activity signs in locations throughout Langwarrin and Frankston South. Consultants have been engaged to review Councils Environmental Significance Overlay (ESO) mapped areas with surveys being undertaken on private land during September where landowners have provided consent.		
	CP-3.2.3	Deliver the Native Vegetation offset Program	A Consultant had been engaged to review the feasibility of the northern and southern sections of Witternberg Reserve as a Native Vegetation Offset site considering the challenges previous raised by Department of Environment, Land, Water and Planning (DEWLP) (including access of dogs, costs of fencing and indirect impacts). A review of this report will determine next steps moving forward with the preparation of a native vegetation offset register (NVOR) package including the 10 year management plan and Landowner agreements. Officers will report back to Council before the end of 2022.	Communities	
	CP-3.2.4	Review and update management plans for natural reserves	An audit of existing management plans was undertaken to determine which reserves have management plans and dates of authorship. Work on the development of templates continues in consultation with the natural Reserves team.	Communities	
	CP-3.2.5	Maintain natural and coastal reserves	Recruitment to fill vacancies for essential natural reserves maintenance services is underway with contractors engaged to maintain core natural values and habitat improvement works ensuring all outcomes are on target.	Infrastructure and Operations	
	CP-3.2.6	Review and update priority master plans for Open Space	Baxter Park Master Plan consultation on Draft Plan is complete. Final plan underway based on stakeholder and community feedback. Further Fauna assessment, hockey feasibility and event feasibility is underway to inform the final plan for	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			<p>Council endorsement in early 2023.</p> <p>Monterey Reserve Final Master Plan is now prepared based on stakeholder and community feedback and ready for final review and endorsement.</p> <p>Equestrian Master Plans have progressed with further detailed stakeholder input and site assessments following community consultation in June that will inform a final Plan for Council endorsement in late 2022/early 2023.</p> <p>Ballam Park Master Plan has progressed with preliminary traffic, stakeholders and landscape issues and opportunities complete.</p>		
Lessen the severity of climate change through action that enable Council and the community to reduce greenhouse gas emissions	CP-3.3.1	Develop Climate Change Strategy and implement year one Action Plan projects	Community consultation was undertaken on the Climate Change Strategy from 16 July 2022 for four weeks. Three community workshops were held with 157 participants making 175 contributions to the online survey and ideas board. Draft Actions have been developed and the methodology for their prioritisation which includes the incorporate of community feedback. A report seeking the endorsement of a draft strategy for community consultation is scheduled for quarter two.	Communities	
	CP-3.3.2	Ensure Environmentally Sustainable Design (ESD) principles are achieved for new developments, buildings, public realm and places	<ul style="list-style-type: none"> <li>- Environmental Sustainable Design (ESD) reports &amp; assessments, in accordance with Councils ESD Policy, are now a requirement for applicable developments across Frankston and are being assessed by Council's ESD Officer</li> <li>- Pre-application ESD meetings are underway for major development proposals to help applicants consider ESD initiatives in their design</li> <li>- Continue to support the South East Councils Climate Change Alliance (SECCCA) to develop an electric vehicle (EV) charging roadmap, policy guidance and a snapshot of future trends, to help</li> </ul>	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			<p>lower transport emissions</p> <ul style="list-style-type: none"> <li>- Continue to work with Council Alliance for a Sustainable Built Environment (CASBE) to support the ESD targets project to improve our existing ESD policy guideline</li> <li>- Investigating ESD initiatives for Councils Major Projects such as the Jubilee Park Stadium project and the Pines Forest Aquatic Centre</li> </ul>		
Protect and enhance the natural and coastal environments	CP-3.3.3	Work with local and regional partners to deliver environmental and climate action projects, including the uptake of electric vehicles across Frankston City	Councillors and Council officers attended the South East Councils Climate Change Alliance (SECCCA) climate change advocacy launch on 24 August. Planning has commenced to inform a regional carbon offsets project, as well as two key projects aimed at supporting councils and their communities in responding to climate change.	Infrastructure and Operations	
	CP-3.3.4	Implement energy efficient upgrades to Council assets	Planning of a number of projects has commenced, including for the street light upgrade in Sandarra and Sandhurst estates, rooftop solar works for Peninsula Aquatic Recreation Centre (PARC) and the Civic Centre, and lighting efficiency upgrades to the Frankston Arts Centre and Library. Redevelopment of Jubilee Park Stadium and Kevin Collopy Pavilion continues including electrification (zero gas) and solar works to reduce emissions and transition to renewable energy. Two solar systems have also been installed on Council facilities through the Australian Government's Powering Communities Program.	Infrastructure and Operations	
	CP-3.3.6	Introduce and support programs to enable the community to upgrade their buildings to be more sustainable and climate resilient	Council partnered with the not-for-profit Australian PV Institute to provide access to an online solar tool, enabling residents and businesses to calculate and optimise the benefits of solar power on their property. An instruction guide for the Home Energy Saver Toolkit and Thermal Imaging Camera (for future loan from the Frankston Library) was also completed.	Infrastructure and Operations	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
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	Current and alternative procurement process options are continuing to be reviewed.	Corporate and Commercial Services	
	CP-3.4.2	Deliver a waste and recycling system to all households by providing standardised bin lid colours and a consistent understanding of acceptable materials for recycling	Red lids have been ordered for existing garbage bins for future changeover. A draft communication plan will explain to the community that the change is required to comply with the Victorian Standard. All the removed dark green lids will be collected and recycled into bins for new services.	Corporate and Commercial Services	
	CP-3.4.3	Develop, set the direction and engage with the community on the Waste Circularity Plan	The Waste Circularity Plan community engagement commenced in September and a draft plan will be developed using feedback from this consultation process.	Corporate and Commercial Services	
	CP-3.4.4	Increase uptake of the kerbside food waste collection service in single-unit developments and develop a plan to extend this service to multi-unit developments	Engagement with the community through the development of the Waste Circularity Plan has increased the awareness of the food waste collection service. Over 90 per cent of survey responses confirmed awareness of the service and the community provided feedback on both the positive aspects and improvements areas.	Corporate and Commercial Services	
	CP-3.4.5	Progress the implementation plan for the kerbside separate glass collection service	Introduction of a separate glass bin service was announced in August for a 2023 implementation. Communication has been conveyed through media channels and an engagement survey.	Corporate and Commercial Services	
	CP-3.4.6	Progress the implementation of food waste minimisation initiatives	Initiatives to be developed in line with the Waste Circularity Plan with the commencement of a Waste Education Officer in November.	Corporate and Commercial Services	
Increase opportunities to experience native flora and fauna	CP-3.5.1	Support Frankston Environmental Friends Network	Officers continue to support the Frankston Environmental Friends Network through distribution of relevant information, attendance at monthly meetings, provision of tools and equipment and training.	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-3.5.2	Develop and deliver environmental programs that promote behavioural change and positive environmental outcomes	Two online workshops (31st July - iNaturalist for beginners and 15th September Community Champions) were held in collaboration with the nine partnering Councils that participated in the Biodiversity Blitz to celebrate Biodiversity Month during September. Frankston City Council finished in third position recording 3072 observations from 107 observers with 968 species recorded. Most observed species were: Wallflower orchid, Wedding bush, Nodding Greenhood, Tall Greenhood and Tall Sun Dew.	Communities	
	CP-3.5.3	Ensure reserves are accessible while still protected	All reserves are accessible and monitored routinely to protect them from impacts and promptly rectify vandalism, anti-social behaviour and visitor impacts on reserve condition. Impacts are currently minimal and under control through regular maintenance.	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	Council's Kananook Creek Governance Group has met and identified priority projects to enhance Kananook Creek. Officers have also liaised with agency staff to look at further improvement opportunities.	Infrastructure and Operations	
	CP-3.6.2	Progress Council's recycled water projects in partnership with key stakeholders	Council was unsuccessful in a grant application for Monterey Recycled Water Scheme. Officers are liaising with key stakeholders to explore other opportunities to promote recycled water.	Infrastructure and Operations	

## Strategic indicators

If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased climate emergency response and leadership	SI3.1	Council greenhouse gas emissions (Emissions register)	Indicator reported annually	Infrastructure and Operations	-
Increased climate emergency response and leadership	SI3.2	Community greenhouse gas emissions per capita (Emissions register)	Indicator reported annually	Infrastructure and Operations	-
Increased climate emergency response and leadership	SI3.3	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	SI3.4	Proportion of beach water quality samples at acceptable Environmental Protection Authority levels (EPA)	Indicator reported annually	Communities	-
Increased protection, access and connection to the natural environment	SI3.5	Proportion of local biodiversity that is thriving and safeguarded (Flora and Fauna Surveys)	Indicator reported annually	Communities	-
Increased protection, access and connection to the natural environment	SI3.6	Proportion of community satisfied with Open space, natural reserves and foreshore (Community Satisfaction Survey)	Indicator reported annually	Communities	-
Increased diversion of waste from landfill	SI3.7	Proportion of collection waste diverted from landfill (LGPRF)	Indicator reported annually	Corporate and Commercial Services	-
Increased tree canopy over reduced urban heat	SI3.8	Percentage of tree canopy cover (DELWP)	Indicator reported annually	Communities	-
Increased tree canopy cover and reduced urban heat	SI3.9	Urban temperature (DWELP)	Indicator reported annually	Communities	-

## 4 Well planned and liveable city

### Initiative progress comments

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
Integrate land use planning and revitalise and protect the identity and character of the City	CP-4.1.1	Advocate for the delivery of the Frankston City Centre Revitalisation Action Plan	Priority strategic revitalisation actions have been captured in the Draft Frankston Metropolitan Activity Centre (FMAC) Structure Plan. The Structure Plan Implementation Plan will provide direction for priority revitalisation actions.  The Frankston Revitalisation Program is underway	Communities	
	CP-4.1.2	Develop the Frankston Housing Strategy and commence year one implementation	Consultants have been engaged (Tract and Cred), inception meeting held and the consultants are now preparing a draft discussion paper.	Communities	
	CP-4.1.3	Develop the Frankston Metropolitan Activity Centre (FMAC) Structure Plan and commence year one implementation	Officers have continued working this quarter on the draft Structure Plan, including briefing Councillors in August 2022. This is scheduled to come to a Council Meeting to be endorsed, prior to going out for community consultation in October 2022.	Communities	
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 including review of Bicycle Strategy to improve transport choices and make walking, cycling and public transport easy, safe and accessible. Advocate and implement year one strategy actions	The draft Integrated Transport Strategy has been completed and is to be presented to Council in December. Review of the bicycle strategy is ongoing with background data and information being collected and collated.	Infrastructure and Operations	
Provide well designed, fit for purpose, multi-use open spaces and infrastructure for the community to connect, engage and participate	CP-4.3.1	Deliver the Open Space Strategy to optimise accessibility and activation of open space through a priority program of development and renewals for open space and play spaces	Carrum Downs Recreation Reserve, Carrum Downs - new play space near completion and Universal Design Grant application made for new Public toilet. Sandfield Reserve Precinct Revitalisation Project, Carrum Downs - Victorian Government Election Funding Commitment and Department of Justice	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			<p>Creating Safer Places successful grant application for youth space announced.</p> <p>Evelyn Street Reserve, Frankston - official opening complete</p> <p>Witternberg Reserve, Frankston - official opening of play space complete</p> <p>Masterplans underway - Further progress on Final Baxter Park Master Plan and commencing Ballam Park Master Plan</p> <p>Rosemary Reserve Play Space - Sports and Recreation Victoria grant application made.</p>		
	CP-4.3.2	Deliver annual capital works program including key major projects	<p>The annual capital works program is tracking well. Four projects of 304 are complete with 49% of the total program budget committed with contractors. However, some delays in delivery and cost escalations are now being experienced due to COVID-19 related factors.</p> <p>Major projects are progressing as scheduled. The Jubilee Park Stadium is well into the construction phase with structure and cladding complete, internal fit-out underway and the stadium car park complete and in use. The Healthy Futures Hub (25% complete), Lloyd Park Pavilion (40% complete) and Ballam Park Regional Playspace (50% complete) are well progressed. Monterey Reserve Soccer Pavilion is complete. Eric Bell Pavilion construction contract awarded, and works are scheduled to start in October 2022.</p>	Infrastructure and Operations	
	CP-4.3.3	Implement year one actions for Council's Public Toilet Action Plan	<p>Stakeholder workshop commenced to develop and refine new public toilet facility typologies. Development of the Action Plan commenced. Note Public Toilet Action Plan (PTAP) re-programmed due to competing priorities and expected completion in April 2023.</p>	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-4.3.5	Review maintenance and asset renewal programs to enhance safety and presentation of the City	Maintenance practices are reviewed and monitored to seek constant improvement. Changes have been made to cleansing and horticulture programs to seek efficiencies and synergies across teams to ensure the most effective utilisation of existing resources.	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's smart parking trial was launched and capturing of real time parking data is underway which will provide insights into parking trends and habits.	Customer Innovation and Arts	
	CP-4.4.2	Analyse Frankston Metropolitan Activity Centre (FMAC) smart parking trial to identify benefits for further implementation of smart parking technology	Implementation of the smart parking trial has been completed and data is now being collected on the use of parking within the trial area.	Infrastructure and Operations	
	CP-4.4.3	Support the installation of Electric Vehicle (EV) charging infrastructure in Frankston City including the delivery of the Regional EV Charging Roadmap	An electric vehicle charging roadmap has been developed identifying optimal locations for public electric vehicle charging stations in the municipality and providing other recommendations for the region. The roadmap has been published in Council's draft Integrated Transport Strategy and on the South East Councils Climate Change Alliance (SECCCA) website.	Infrastructure and Operations	
	CP-4.4.6	Smart Cities data collection, reporting and insights	Under the smart cities program Council have begun collecting parking data on high demand areas. Council is also collecting extensive data on its e-bike trial as well as data relating to foot traffic along Wells Street and Stiebel Place.	Customer Innovation and Arts	

## Strategic indicators

If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Urban design renewal of places and spaces	SI4.1	Proportion of open space and infrastructure that is fit for purpose (Internal report)	Indicator reported annually	Communities	-
Urban design renewal of places and spaces	SI4.2	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	SI4.3	Proportion of residents who are satisfied with travel options around the municipality (Community Satisfaction Survey)	Indicator reported annually	Infrastructure and Operations	-
Increased travel options that are connected, accessible, smart and safe	SI4.4	Proportion of residents living within 400m of public transport	Indicator reported annually	Infrastructure and Operations	-
Frankston City's identity as a liveable city	SI4.5	Proportion of residents who are proud and enjoy living in their local area (Community Satisfaction Survey)	Indicator reported annually	Communities	-

# 5 Thriving Economy

## Initiative progress comments

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
Activate vacant commercial spaces and underutilised Council assets	CP-5.1.1	Strategically consider and deliver place activation through the municipality	Work has commenced to develop a strategic Place Activation Plan for all of the Frankston municipality. The plan will aim to create a city that is full of vibrant, dynamic and distinctive social places and precincts that are loved, activated and enjoyed by the community.	Communities	
Remove complexity and provide planning certainty to attract economic investment	CP-5.2.1	Expand Council's Business Investment Attraction Program	A draft business proposal template was developed to further assist new and potential Frankston City Council business investors.	Communities	
	CP-5.2.2	Promote Invest Frankston and precinct opportunities	Proactive communications to promote Invest Frankston and other precinct opportunities were regularly provided through Councils bi-weekly Invest Frankston Business e-Newsletter which had 2,323 subscribers as at the end of the quarter. Other promotional activities via social media platforms Facebook, LinkedIn and Instagram reached more than 2,000 social media users with over 20,000 social media likes, tweets and posts.	Communities	
	CP-5.2.3	Complete the Statutory Planning Business Improvement Program projects related to the streamlining of planning permit applications to improve the time it takes to decide a planning application	Commencement of remaining Statutory Planning Business Improvement projects has been delayed due to the Pathway upgrade and loss of the Department's Business Improvement Officer.  Various improvements have been made to date, more recently in respect to pre-application services, including new triage tools for Customer Relations, website updates, customer guides and the ability to now request written pre-application advice, a pre-application meeting, and copies of planning permits and endorsed plans online via the	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			Council's website. Council has also had meetings with Department of Environment, Land, Water and Planning (DELWP) to consider their platform and services available to improve Council's 3D city model.		
	CP-5.2.4	Maintain and promote Councils business concierge service	Business Concierge services have been provided to six businesses this quarter.	Communities	
	CP-5.2.5	Foster and maintain relationships that assist, signpost and guide investors and businesses, providing excellent customer service and building Frankston City's reputation as a place to invest and do business	A business survey was conducted in September to seek feedback from business operators about Councils Business Grants programs. Information sought included awareness of the grants program, ease of the application process and communication of the outcomes. The survey also asked business operators about the type of business supports and assistance they would benefit from, in addition to the Business Grants.	Communities	
	CP-5.2.6	Proactively engage with industry, investors and the commercial sector to develop relationships, unlock opportunities and realise integrated economic outcomes for Frankston City	Engagement with potential Frankston City business operators is continuing, with a range of new and interested business operators holding discussions with council officers.	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	The panel convened to assess Round 2 of the Destination Attraction Program, with recommendations to go to Council in October. Benchmarking and stakeholder engagement continues for the Destination Events Strategy with a draft due at the end of October. Round 1 events as part of the Destination Event Attraction program is receiving positive publicity with the Twilight Markets commencing in mid-October.	Customer Innovation and Arts	
	CP-5.3.2	Research and develop opportunities for a vibrant night time economy	A new Business Grants program - After Dark Activation Grants has been developed to support Frankston City's transformation into a vibrant, diverse, inclusive and safe destination after dark. The grants cover up to 50 per cent of	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			the total project cost to a maximum of \$30,000 for a night-time program that may run up to 12 months, or a short-term capital works project. The After Dark Activation Grants program was promoted via Councils website, Business e-Newsletter and social media channels. Applications opened 1 September and will be assessed and finalised in October 2022.		
	CP-5.3.3	Engage local and international creatives to enhance Frankston as an arts hub	<p>Local young people were offered the opportunity to engage with internationally recognised circus company CIRCA. Twelve young artists worked with CIRCA artists over the course of a week to develop skills and create a piece of circus performance.</p> <p>The Big Anxiety Festival' is a national festival encompassing exhibitions, talks, presentations and performances all focusing on mental health and wellbeing. Frankston Arts Centre will present an exhibition called 'Poetic Projects' which will be presented in November. In August, the participants continued to develop their poetry and artworks for the exhibition.</p> <p>The Barber of Seville' by Opera Australia was presented as a performance in the Frankston Arts Centre Theatre. The performance featured a choir of young people from the Melbourne Youth Chorale. The choir was featured throughout the performance and family and friends were able to see their young people perform in front of an audience of over 600 patrons.</p>	Customer Innovation and Arts	
	CP-5.3.4	Highlight Frankston as destination city through a robust marketing campaign that highlights the importance of events, development, investment in a city on the move	Planning for a marketing campaign highlighting Frankston as a location of choice for investment, businesses and residents has commenced planning. This has included looking at ways to ensure Frankston City is easily recognised in the	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			numerous initiatives being undertaken by the Council.		
Elevate Frankston City's identity as an innovation hub and business-friendly city	CP-5.4.1	Develop the Sustainable Economy and Skilled Community strategies and implement year one actions	A review of the Draft Sustainable Economy and Skilled Community Strategy was completed to ensure it addresses all industry sectors within Frankston City as well as the impacts of COVID-19 on the local economy. Review findings showed that further information and supporting data was required and actions were taken to commence the compilation of this.	Communities	
	CP-5.4.2	Develop the Frankston Industrial Strategy and commence year one implementation	A discussion paper has been prepared and was consulted on with the community in September. The draft Industrial strategy is under preparation and will be presented to Council in 2023.	Communities	
	CP-5.4.5	Establish the Frankston Business Collective and pursue partnership and innovation opportunities	The Frankston Business Collective was launched in July 2022. The Collective is operating with a Board of seven plus a CEO. It launched with a full membership structure, ranging from entry level members to premium sponsorships. There are now over 100 members and a full schedule of business events has been launched, recent events have included Mental Health for Business Owners, a Women in Business Network event and monthly business networking evenings.	Customer Innovation and Arts	
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	Nepean Boulevard Vision complete for advocacy purposes. Discussions underway with Department of Transport to initiate a Movement and Place assessment of Nepean Highway and the broader Frankston Metropolitan Activity Centre (FMAC) in order to inform the future functional design. Executive Management Team (EMT) briefed and Councillor briefing requested. A Master Plan process is proposed to commence with broad community and stakeholder engagement.	Communities	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-5.5.2	Explore support for permanency of outdoor dining initiatives	A review of the existing extended outdoor dining is underway. The interventions have been assessed against traffic, safety, accessibility, place and business objectives to determine the value and cost implications of transitioning from a temporary to semi-permanent status through a new Parklet Policy and Guideline.	Communities	
	CP-5.5.3	Embed place-making and activation programs in key precincts	The 2022-23 Do It Outdoors Destination Expression of Interest (EOI) process was undertaken in August 2022, with successful applicants informed in late September and early October 2022. The EOI sought to temporarily activate the Frankston Foreshore, Oliver's Hill Boat Ramp car park, Ballam Park and Sandfield Reserve.	Communities	
	CP-5.5.4	Program improvements to precinct streetscapes	The Local Shopping Strip upgrade program is underway with concepts for Fairways Shops, Frankston East and Excelsior Drive, Frankston North in development.  Planning and scoping is underway for Kareela Road shops and Norman Ave shops for consideration as part of the annual budget process.	Communities	

## Strategic indicators

If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased business and industry investment	SI5.1	Number of commercial building approvals (ABS)	Indicator reported annually	Communities	-
Rejuvenated activity centre precincts	SI5.2	Gross local product of the municipality (\$m) (.id)	Indicator reported annually	Communities	-
Rejuvenated activity centre precincts	SI5.3	Percentage of retail vacancy rates (Economic Development Scorecard)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI5.4	Proportion of residents who are unemployed (.id)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI5.5	Proportion of residents who are underemployed (ABS)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI5.6	Proportion of residents who hold either a vocational qualification, diploma/advanced diploma, bachelor degree or higher degree (.id)	Indicator reported annually	Communities	-
Enhanced local employment, education and training opportunities for all people	SI5.7	Proportion of residents employed locally in Frankston City (.id)	Indicator reported annually	Communities	-

## 6 Progressive and engaged city

### Initiative progress comments

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
Ensure sustainable financial management and the strategic allocation of resources to deliver planned infrastructure and services	CP-6.1.1	Review and update Council's 10 year Financial Plan to guide budget decisions to ensure they are responsible and sustainable	The 2022-2026 budget including 2022-2023 Council Plan initiatives was adopted by Council on 6 June 2022. Service planning has commenced which will inform the next budget and the financial plan.	Corporate and Commercial Services	
	CP-6.1.2	Seek alternative revenue sources through service planning and engagement with relevant stakeholders	Opportunities to generate more revenue still remain difficult through the COVID-19 recovery phase. Council's commitment to advocacy has generated additional grant funding which will take pressure off rates funding and user fees and charges. Opportunities will be explored in the upcoming service planning discussions with delivery managers.	Corporate and Commercial Services	
	CP-6.1.3	Continue implementation of the Property Strategy including asset rationalisation and leveraging investment of Council's assets, particularly in the FMAC precinct	Property Strategy implementation is proceeding well, and the corresponding Property Strategy Implementation Plan has now been updated to include action priorities, and reporting through Power BI dashboards.  Internal consultation on a suite of standardised leasing and licensing templates has commenced.  A revised Bathing Box policy has been drafted and prepared for community consultation.	Corporate and Commercial Services	
	CP-6.1.4	Enhance procurement processes and practices that support collaboration, innovation, efficiency and agility	A Procurement Transformation Roadmap has been endorsed by an internal stakeholder group. The Roadmap details the systems and procedures (including target dates) that will be reviewed over the financial year. Service Level Agreements have been developed for procurement activity over	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			<p>\$150,000, detailing roles, responsibilities and timing requirements.</p> <p>Probity and procurement training has been implemented for all staff engaged in procurement activity; regular reporting of compliance with these requirements is provided to the Executive Management Team.</p> <p>Enhancements to Council's financial management system have been tested. These enhancements will support efficiencies when raising purchasing requisitions and amendments.</p> <p>Dashboards and reporting have been further developed to provide data insights which inform strategic procurement recommendations, including opportunities for aggregation to increase value for money opportunities.</p>		
	CP-6.1.5	Oversee the reporting and governance of Council's subsidiary Peninsula Leisure Propriety Limited to ensure recovery and future growth	Council's Director Corporate and Commercial Services is represented on the Peninsula Leisure Board and has enabled direct oversight of the operations of the subsidiary. Navigating the financial impacts of the government restrictions due to the COVID-19 pandemic has been challenging however the Board have briefed Councillors, the Executive Management team and the Audit and Risk Committee in a timely manner.	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 through the establishment of a Service Governance approach	Service Governance has been enhanced this quarter by the introduction of four Service Governance groups who each have oversight of Council Plan Outcomes, Services and key frameworks and strategies being delivered within those groups. Service teams are reconnecting and preparing for the 2023-2024 planning cycle, including the preparation of service summaries.	Corporate and Commercial Services	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
	CP-6.2.2	Review Council's assets to ensure they meet community needs	<p>Council's works plan for development and renewal of its assets is detailed in the 2022-2032 Long Term Infrastructure Plan (LTIP) which is scheduled for adoption by Council on 12 December 2022.</p> <p>Work has begun on the development of the 2023-2033 LTIP and the 2023/24 Capital Works Program. A review of future project priorities and costings is underway taking into account recent cost escalations on construction and materials. A draft is scheduled to be ready at end February 2023 for a Councillor workshop in March 2023 for the 2023/24 Council Budget.</p>	Infrastructure and Operations	
	CP-6.2.3	Continue to enhance the organisations risk maturity through embedding effective risk management and opportunity awareness	<p>Council's revised Risk Management Policy was adopted by Council at its meeting in July.</p> <p>As part of Council's continued maturity in risk management, a workshop was held in September to review and update Council's strategic risks register.</p> <p>A review of Council's response to the COVID-19 pandemic was conducted in August. A survey for staff involved in the direct response was followed with a workshop reflecting on opportunities to improve process and procedures if faced with another major event.</p>	Corporate and Commercial Services	
	CP-6.2.4	Develop and embed a Governance and Integrity Framework to enhance community trust and transparency	This initiative has not started yet and is expected to commence next quarter.	Corporate and Commercial Services	
	CP-6.2.5	Implement an ongoing program to review Council's policies and ensure their effectiveness	This initiative has not started yet and is expected to commence next quarter.	Corporate and Commercial Services	
	CP-6.2.6	Ongoing implementation the People and Culture Strategy and Workforce	The Workforce Plan and associated strategies are continuing to be implemented. The ongoing development outlined in the SMART, SAFE and	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
		Plan to encourage a high performing, inclusive and engaged workforce	ENGAGED actions in the workforce plan are contributing to continuing to drive a high performing, inclusive and engaged workforce.		
	CP-6.2.7	Implement the new child safe standards action plan	The Child Safety Action Plan is on track to meet requirements prior to the new Child Safe Standards being enforced on 1 January 2023. Delivery of the Plan is overseen by the Child Safe Committee and progress is reported to Executive Management Team (EMT) and the Audit and Risk Committee.	Customer Innovation and Arts	
	CP-6.2.8	Implement year one actions from Council's Gender Equality Action Plan	A major focus of the Gender Equality (GE) Plan in year 1 is to upskill and educate staff and leaders in Gender Equality. This work has commenced. Inclusive Leadership training will be rolled out to People Leaders commencing in late November/early December 2022.	Customer Innovation and Arts	
Lead advocacy engagement and enhance relationships with all tiers of government and key stakeholders	CP-6.3.1	Deliver ongoing implementation of 2021-2025 Advocacy Campaign Plan and build the profile of advocacy priorities through implementation of a communication and engagement plan	Communication regarding advocacy priorities is released regularly to the community to ensure those priorities, which have been driven by the community, are a focus for all levels of government. Those priorities have been highlighted in extensive communication material throughout the beginning of the 2022 State Election campaign and have resulted in election commitments from both major parties. The ongoing campaign will continue to focus on the advocacy priorities for Frankston and major projects that have been delivered through that advocacy.	Customer Innovation and Arts	
	CP-6.3.2	Implement a diverse range of communication methods to engage with key stakeholders and people in our community	Launched Council's transparency hub allowing the community and key stakeholders to consume Council data to better inform engagement and decision making. Scoped further enhancements to Council's official engagement platform.	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
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's corporate website had a refresh of its information structure as well as its highly access information getting rewritten to ensure it is accessible for people of all abilities.	Customer Innovation and Arts	
	CP-6.4.2	Implement phase one of the Customer Experience Strategy to make it as simple and convenient for customers to access information and services	Implementation and project planning have been completed in preparation for delivery of phase commencing in quarter 2	Customer Innovation and Arts	
	CP-6.4.3	Enhance opportunities for community participation in decision making through the Community Engagement Framework	The strategic direction of the Community Engagement Framework is developing with different methods of engagement used dependent on initiative and target engagement group. For example, Council has engaged on Advanced Waste with a dedicated feedback group and then extended that to a larger sample target size for Waste Circularity. Mini Frankston City members are now over 550 and continue to be engaged with on topics to collect feedback from a strategically representative group.	Customer Innovation and Arts	
	CP-6.4.4	Implement year one actions from the IT Strategy to support customer experience and the transformation of processes	There are a number of actions from the IT Strategy have been implemented, particularly actions relating to cyber security. There are a number of large corporate application replacements / uplifts currently in progress and on track.	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 Council Plan and Financial performance in a way that is meaningful and easy to understand	Council adopted in principle the draft 2021-2022 consolidated financial accounts at its meeting on the 3rd of October 2022.	Corporate and Commercial Services	
	CP-6.5.2	Enhance the transparency hub system to improve customer experience, trust and confidence in Council	Council launched the first Victorian transparency hub this reporting period. A number of stories and associated data sets are now available for community consumption and more stories and data sets will added throughout the year.	Customer Innovation and Arts	
	CP-6.5.3	Proactively increase access to Council's open data to maximise new opportunities for release of records	Through the launch of Council's transparency hub, proactive sharing of open data sets has commenced. Additional data sets will be released	Customer Innovation and Arts	

Four Year Initiatives	Code	What will we do in 2022-2023	Progress Comments	Directorate	Status
			in each quarter as well as centralising data sets through the transparency hub.		
	CP-6.5.4	Progress the data protection and security plan	The Protective Data Security Plan has been submitted to the Office of Victorian Information Commissioner. The recommendations to uplift Council's adherence to the Victorian Protective Data Security Standards will be scoped, prioritised implemented over the next two years.	Customer Innovation and Arts	✓

## Strategic indicators

If we are successful we will see	Code	Outcome Measure	Progress Comments	Directorate	Status
Increased engagement with our community	SI6.1	Community satisfaction with Council's community consultation and engagement (Community Satisfaction Survey)	Indicator reported annually	Customer Innovation and Arts	-
Increased engagement with our community	SI6.2	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 Innovation and Arts	-
Service delivery that frequently meets the needs and expectations of the community	SI6.3	Proportion of resident satisfaction with the overall Council performance (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-
Service delivery that frequently meets the needs and expectations of the community	SI6.4	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	-
Service delivery that frequently meets the needs and expectations of the community	SI6.5	Percentage of capital work program delivered (Capital Works Delivery Program) (target 90 per cent)	Indicator reported annually	Infrastructure and Operations	-
Increased satisfaction with the integrity and transparency of Council	SI6.6	Community satisfaction with Council implementing decisions in the best interests of the Community (Community Satisfaction Survey)	Indicator reported annually	Corporate and Commercial Services	-
Increased satisfaction with the integrity and transparency of Council	SI6.7	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	-

# Appendix B – Financial Statements – Frankston City Council

## Attachment A Income Statement

### Income Statement

For the quarter ending 30 September 2022

Description	Year to Date			Full Year		
	Actual	Budget	(Fav)/Unfav	Forecast	Budget	(Fav)/Unfav
	\$'000	\$'000	Variance \$'000	\$'000	\$'000	Variance \$'000
<b>Revenue</b>						
Rates and charges	33,655	33,703	48	142,135	142,135	-
Government grants - operating	4,226	3,909	(317)	20,761	19,530	(1,231)
User fees and charges	4,188	3,646	(542)	16,954	16,625	(329)
Statutory fees and fines	1,199	1,040	(159)	6,301	6,287	(14)
Other Income	785	657	(128)	2,954	2,659	(295)
Proceeds from sale of property, infrastructure, plant and equipment	42	89	47	686	605	(81)
<b>Total income</b>	<b>44,095</b>	<b>43,044</b>	<b>(1,051)</b>	<b>189,791</b>	<b>187,841</b>	<b>(1,950)</b>
<b>Expenditure</b>						
Employee costs	19,249	19,257	(8)	82,553	82,348	205
Materials and services	14,218	14,824	(606)	72,636	70,210	2,426
Depreciation	8,315	8,229	86	32,915	32,915	-
Amortisation - intangible assets	253	253	-	1,013	1,013	-
Amortisation - right of-use assets	93	52	41	207	207	-
Finance costs	356	358	(2)	1,431	1,431	-
Finance costs - leases	5	3	2	10	10	-
Bad and doubtful debts	22	65	(43)	225	225	-
Other expenses	872	937	(65)	3,256	2,936	320
<b>Total expenditure</b>	<b>43,383</b>	<b>43,978</b>	<b>(595)</b>	<b>194,246</b>	<b>191,295</b>	<b>2,951</b>
<b>Underlying surplus / (deficit)</b>	<b>712</b>	<b>(934)</b>	<b>(1,646)</b>	<b>(4,455)</b>	<b>(3,454)</b>	<b>1,001</b>
Contributions - capital	-	-	-	60	1,260	1,200
Government grants - capital	1,530	750	(780)	28,122	21,444	(6,678)
Contributions - non monetary assets	-	-	-	800	800	-
Contributions - cash	434	433	(1)	1,734	1,734	-
<b>Surplus / (deficit) for the period</b>	<b>2,676</b>	<b>249</b>	<b>(2,427)</b>	<b>26,261</b>	<b>21,784</b>	<b>(4,477)</b>

# Attachment B Capital Works Statement

## Capital Works Statement

For the quarter ending 30 September 2022

	Year to Date			Full Year		
	Actual \$'000	Budget \$'000	Variance \$'000	Forecast \$'000	Budget \$'000	Variance \$'000
<b>Property</b>						
Buildings	5,483	5,919	436	45,424	44,469	(955)
<b>Total property</b>	<b>5,483</b>	<b>5,919</b>	<b>436</b>	<b>45,424</b>	<b>44,469</b>	<b>(955)</b>
<b>Plant and equipment</b>						
Plant, machinery and equipment	327	360	33	4,981	2,772	(2,209)
Fixtures, fittings and furniture	7	60	53	1,151	770	(381)
Computers and telecommunications	467	470	3	4,786	3,947	(839)
Library books	188	177	(11)	750	750	-
<b>Total plant and equipment</b>	<b>989</b>	<b>1,067</b>	<b>78</b>	<b>11,668</b>	<b>8,239</b>	<b>(3,429)</b>
<b>Infrastructure</b>						
Roads	295	81	(214)	6,299	6,304	5
Bridges	3	1	(2)	3	100	97
Footpaths and cycleways	467	242	(225)	4,737	3,862	(875)
Drainage	20	40	20	1,099	2,255	1,156
Recreational, leisure and community facilities	1,445	2,243	798	10,986	9,237	(1,749)
Waste management	15	31	16	1,214	1,067	(147)
Parks, open space and streetscapes	1,049	1,517	468	16,338	13,192	(3,146)
Off street car parks	4	10	6	162	1,008	846
Other infrastructure	132	4	(128)	967	1,873	906
<b>Total infrastructure</b>	<b>3,430</b>	<b>4,169</b>	<b>739</b>	<b>41,805</b>	<b>38,898</b>	<b>(2,907)</b>
<b>Total capital works expenditure</b>	<b>9,902</b>	<b>11,155</b>	<b>1,253</b>	<b>98,897</b>	<b>91,606</b>	<b>(7,291)</b>
<b>Represented by:</b>						
Asset renewal expenditure	2,902	2,696	(206)	29,599	30,251	652
New asset expenditure	1,485	1,584	99	21,919	15,168	(6,751)
Asset upgrade expenditure	5,292	6,549	1,257	45,602	44,630	(972)
Asset expansion expenditure	223	326	103	1,777	1,557	(220)
	<b>9,902</b>	<b>11,155</b>	<b>1,253</b>	<b>98,897</b>	<b>91,606</b>	<b>(7,291)</b>
<b>Funding:</b>						
<b>External</b>						
Government grants	1,531	750	(781)	28,042	21,364	(6,678)
Contributions	-	-	-	40	1,260	1,220
Proceeds from sale of assets	42	201	159	1,461	1,055	(406)
Other income	-	-	-	80	80	-
<b>Total external funding</b>	<b>1,573</b>	<b>951</b>	<b>(622)</b>	<b>29,623</b>	<b>23,759</b>	<b>(5,864)</b>
<b>Internal</b>						
Reserve funds	53	4,230	4,177	27,818	24,771	(3,047)
Loan borrowings	-	-	-	2,393	-	(2,393)
Rates funding	8,276	5,974	(2,302)	39,063	43,076	4,013
<b>Total internal funding</b>	<b>8,329</b>	<b>10,204</b>	<b>1,875</b>	<b>69,274</b>	<b>67,847</b>	<b>(1,427)</b>
<b>Total funding</b>	<b>9,902</b>	<b>11,155</b>	<b>1,253</b>	<b>98,897</b>	<b>91,606</b>	<b>(7,291)</b>

## Attachment C Balance Sheet

<b>Balance Sheet</b>		As at 30 September 2022			
	Actual 2021-2022	Year to date 2022-2023	Budget full year 2022-2023	Forecast 2022-2023	
	\$'000	\$'000	\$'000	\$'000	
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	54,110	52,314	27,219	24,201	
Trade and other receivables	29,449	32,709	24,032	25,700	
Other financial assets	45,507	33,019	31,517	43,007	
Inventories	146	150	132	150	
Non-current assets held for sale	-	-	-	-	
Other assets	2,832	2,350	2,938	2,894	
<b>Total current assets</b>	<b>132,044</b>	<b>120,542</b>	<b>85,838</b>	<b>95,952</b>	
<b>Non-current assets</b>					
Trade and other receivables	560	538	363	435	
Investment in subsidiary	300	300	-	300	
Other financial assets	3,507	3,507	-	-	
Intangible assets	1,775	1,522	3,153	3,216	
Right of Use	282	190	70	77	
Property, infrastructure, plant and equipment	2,093,247	2,094,838	1,849,611	2,155,606	
<b>Total non-current assets</b>	<b>2,099,671</b>	<b>2,100,895</b>	<b>1,853,197</b>	<b>2,159,634</b>	
<b>Total assets</b>	<b>2,231,715</b>	<b>2,221,437</b>	<b>1,939,035</b>	<b>2,255,586</b>	
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	32,671	5,319	20,134	33,402	
Trust funds and deposits	5,898	20,252	7,027	6,026	
Unearned income	13,156	13,133	2,233	2,323	
Provisions	15,324	15,601	16,256	15,860	
Lease liability	235	152	32	40	
Interest-bearing loans and borrowings	392	301	1,463	1,139	
<b>Total current liabilities</b>	<b>67,676</b>	<b>54,758</b>	<b>47,145</b>	<b>58,790</b>	
<b>Non-current liabilities</b>					
Provisions	1,247	1,225	1,525	1,291	
Interest-bearing loans and borrowings	26,692	26,692	36,175	33,182	
Lease liability	83	69	45	45	
<b>Total non-current liabilities</b>	<b>28,022</b>	<b>27,986</b>	<b>37,745</b>	<b>34,518</b>	
<b>Total liabilities</b>	<b>95,698</b>	<b>82,744</b>	<b>84,890</b>	<b>93,308</b>	
<b>Net assets</b>	<b>2,136,017</b>	<b>2,138,693</b>	<b>1,854,145</b>	<b>2,162,278</b>	
<b>Equity</b>					
Accumulated surplus	764,726	770,569	824,166	826,499	
Other reserves	1,371,291	1,368,124	1,029,979	1,335,779	
<b>Total equity</b>	<b>2,136,017</b>	<b>2,138,693</b>	<b>1,854,145</b>	<b>2,162,278</b>	

## Attachment D Cash Flow Statement

<b>Cash Flow Statement</b>				
<b>As at 30 September 2022</b>				
	2021-2022	2022-2023	2022-2023	2022-2023
	Actual	Actual	Budget	Forecast
Description	\$'000	\$'000	\$'000	\$'000
<b>Cash Flow from operating activities</b>				
Rates and charges	133,565	24,382	141,535	144,332
Grants - operating	23,055	5,195	19,940	16,840
Grants - capital	11,508	1,196	21,444	21,648
User fees	11,951	6,263	17,906	18,239
Statutory fees and fines	4,881	1,088	6,601	6,616
Contributions - monetary	2,103	434	3,009	1,803
Interest received	413	279	997	995
Other receipts	2,588	512	1,988	2,642
Net GST refund	(2,692)	14,352	12,177	15,099
Net movement in trust funds	(807)	3,583	151	130
Employees costs	(76,375)	(23,699)	(82,158)	(82,386)
Materials and services	(54,334)	(36,736)	(84,975)	(87,517)
Other payments	(2,553)	(872)	(2,553)	(3,381)
<b>Net cash provided by/(used in) operating activities</b>	<b>53,303</b>	<b>(4,023)</b>	<b>56,062</b>	<b>55,060</b>
<b>Cash flows from investing activities</b>				
Payments for fixed assets	(62,090)	(9,905)	(90,106)	(97,996)
Proceeds from sale of assets	754	42	1,055	1,461
Payments for Investments with greater than three months maturity	(12,497)	12,488	2,500	6,007
<b>Net cash provided by/(used in) investing activities</b>	<b>(73,833)</b>	<b>2,625</b>	<b>(86,551)</b>	<b>(90,528)</b>
<b>Cash flows from financing activities</b>				
Finance costs	(1,430)	(205)	(1,431)	(1,431)
Interest paid - lease liability	(30)	(5)	(10)	(16)
Repayment of lease liability	(373)	(98)	(224)	(232)
Proceeds of borrowings		-	9,030	7,630
Repayment of borrowings	(370)	(90)	(590)	(392)
<b>Net cash provided by/(used in) financing activities</b>	<b>(2,203)</b>	<b>(398)</b>	<b>6,775</b>	<b>5,559</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(22,733)</b>	<b>(1,796)</b>	<b>(23,714)</b>	<b>(29,909)</b>
<b>Cash and cash equivalents at the beginning of the year</b>	<b>76,843</b>	<b>54,110</b>	<b>50,933</b>	<b>54,110</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>54,110</b>	<b>52,314</b>	<b>27,219</b>	<b>24,201</b>

# Appendix C – Consolidated Income Statement incl. Peninsula Leisure Pty Ltd

## Income Statement

For the quarter ending 30 September 2022

Description	Year to Date			Full Year		
	Actual	Budget	(Fav)/Unfav	Forecast	Budget	(Fav)/Unfav
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Revenue</b>						
Rates and charges	33,655	33,703	48	142,135	142,135	-
Government grants - operating	4,342	4,247	(95)	20,761	19,530	(1,231)
User fees and charges	6,923	6,497	(426)	28,357	28,028	(329)
Statutory fees and fines	1,199	1,040	(159)	6,301	6,287	(14)
Other Income	1,102	1,014	(88)	4,387	4,092	(295)
Proceeds from sale of property, infrastructure, plant and equipment	42	89	47	686	605	(81)
<b>Total income</b>	<b>47,263</b>	<b>46,590</b>	<b>(673)</b>	<b>202,627</b>	<b>200,677</b>	<b>(1,950)</b>
<b>Expenditure</b>						
Employee costs	21,033	21,383	(350)	91,060	90,855	205
Materials and services	15,184	15,597	(413)	75,727	73,301	2,426
Depreciation	8,358	8,289	69	33,154	33,154	-
Amortisation - intangible assets	267	253	14	1,013	1,013	-
Amortisation - right of-use assets	93	91	2	365	365	-
Finance costs	356	358	(2)	1,431	1,431	-
Finance costs - leases	5	4	1	14	14	-
Bad and doubtful debts	22	65	(43)	225	225	-
Other expenses	977	1,055	(78)	3,722	3,402	320
<b>Total expenditure</b>	<b>46,295</b>	<b>47,095</b>	<b>(800)</b>	<b>206,711</b>	<b>203,760</b>	<b>2,951</b>
<b>Underlying surplus / (deficit)</b>	<b>968</b>	<b>(505)</b>	<b>(1,473)</b>	<b>(4,084)</b>	<b>(3,083)</b>	<b>1,001</b>
Contributions - capital	-	-	-	60	1,260	1,200
Government grants - capital	1,530	750	(780)	28,122	21,444	(6,678)
Contributions - non monetary assets	-	-	-	800	800	-
Contributions - cash	434	433	(1)	1,734	1,734	-
<b>Surplus / (deficit) for the period</b>	<b>2,932</b>	<b>678</b>	<b>(2,254)</b>	<b>26,632</b>	<b>22,155</b>	<b>(4,477)</b>

# Appendix D – Consultant expenditure

## Frankston City Council

### Operating expenditure on consultants

For the quarter ending 30 September 2022

	2022-2023 July - September	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	2,400	-		
Waste and Recycling Services	59,576	176,300	34%	
Financial and Integrated Planning	7,062	40,999	17%	
Governance and Information	-	2,000	0%	
Procurement, Property and Risk	5,083	134,250	4%	
<b>Total Corporate and Commercial Services</b>	<b>74,121</b>	<b>353,548</b>		
<b>Customer Innovation and Arts</b>				
People and Culture	5,161	202,486	3%	
Business and Information Technology	40,585	400,000	10%	
Business Transformation	20,499	330,000	6%	
Arts and Culture	-	111,000	0%	
Community Relations	-	-		
<b>Total Customer Innovation and Arts</b>	<b>66,246</b>	<b>1,043,486</b>		
<b>Communities</b>				
Communities Directorate Management	4,500	25,000	18%	
Community Strengthening	18,250	18,000	101%	
Family Health Support Services	-	6,200	0%	
Safer Communities	-	7,200	0%	
Development Services	26,287	142,000	19%	
City Futures	153,901	415,100	37%	
<b>Total Communities</b>	<b>202,938</b>	<b>613,500</b>		
<b>Infrastructure and Operations</b>				
Infrastructure and Operations Directorate Management	400	-		
Engineering Services	8,880	44,500	20%	
Building and Facilities	27,367	20,741	132%	1
Capital Works Delivery	-	-		
Sustainable Assets	-	13,000	0%	
<b>Total Infrastructure and Operations</b>	<b>36,647</b>	<b>78,241</b>		
<b>Non-Departmental Areas</b>				
Overheads	30,000	27,500	109%	
<b>Total Non-Departmental Areas</b>	<b>30,000</b>	<b>27,500</b>		
<b>Total expenditure</b>	<b>409,952</b>	<b>2,116,375</b>	<b>19%</b>	

## Notes

1. Consultants engaged to assist with formulating contractual details and arrangements in relation to the facility maintenance provider.

# Appendix E – General Operating expenditure

## Frankston City Council

### General operating expenditure

For the quarter ending 30 September 2022

	2022-2023 July - September	Full year adopted budget	% of budget spent	Note
<b>CEO</b>				
Chief Executive Officer	93	2,000	5%	
<b>Total CEO</b>	<b>93</b>	<b>2,000</b>		
<b>Corporate and Commercial Services</b>				
Corporate and Commercial Services Directorate Management	411	2,400	17%	
Waste and Recycling Services	189	7,050	3%	
Financial and Integrated Planning	467	4,690	10%	
Governance and Information	-	2,999	0%	
Procurement, Property and Risk	290	1,300	22%	
<b>Total Corporate and Commercial Services</b>	<b>1,357</b>	<b>18,440</b>		
<b>Customer Innovation and Arts</b>				
People and Culture	2,053	21,398	10%	
Business and Information Technology	-	7,500	0%	
Business Transformation	208	7,000	3%	
Customer Innovation & Arts Directorate Management	2,292	1,000	229%	1
Arts and Culture	6,668	61,850	11%	
Community Relations	3,799	1,500	253%	2
<b>Total Customer Innovation and Arts</b>	<b>15,019</b>	<b>100,249</b>		
<b>Communities</b>				
Communities Directorate Management	4,910	-		
Community Strengthening	5,730	16,718	34%	
Family Health Support Services	2,903	15,616	19%	
Safer Communities	2,897	11,410	25%	
Development Services	288	10,230	3%	
City Futures	2,979	12,660	24%	
<b>Total Communities</b>	<b>19,705</b>	<b>66,635</b>		
<b>Infrastructure and Operations</b>				
Infrastructure and Operations Directorate Management	3,831	5,000	77%	
Operations	3,268	9,400	35%	
Engineering Services	-	4,500	0%	
Building and Facilities	311	1,200	26%	
Capital Works Delivery	-	1,250	0%	
Sustainable Assets	-	2,942	0%	
<b>Total Infrastructure and Operations</b>	<b>7,410</b>	<b>24,292</b>		
<b>Non-Departmental Areas</b>				
Overheads	992	-		
<b>Total Non-Departmental Areas</b>	<b>992</b>	<b>-</b>		
<b>Total expenditure</b>	<b>44,576</b>	<b>211,615</b>	<b>21%</b>	

## Notes

1. Catering costs associated with workshops held regarding better ways of working across the organisation and staff induction.
2. Catering costs associated with Frankston Business Collective launch.

NB - General operating expenditure has been defined as catering, stationery and office supplies and internal printing.



#### How to contact us

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