





#### 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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### **Cr Nathan Conroy** Mayor, Frankston City

## Message from the Mayor

This year's Council Plan and Budget is all about striking that all-important balance between essential grass-roots services - roads, drainage, safety, waste - and bold, ambitious, future-thinking investment in infrastructure that will continue to drive Frankston as a destination of amazing opportunity, growth and change.

The past two years have been challenging for our community, our businesses and our Council. Community relief and economic stimulus continue to dominate as high priorities for the future health, wealth and success of our City and everyone who lives, works and plays and visits here.

Now is the time to get back to celebrating our vibrant City! Wiping away the cobwebs of lockdown and channelling funds that will reactivate our municipality, support our businesses, provide relief to our most vulnerable and keep our communities happy, healthy and safe.

This budget includes Council's largest ever capital works program totalling \$91.6 million to build Frankston's future - that includes funds for major projects across our Municipality, from Jubilee Park

Indoor Stadium, Lloyd Park Pavilion, Carrum Downs Recreation Reserve, Ballam Park Regional Play Space... The list is long and the list is good.

Frankston City is changing faster, smarter, harder than ever before and giving investors all the incentive they need to come on board for the ride. In terms of our own investment, it is all about revitalisation and renewal, including major city changing projects such as the upgrade of the Nepean Highway and investment in Frankston's foreshore. One of our boldest initiatives, the Frankston Metropolitan Activity Centre revitalisation program, will bring the City alive in a way we haven't seen before!

I am looking forward to watching this Budget and Council Plan continuing to come to life and working with my fellow Councillors to make that happen. As a Council we are committed to the ongoing development of Frankston City, and we are excited to see what we can achieve together with the community.

#### **Cr Nathan Conroy**

Mayor, Frankston City

# Message from the Chief Executive Officer

The 2022-2023 Council Plan and Budget will be Frankston City Council's biggest ever budget and notably the largest ever annual Capital Works Program to be delivered in Council's history. It leads on from an already impressive twelve months and demonstrates that Council and the organisation are getting on with the job of delivering for our community with a fabulous array of projects and initiatives of which we are incredibly proud.

This unprecedented Budget will allow us to continue building on the six outcomes released last year which drive and directs our planning and decision making: healthy and safe communities, community strength, a sustainable environment, a well-planned and liveable city, a thriving economy and a progressive and engaged city.

Each year, we revisit the Council Plan and Budget to test our thinking and to ensure we are getting the balance right when allocating ratepayer funds responsibly to deliver essential services.

Our projects that are earmarked for delivery in 2022 -2023 are all inclusive, with sports and recreation, biodiversity and open space, car parking and transport connectivity and arts, culture and events prioritised for investment.

Council is continuing its support of Community Support Frankston which has provided emergency and critical support for people at risk and will release an enhanced community grants program for groups.

We are also well on our way to positioning Frankston City as a well-planned and liveable city with a thriving economy. There are newly funded initiatives all designed to reactivate Frankston, and support business and the most vulnerable members of our community.

This includes the soon to be launched Business Chamber and a Business Concierge Service – both designed to support our businesses and industry grow in this post pandemic time, and ensuring Frankston is top of mind for investment and development.

The events industry is also in recovery mode and we are making sure Frankston is well positioned to take advantage of this.

Additional funding will help us attract quality events for locals and visitors alike.

And let's not forget the work we are doing in the environmental and sustainability space - including an ambitious plan for an Urban Forest Precinct and a Coastal Marine Management Plan which will protect Frankston's prized waterfront precinct.

Congratulations to the Councillors on their commitment and hard work developing this year's Council Plan and Budget update and to the community for providing their input and feedback.

#### **Phil Cantillon**

Chief Executive Officer, Frankston City



**Phil Cantillon**Chief Executive Officer,
Frankston City

### Councillors

Frankston City Council is divided into three Wards with three Councillors elected to represent each Ward. Councillors were elected in November 2020 for a four-year term and are responsible for driving the strategic direction of Council, representing the local community in their decision making, developing policy and monitoring performance.

### **North-East Ward**



**Cr Nathan Conroy** 0424 515 930 crconroy@frankston.vic.gov.au



**Cr Suzette Tayler** 0438 179 515 crtayler@frankston.vic.gov.au



**Cr David Asker** 0438 175 560 crasker@frankston.vic.gov.au

### **North-West Ward**



**Cr Kris Bolam JP** 0417 921 644 crbolam@frankston.vic.gov.au



**Cr Steven Hughes** 0402 729 150 crshughes@frankston.vic.gov.au



**Cr Sue Baker** 0438 145 842 crbaker@frankston.vic.gov.au

### **South Ward**



**Cr Brad Hill**0438 212 426
crhill@frankston.vic.gov.au



Cr Claire Harvey 0438 267 778 crharvey@frankston.vic.gov.au



**Cr Liam Hughes** 0434 703 239 crlhughes@frankston.vic.gov.au

### The role of Local Government

Australia has three levels of government: Federal, State and Local. The Federal Government looks after the whole of Australia, State Governments look after individual states and territories and Local Governments such as Frankston City, look after designated areas within each state. Local Governments are also known as Councils.

Councils are responsible for delivering a wide range of services to benefit residents, business and the local community. Services delivered may vary from council to council depending on their community's needs.

In Victoria, the role of a Council is to provide good governance for the benefit

and wellbeing of its community. All Councils have the power to make and enforce local laws and collect revenue to fund their services and activities.

Council works in partnership with all levels of government, private and not-for-profit entities and our local communities to achieve improved outcomes for everyone.



# About this plan

In a first for Frankston City, the Council Plan and Budget have been incorporated to form the 2021–2025 Council Plan and Budget. This document will be updated annually for the next four years. To meet Local Government Act 2020 requirements, key principles need to be considered regarding governance, community engagement, public transparency, strategic planning, financial management and service performance.

Strategic planning principles seek an integrated approach to planning, monitoring and performance reporting.

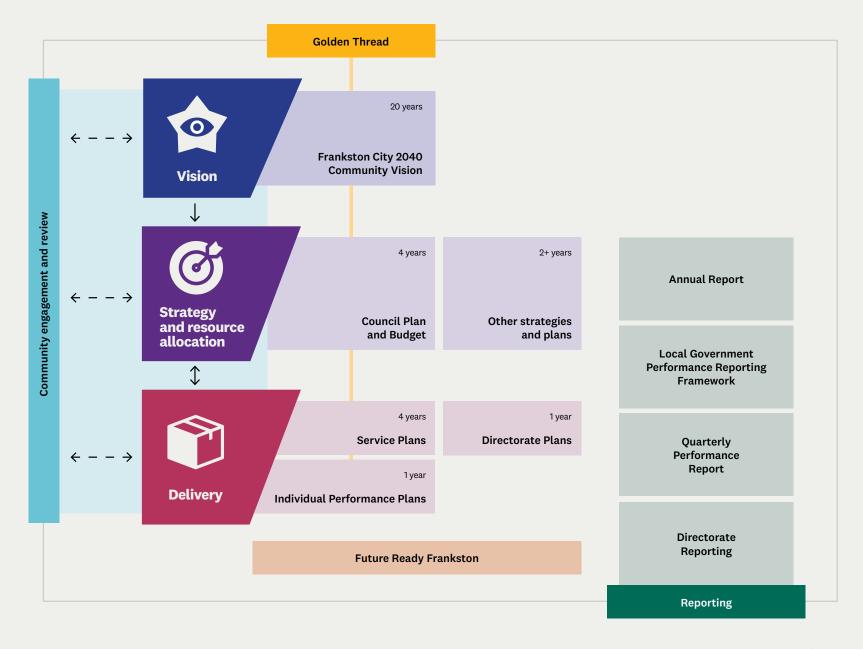
Our planning must address the Community Vision and must take into account resources and risks associated with implementation of Council's plans.

Council's Integrated Planning and Reporting Framework connects the long term community needs and aspirations through the Frankston City Community Vision 2040 which has been considered in the development of our medium-long-term strategy and resource plans including the Council Plan and Budget, Revenue and Rating Plan, Municipal Health and Wellbeing Plan, Financial Plan, Long Term Infrastructure Plan, Risk Management Plan, Municipal Planning Strategy, Asset Plan and Workforce Plan.

These strategies and plans are delivered through **Directorate Plans**, **Service Plans** and Individual Performance Plans.

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**



The Plan and Budget have been developed together to ensure Council can balance the wants and needs of our residents and businesses, and also maintain the long term financial sustainability of Council's operations.

Our **Frankston City Community Vision 2040** has been shaped by input from the community to reflect on the aspirations and priorities of our community for the next 20 years.

### **Council Plan**

Our Council Plan sets out the four year vision for the city and the outcomes Council wants to achieve over that period. These outcomes align with key focus areas identified in the **Frankston City Community Vision 2040**.

Our Council Plan identifies key priorities and initiatives aimed at working towards the six future outcomes that will set the strategic direction for Frankston City.

- Healthy and safe communities
- **2** Community strength
- 3 Sustainable environment
- Well planned and liveable city
- 5 Thriving economy
- 6 Progressive and engaged city

The Council Plan plays a vital role in shaping Frankston City's future, as it identifies both challenges and opportunities for our community and it forms the basis for Council to make decisions regarding resources and priorities in response to community needs and aspirations.

### **Budget**

Under the *Local Government Act 2020*, a Budget must be prepared every year and submitted to the Minister for Local Government.

The Budget closely aligns with the financial framework established by Council in its Financial Plan and continues to address the infrastructure renewal challenge faced by both this Council and the Local Government sector.

The Budget contains financial statements including a consolidated Income Statement, Balance Sheet, Cash Flow Statement and Statement of Capital Works. It also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information which Council requires in order to make an informed decision when considering its Budget adoption.

This four year Budget aligns with the initiatives and actions set out by the Council Plan.

This Plan meets the legislative requirements under the *Local Government Act 2020* for a Council Plan and Budget.

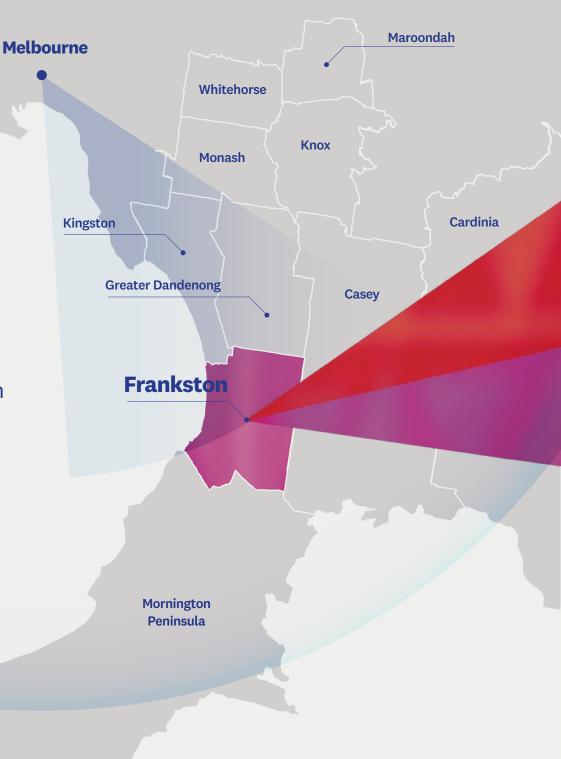


## Frankston City today

Frankston City is located on the eastern shores of Port Phillip Bay, approximately 40 kilometres south of Melbourne and within metropolitan Melbourne.

Frankston City comprises of the suburbs of Frankston, Frankston South, Frankston North, Seaford, Carrum Downs, Langwarrin, Langwarrin South, Sandhurst and Skye and is strategically placed as the regional centre for the Mornington Peninsula and the south east growth corridor of Melbourne.

The city is currently home to an estimated 143,338 residents, which is expected to grow to 163,610 by 2041. Frankston City is recognised for its natural reserves, vibrant lifestyle, diverse community and growing business, arts, education and health sectors.



The municipality covers an area of about 131 square kilometres from the Seaford Wetlands in the north, to Frankston South in the South and the Western Port Highway in the east. The western boundary of the city is made up of 11 kilometres of pristine coastline.

Frankston City is also host to a number of popular venues, events and attractions such as the Frankston Arts Centre,

McClelland Sculpture Park + Gallery, The Waterfront Festival and Big Picture Fest.

As the strength and diversity of the city continues to grow, Frankston City will experience increasing attendance at festivals and events, and participation in recreation and community groups making it a desirable Lifestyle Capital of Victoria.

Providing valued services to our customers and community is core to everything we do. Our 'service structure' groups service areas that share a common purpose. We use this lens to consider what we offer to our customers, the outcomes that are delivered, the benefits that can be achieved and how the needs of our community may change in the future. Our service structure will continue to be refined as we continue to manage improve our services.

#### Council delivers the following services:

- Arts and culture
- Biodiversity and open space
- Climate change action
- Community development
- Community health
- Community safety
- Economic development

- ✓ Integrate waste
- Land use planning
- Parking
- Sport and recreation
- Transport connectivity
- Waste and recycling
- Organisational support

### **Snapshot of Frankston City**

11km

Of pristine foreshore

**45 min** 

From Frankston City centre to Melbourne CBD

**55 min** 

From Frankston city centre to Melbourne Airport

33

Parks and natural reserves

21.4%

Of Frankston City residents were born overseas

**22**%

Are aged under 17 years

20.9%

Are aged over 60 years

11.3%

Speak a language other than English at home

**25.3**%

Live alone

1,338

Aboriginal and Torres Strait Islanders

**5.4%** 

Require assistance due to disability

44

Public and private schools

18

Degree courses offered on campus in Frankston City

**14.5**%

Of residents have obtained a Bachelor Degree or higher

**23.6**%

Of residents hold trade qualifications

9

Neighbourhood and Community Houses

**13**%

Of residents don't have an internet connection at home

10.4%

Of young people not engaged in full time education, training or employment

**65.2**%

Of workforce living in Frankston City

8000

City centre businesses

\$12.7B

in total GRP for Frankston City

2

Industrial precincts (Carrum Downs and Seaford)

44.9K

Jobs in Frankston City

8.5kgs

Average amount of waste sent to landfill per household each week

**54%** 

Of household waste is recycled

**15**%

Of households in Frankston City have solar installed

70,000

Trees, shrubs and ground plants planted in 2019–2020

**5.4%** 

Of people require assistance in their day to day lives due to disability

**33.4**%

Of residents volunteer

21%

Of people are experiencing high levels of psychological distress

**57**%

Are overweight or obese

33.2%

Of residents are experiencing rental stress







# Challenges and opportunities

As we move past the disruption of 2020, our municipality faces a number of key challenges and opportunities as we help our community to recover, strengthen and grow over the coming four years.

Council considered the following key matters while developing this Council Plan and Budget.

#### Recover

Provide assistance to the community to recover from the impacts of COVID-19. This included the economic shock associated with responding to the pandemic as well as the impact on the local economy. Key issues requiring attention were:

- Mental health
- Community support
- · Business support
- · Investment attraction

### Strengthen

Strengthen the resilience and wellbeing of the community through:

- Management of risks relating to climate change and the environment
- Improving transport accessibility and connectedness across the municipality, particularly walking and cycling opportunities
- Infrastructure and service delivery that meets the needs of the community, and focused on improving the health and wellbeing of the City
- Support for vulnerable community members
- Addressing government and legislative change with a focus on risk management, community engagement and transparent reporting
- Implementing waste management opportunities and improvements

#### **Grow**

Grow opportunities for the community through improved and future ready service delivery, focusing on:

- · Digitisation and technology demands
- Demand for increased access to Information and communications
- Services response to changes in demographics, customer expectations and community needs
- · Revenue raising opportunities

Key highlights of Council's response in this Council Plan and Budget include:

### **Increased advocacy efforts**

We are currently facing a stimulus economy and have developed Advocacy Priorities that will focus on three key areas from 2021–2025:

- Investing in our prosperity
- Enhancing our environment and liveability
- · Strengthening our community

# Service and infrastructure utilisation and service delivery satisfaction

Council seeks a better understanding of how our community receives and uses Council services and infrastructure that will help us to plan and prepare to better meet current needs and future demands.

Improvements in how we engage with the community will be used to better inform integrated planning and decision making.

# Community engagement

This planning cycle has seen Council undertake its most extensive and integrated community engagement process to date.

The Local Government Act 2020 requires that Council develop or review the Community Vision, Council Plan, Financial Plan and an Asset Plan in accordance with its deliberative engagement practices.

### **Community Engagement Policy**

Council adopted a Community Engagement Policy in March 2021 that sets out how we will engage our community when planning for matters that may impact them.

The policy also establishes our commitment to engaging and collaborating with our diverse local communities, to understand and incorporate their different views, experiences and expertise.

The policy includes the following six engagement principles:





### **Engaging with our community**

A range of community engagement activities helped to shape the **Frankston City Community Vision 2040** and the **2021–2025 Council Plan and Budget**. Council is committed to best practice engagement to be better informed and enable Council to act in the best interests of the community.

Community consultation strengthens Council's understanding on important local issues and helps Council to determine where to target services and resources.

Council engaged with the community through:

- Online surveys and polls
- Community workshops
- Ideas wall
- Telephone surveys with vulnerable residents
- · Children's activity
- Representative Community Panel (46 members)
- Facebook and Social Pinpoint

During 2020 and early 2021, Council undertook a robust and open community engagement program that followed deliberative engagement principles. This involved the consideration of a wide range of information, including the findings from the broader community consultation and hearing from a range of expert speakers.

Council's initial consultation and engagement centred on three key questions:

What do you value most about Frankston City and want to keep?

What you want to improve by 2040?

What is your wish for Frankston City by 2040?

The consultation also reached nearly 500 residents through online surveys, workshops and telephone conversations, receiving over 1,200 comments.





What we heard from the community is captured below:

# What you value and want to keep for 2040

- Beach and coastline
- Natural environment
- Sports and recreation
- Social connection and safety
- Retail and hospitality

# What you want to see improved for 2040

- City centre
- Attractive and vibrant neighbourhoods
- Opportunities for young people
- Diversity
- Walking and cycling

### Your wish for 2040

- A welcoming and inclusive community
- A protected natural environment
- Climate change action
- A signature city centre
- Vibrant public spaces
- Hub of activity and innovation



### **Community Panel**

In 2020 residents were invited to be part of a Community Panel. A physical invitation was delivered to every household in the municipality, asking for expressions of interest.

Council received responses from 180 people who nominated to be part of our Community Panel, and engages with this group on a range of consultations and forums.



Under 24 years old



Identified as
Aboriginal and
Torres Strait Islander



Stated they had a disability



From culturally and linguistically diverse backgrounds

### Deliberative engagement on the Community Vision and Council Plan

A smaller panel of 46 members was formed from the larger group. This smaller panel of local residents ranging in age, gender, local area and background was selected independently using specific methodology to ensure it accurately represented the diversity of our community.

The targeted panel met in facilitated workshops to undertake deliberative engagement on the Community Vision and Council Plan. Workshops were facilitated online by external consultant, Conversation Caravan, due to COVID-19 restrictions on public gatherings.

The panel met on six occasions between November 2020 and February 2021 to discuss and agree on themes and priorities used to form the **Frankston City Community Vision 2040**.

The Vision and suggested priorities were presented to Councillors, to help shape their decision-making process through the 2021–2025 strategic planning cycle—considering the Council Plan, Financial Plan, Budget and Infrastructure Plan.

# Frankston City Community Vision 2040

The Community's vision for Frankston City has been developed by the community for the community and will guide Council's strategic outlook until 2040.

The **Community Vision** forms part of Council's strategic planning framework, the short-term and long-term priorities that have shaped the **2021–25 Council Plan and Budget** and will guide future Council planning across the next 20 years.

Council looks forward to working alongside the community and external partners towards the community's vision for Frankston City in 2040.





As voiced by our community to shape our City's future...

Frankston City 2040 is the place on the bay to learn, live, work and play in a vibrant, safe and culturally inclusive community. Our City is clean, green and environmentally responsible.

# Community Vision 2040 themes



# Healthy families and communities

Empowering everyone to improve their health and wellbeing through access to green space, quality health services, social supports, education and opportunities to be physically active.



### Theme 2

# Vibrant and inclusive communities

The community is proud of First Nations
People's heritage and culture, and promotes
a sense of pride and belonging for the local
Aboriginal and Torres Strait Islander community.
Frankston City is known as a cultural hub with
a thriving arts community, embracing diversity
and promoting wellbeing.



### Theme 3

# Natural environment and climate action

Frankston City is green and sustainable, and a leader in sustainable industry and development. Both Council and community are committed to protecting and enhancing the environment and actively addressing climate change.



### **Theme 4**

# Connected places and spaces

Frankston City is a well-connected and safe community with a unique identity, recognised for its vibrant City Centre that capitalises on its natural assets and heritage. Frankston City is the place that people want to visit, study, work and live in.



### Theme 5

# Industry, employment and education

Frankston City nurtures and attracts innovation and investment and is known for its education and business opportunities, including renewable energy, technology, hospitality, health and tourism.



### **Theme 6**

# Advocacy, governance and innovation

Frankston City Council puts innovation and inclusion at the heart of all that it does, engaging with all of the community and advocating for people of all abilities and backgrounds. Council will be well governed and use its resources in an accountable and sustainable manner.

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



### Structure of the Council Plan

### **Vision**

Aspirational statement about the City that sets the Vision for the Council Plan for the next four years.

#### **Outcomes**

The six outcomes and we are working towards to deliver our vision.

### **Priorities**

What we will focus our work towards to improve our six outcomes and ensure we target our initiatives and resources to get the right things done in the next four years.

### **Four-year initiatives**

The programs of work that enable delivery of our priorities over the next four years.

### **Strategic indicators**

The measures of progress that will guide us on how we are progressing towards our six outcomes.

### Council Plan outcomes

Our Council Plan has been developed to improve six key outcomes for Frankston City Council, and have been captured below with Council's key priorities. Our priorities describe what we will focus our work towards over the next four years and ensure we target our initiatives and resources to get the right things done.









### 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



# 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



# 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.

### **Services**

Council delivers a wide range of services, programs and infrastructure to maintain and improve the health and safety of the community, including:

### **Community health**

Enhancing the health of families and the community by supporting them to develop and thrive, through enabling independent living.

Key strategic documents:

- Municipal Early Years Plan
- · Frankston Child and Family Plan
- Stronger Families Plan
- Active Ageing Action Plan

\$5.074M Operating | \$0.358M Capital works (Net 2022–2023 Budget)

### **Sports and recreation**

Encouraging people to be active by supporting access to a diverse range of sport and leisure activities.

Key strategic documents:

• Sports Development Plan

\$2.471M Operating | \$41.128M Capital works (Net 2022–2023 Budget)

PARC \$0.794M Operating | \$0M Capital works (Net 2022–2023 Budget)

### **Community safety**

Supporting people to feel protected and safe in the community regarding animal management, building services, environmental and public health, city safety and the enforcement of local laws.

Key strategic documents:

- Domestic Animal Management Plan
- Domestic Waste Water Management Plan
- Municipal Emergency Management Plan
- · Local laws

\$5.555M Operating | \$0.358M Capital works (Net 2022–2023 Budget)

### **Community development**

Delivering inclusive and accessible support, programs and community spaces to build resilience and community strength in the community.

Key strategic documents:

- Health and Wellbeing Plan
- Disability Action Plan
- Family Violence Prevention Plan

\$1.125M Operating | \$0.260M Capital works (Net 2022–2023 Budget)

### **Priorities**

Council has identified the following priorities that will focus Council's work towards improving this outcome.



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

### **Initiatives**

Council has identified the following program of work for the next four years. Key initiatives for 2022-2023 have also been identified.

### Four-year initiative

### What we will do in 2022-2023

Engage families to promote the importance of early childhood education and health

- Deliver Maternal and Child Health and early childhood services and programs including immunisation and supported playgroups
- Coordinate central registration of enrolments for community kindergartens
- Implement year two inititaives for Council's Early Years Plan

Maintain systems and capacity to manage and respond to emergency events

- Monitor and mitigate key emergency risks to the community
- Maintain up-to-date emergency management plans and test them to identify and mitigate capability and capacity gaps through training and awareness
- 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.

Encourage active and healthy lifestyles for people of all ages and abilities

- Promote and deliver more diverse play and leisure opportunities for residents of all ages to encourage active lifestyles
- 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
- Deliver second year actions for Council's Health and Wellbeing Plan
- Improve the amenity and perceptions of safety across the municipality

### Four-year initiative

### **What we will do in 2022-2023**

Advocate for programs and support to reduce harms from family violence, gambling, alcohol and other drugs

- Embed Council's Stronger Families Policy and implement year four actions for Council's Family Violence Action Plan
- 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

Engage young people to support their educational outcomes

- Partner with the Department of Education and Training on Frankston North Strategic Education Plan
- Deliver Youth Services outreach, in-reach and engagement programs
- Enable young people to have a voice through Youth Council and youth events
- Increase work experience, traineeships and student placement opportunities
- Provide grants to support students in participating in formal education and recreational programs



### Strategic indicators

Strategic indicators provide Council with measures to monitor how we are progressing towards our outcome. Council's level of influence over the result of each measure is shown, as often Council does not control the results, but seeks to influence with advocacy, partnerships and the community.

If we are successful, we will see	Outcome measures	Level of influence
Increased active and healthy lifestyles that support residents living independently for longer	<ul> <li>Proportion of adults who are sufficiently physically active compared to the Victorian state benchmark (Victorian Population Health Survey)</li> <li>Chronic disease levels compared to the Victorian state benchmark (Victorian Population Health Survey)</li> <li>Proportion of residents satisfied with sport and recreation facilities (Community Satisfaction Survey)</li> </ul>	M
Improved long-term health and learning outcomes established in early childhood	<ul> <li>Proportion of year three, five, seven and nine students achieving literacy benchmarks (Victorian Child and Adolescent Monitoring System)</li> <li>Proportion of children fully immunised by school age compared to the Victorian state benchmark (Local Government Performance Reporting Framework)</li> </ul>	M
Reduction of harms from family violence, gambling, alcohol and other drugs	<ul> <li>Proportion of residents who feel safe in public areas in Frankston City (Community Satisfaction Survey)</li> <li>Rate of hospital admissions due to family violence, alcohol and other drugs (Turning Point)</li> <li>Rate of reported family violence incidents (Crimes Statistics Agency)</li> </ul>	
Improved education outcomes through better engagement of young people	Proportion of people attending Tafe or University (Australian Bureau Statistics)	

Level of Influence over the result: HIGH: Council can directly influence this result. MEDIUM: Council can influence this result, however external factors outside of Council's control may also influence the result. LOW: Council's level of influence on this result is limited but monitoring this indicator assists in planning and guiding Council's priorities.



# Community strength

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

### **Services**

Council delivers a wide range of services, programs and infrastructure to strengthen community resilience, inclusiveness and enrichment, including:

### **Community health**

Enhancing the health of families and the community by supporting them to develop and thrive, through enabling independent living.

Key strategic documents:

- Municipal Early Years Plan
- Frankston Child and Family Plan
- Stronger Families Plan
- Active Ageing Action Plan

\$1.342M Operating | \$0.358M Capital works (Net 2022–2023 Budget)

### **Community development**

Delivering inclusive and accessible support, programs and community spaces to build resilience and community strength in the community.

Key strategic documents:

- Volunteer Policy
- Gender Equity Policy
- Grants program

\$3.892M Operating | \$0.260M Capital works (Net 2022–2023 Budget)

### **Arts and culture**

Building Frankston's cultural landscape by supporting the production and delivery of arts programs, events and library facilities providing opportunities to create, learn and connect.

Key strategic documents:

· Arts and Culture Strategic Plan

\$5.183M Operating | \$1.851M Capital works (Net 2022–2023 Budget)

### **Priorities**

Council has identified the following priorities that will focus Council's work towards improving this outcome.



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

### **Initiatives**

Council has identified the following program of work for the next four years. Key initiatives for 2022-2023 have also been identified.

### Four-year initiative

Build Frankston
City's reputation as
an arts, culture and
tourism destination

Enrich the lives of older residents and people with disabilities with opportunities to enable participation and independent living

Work with community organisations and groups to develop our future leaders and evolve a diverse culture and gender equality

### What we will do in 2022-2023

- Deliver Arts and Culture Strategic Plan
- · Build capacity and partner with local creatives and the community to deliver high quality events and art experiences
- Deliver festivals and events that build upon Frankston as an Arts and Culture destination
- · Develop sculpture and eclectic street art culture
- · Deliver Council's annual Seniors Festival, programs and activities to enhance participation and social inclusion
- Support organisations that are providing valued services to older residents
- · Deliver year one actions for Council's Disability Action Plan
- Facilitate improved access for people with disabilities to services and transport options
- Support and promote Culturally and Linguistically Diverse (CALD) seniors groups
- Deliver an online seasonal tenancy system to ease the burden on club volunteers
- Continue to build volunteering diversity in community organisations
- Expand participation in the culture change program for sporting clubs to achieve greater gender equity in participation and board membership
- Work with schools and disengaged young people to build relationships awareness and enable them to choose respectful relationships

### Four-year initiative What we will do in 2022-2023 · Design Community Development programs to meet resident needs Targeting community needs through · Deliver Council's grants programs development Build connections between volunteers and volunteer organisations through Impact Volunteering programs and grants · Deliver year two actions from Council's Library Action Plan · Monitor demographic data trends to inform service plans that meet the future needs of the local community Deliver essential · Deliver a community call centre to triage service system support, referrals and the funded job advocacy program advocacy, support · Provide financial support for material aid through eligible emergency relief and recovery organisations and referral services • Deliver Home and Community Care (HACC) and Commonwealth Home Support Program (CHSP) in home services to for residents in need older residents to enable them to live safely and independently Partner with the housing and homelessness sector to support the Frankston City Strategic Housing and Homelessness Alliance Five-Year Strategic Plan Provide referral services through our Neighbourhood House programs and youth services Build acknowledgement · Deliver year one initiatives for Council's Reconciliation Action Plan (RAP) Project manage the redevelopment of the Nairm Marr Djambana gathering place and respect for **Aboriginal and Torres** Strait Islander cultural heritage and history



### **Strategic indicators**

Strategic indicators provide Council with measures to monitor how we are progressing towards our outcome. Council's level of influence over the result of each measure is shown, as often Council does not control the results, but seeks to influence with advocacy, partnerships and the community.

If we are successful, we will see	Outcome measures	Level of influence
Improved accessibility of services to enhance social inclusion and mental wellbeing	<ul> <li>Percentage of participation rates of gender diversity, disability and Aboriginal and Torres Strait Islander communities in structured sport (sporting clubs)</li> <li>Proportion of people who have ever been diagnosed with depression or anxiety (Victorian Population Health Survey)</li> <li>Proportion of residents who agree Frankston City is responsive to local community needs (Community Satisfaction Survey)</li> </ul>	M
Increased volunteering to build connections and resilience within the community	Percentage of residents who volunteer 'sometimes' or 'regularly' (Victorian Population Health Survey)	
Increased enjoyment of Frankston City's arts and cultural experiences	Proportion of residents who are satisfied with arts and cultural events, programs and activities (Community Satisfaction Survey)	H

Level of Influence over the result: HIGH: Council can directly influence this result. MEDIUM: Council can influence this result, however external factors outside of Council's control may also influence the result. LOW: Council's level of influence on this result is limited but monitoring this indicator assists in planning and guiding Council's priorities.