

# 2021-2031 Financial Plan

Engagement Report – October 2021





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## Consultation highlights

This consultation was undertaken by Frankston City Council ('Council') to inform the development of the 2021-2031 Financial Plan 'Financial Plan'.

The feedback provided from Council and the Frankston City community has influenced the following aspects of the Financial Plan:

- The engagement findings from the open community consultation and Community Panel deliberations on the Community Vision 2040 and 2021-2025 Council Plan and Budget in 2020 and 2021 influenced the development of the Financial Plan in the following ways:
  - The Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan.
  - The Financial Plan statements articulate the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to achieve the Community Vision.
- In June 2021, Council's Community Panel was reconvened to provide direction on community priorities to feed in to the Financial Plan. The Panel provided input on how the Financial Plan could address:
  - Service priorities.
  - How to engage the broader community on Council's financial strategy and direction.
  - Council's role in specific areas.
- Feedback received from Council and the community during public exhibition of the draft Financial Plan in September 2021 resulted in minor amendments to the adopted Plan.

## Key engagement statistics

A range of community engagement activities helped to shape the 2021-2031 Financial Plan:

- Representative Community Panel (15 members)
- Social media and media
- Submissions during public exhibition
- Engagement undertaken for the development of the Community Vision 2040 and 2021-2025 Council Plan and Budget, including:
  - Online surveys and polls
  - Community workshops
  - Ideas wall
  - Telephone surveys with vulnerable residents
  - Children's activity
  - Representative Community Panel (46 members)
  - Facebook, Social Pinpoint

- Community pop-ups
- Submissions during public exhibition

In total, the broader consultation on the Community Vision 2040, 2021-2025 Council Plan and Budget and Financial Plan reached over 500 residents through online surveys, workshops and telephone conversations, receiving over 1,200 comments.

## Barriers to engagement

During community consultations, there are often limitations to the engagement overall and/or specific engagement activities. The limitations of this consultation have been identified as:

### COVID-19

The COVID-19 environment in Victoria and the lockdown imposed on metropolitan Melbourne throughout May-October 2021 had a significant impact on this engagement, resulting in all activities being conducted online.

### Hard to reach audiences

Frankston City Council identified some communities in municipality as 'hard to reach', due to challenges finding the best way to engage on financial matters. The complex and specialised nature of engaging with the community on the Financial Plan, has enabled Council to realise that improvements to its deliberative engagement approach on this topic are needed for future.



## Overview

This report provides a summary of the consultation undertaken to develop Frankston City Council's ('Council's') 2021-2031 Financial Plan ('Financial Plan').

The Local Government Act 2020 ('the Act') requires Councils to prepare a ten year Financial Plan in the year following a general election through the introduction of governance and supporting principles, which include an integrated approach to planning, monitoring and performance reporting.

To be compliant with the Act, Council must develop a Community Vision, Council Plan, Long Term Financial Plan and Asset Plan using deliberative engagement practices.

Council undertook its most extensive and integrated community engagement process to date in the development of the Community Vision 2040, 2021-25 Council Plan and Budget and Financial Plan during the 2020-21 planning cycle.

This integrated engagement took place over four stages as follows, with each stage having a distinct objective and outcome as summarised below:

- Stage 1: Open community consultation with the whole community on the Community Vision 2040, with the findings from this stage used to inform the deliberative engagement process with the Community Panel (August to September 2020).
- Stage 2: Deliberative engagement with a representative Community Panel, with the findings from this stage used to create the Community Vision 2040 and help shape the 2021-2025 Council Plan and Budget and Financial Plan (November 2020 to February 2021).
- Stage 3: Deliberative engagement with the Community Panel to seek input on service priorities, engagement on Council's financial strategy and direction, and Council's role in specific areas (June 2021).
- Stage 4: Public exhibition of the Draft 2021-2031 Financial Plan. Findings from this stage helped to inform Councillors to finalise the Financial Plan (31 August– 28 September 2021).

## Purpose

The purpose of the Financial Plan is to provide a financial framework to Council in terms of what can be prudently achieved over a ten year period and defines the broad financial boundaries for Council.

The purpose of this engagement was to align, as much as possible, Council's financial framework with the needs and aspirations of the community.

## Objectives

The objective of the engagement process was to work in partnership with the community to develop the Community Vision 2040, and to then use the themes developed in the Vision to shape the outcomes for the 2021-2025 Council Plan and Budget and Financial Plan.

The objectives of each individual stage of engagement was as follows:

**Stage 1: Open community consultation with the whole community (Community Vision 2040)**

To engage with a diverse range of people to capture what they most value about Frankston City and connects them to it, and their wishes for the future, to assist the community panel to consider multiple points of view in forming our community's aspirations for the future.

**Stage 2: Deliberative engagement with a representative Community Panel (Community Vision 2040)**

To undertake a deliberative engagement process in line with key community engagement principles to enable panel participants to discuss the issues and options and develop their thinking together before coming to a consensus.

**Stage 3: Deliberative engagement with the Community Panel (Financial Plan)**

To seek input on service priorities, engagement on Council's financial strategy and direction, and Council's role in specific areas (June 2021).

**Stage 4: Public exhibition of the Draft 2021-2031 Financial Plan**

To seek feedback on the Draft 2021-2031 Financial Plan



## Internal consultation process

Three internal staff workshops were held (with a total of 150 participants) on the Community Vision, in addition to multiple meetings with Council's Executive Management Team.

Councillors participated in a full day workshop to deliberate each of the six Council Plan outcomes including finalising priorities and four-year initiatives. The forum also included a presentation from the Community Panel relating to the Community Vision 2040. The Executive and Management Team were on hand to assist Councillors with their questions.

Specific to the Financial Plan, 2 Councillor workshops and 4 EMT sessions were held.

A number of smaller sessions with the Executive and Councillors were used to finalise the Financial Plan.

## Community consultation process

The community engagement process was undertaken over an 11 month period from August 2020 to September 2021 and delivered in four key stages, with each stage building upon the previous one.

The table below outlines the engagement methods used for each stage. Two online engagement platforms, Social Pinpoint and *Engage Frankston!* were used throughout the process for the community to learn about, provide feedback and input into the process.

Table 1

Engagement Method		Engagement Outcome
<b>Stage 1</b>	Online survey	209 surveys completed Requests could be made to have a printed survey posted in the mail or to be conducted by telephone with a council officer.
	Online ideas wall	121 ideas contributed
	Online community workshops	3 workshops held, 32 participants, 183 comments received
	Targeted community workshops with key groups	5 workshops held, 34 participants, 209 comments received
	Telephone interviews with vulnerable residents	39 interviews

	Children’s activities with primary schools	10 schools, 63 worksheets received
	Facebook	7 posts and 1 Facebook Live Reach (how many saw it): 29,503 2,055 positive engagements
<b>Stage 2</b>	Community Panel (Community Vision 2040)	46 residents engaged Every single household invited
<b>Stage 3</b>	Community Panel (Financial Plan)	15 residents engaged
<b>Stage 4</b>	Facebook	Posts: 2 Reach (how many saw it): 2,720 Engagement (reactions, clicks, comments, shares): 26 (See social media posts in Appendix A).
	<i>Engage Frankston!</i>	Page views: 204 Contributions: 1 (see images of <i>Engage Frankston!</i> page in Appendix A)
	eNews	Wednesday 8 September
	Media release	Tuesday 7 September
	Submissions	2 submissions received 0 presented submissions at the public Council Meeting

## Community Panel

A representative Community Panel was formed in November 2020 to participate in a deliberative engagement process for the Community Vision, Council Plan, and Financial Plan.

### November 2020 – February 2021:

The Panel met six times between November 2020 and February 2021, and considered a broad range of information in determining the community’s social, economic, cultural and environmental aspirations for the future of the municipality, and considered long-term issues such as equity, environmental impacts and climate change.

Conversation Caravan was engaged to conduct the community engagement activities during Stage 1, design the deliberative engagement process and facilitate the community panel throughout Stage 2. This ensured that the process was independent, unbiased and community led.

### June 2021:

On 22 June 2021, 15 members of the Panel met once to discuss the proposed 2021-2031 Financial Plan. Capire consultants were engaged to facilitate this discussion.

The Panel provided input on how the Financial Plan could address:

- Service priorities.
- How to engage the broader community on Council's financial strategy and direction.
- Council's role in specific areas.

## Submissions

Two submissions were received during public exhibition of the Financial Plan in September 2021.

The submissions are summarised as follows:

- Written response from the Committee for Greater Frankston to review the commercial and industrial differentials over the next three years, due to businesses being impacted by the pandemic. A response was provided advising that a review of the differentials will be considered when the Revenue and Rating Plan is next review cycle. Rate differentials are outside the scope of the Financial Plan process.
- Feedback from a resident via the *Engage Frankston!* feedback form, requesting additional information about major projects and the composition of the movement between the FTEs for 2020-21 (Actual) to 2021-22 (Budget). A response was provided advising of the information requested.

Following the initial preparation of the proposed 2021-2031 Financial Plan by Council and having considered feedback received from the community, complied with all relevant sections of the Act, Council adopted the proposed 2021-2031 Financial Plan with minor (non-financial) amendments.



## Community consultation outcomes

### Stage 1 outcomes summary: Open community consultation with the whole community

The purpose of this stage was to engage with a diverse range of people to capture what they most value about Frankston City and connects them to it, what they want to keep for the future, what they hope would have been improved by 2040 and what their wish is for 2040.

The engagement findings from this stage were presented to the community panel in a detailed Outcomes Report, and were also used to determine the following six key themes that were used to structure the panel's deliberations:

- 1) Healthy families and communities;
- 2) Vibrant and inclusive communities;
- 3) Natural environment and climate action;
- 4) Connected places and spaces;
- 5) Industry, employment and education; and
- 6) Advocacy, governance and innovation.

A discussion guide was prepared for each of these themes, which contained the relevant findings from Stage 1, statistics and other evidence, role of council, opportunities and challenges. These resources were used to directly inform and guide the panel's deliberations in forming our community's aspirations for the future and Draft Community Vision at Stage 2.

### Stage 2 outcomes summary: Community panel (Community Vision 2040)

A Community Panel of 46 residents was established to carry out this deliberative engagement stage. The panel met for a total of 15 hours over six meetings, and also completed homework in between meetings.

Throughout this process the panel considered a broad range of information and heard from expert speakers to discuss the issues and develop their thinking together before coming to a consensus on a Community Vision Statement, and an aspiration and set of priorities for each of the 6 six themes. These were captured in a Draft Community Panel Report and used to directly inform the Draft Community Vision 2040 for public exhibition.

### Stage 3 outcomes summary: Community panel (Financial Plan)

A Community Panel of 15 residents was established to carry out this deliberative engagement stage. The panel met for a total of 2.5 hours on 22 June 2021.

Influences on the Finance Plan from feedback provided by the Panel include:

- Service Planning Framework on page 17: The feedback provided by the Panel will be taken into consideration when Council refreshes the service planning framework. This includes the prioritisation of the services and the role that Council plays in delivering the service.
- Borrowing strategy: Feedback received from several members of the panel on using borrowings as a source of funding. Council's projected borrowings are on page 33 of the plan. Council has factored in borrowings to fund major capital works projects tapping into the low interest rates that are currently on offer. Council's strategy on borrowing is that it will not be used to fund ongoing operations, and will be utilised to fund major capital works projects and one off extraordinary operating items of \$1 million. Council's key performance indicators on borrowings are at healthy levels even after factoring in borrowings (refer to page 45 Measuring our Performance section of the Finance Plan).
- Transparency: The Panel also gave feedback on how they wanted to be engaged in the future and need to have better access to information on Council's operations. Council is committed to transparency and have allocated funding for a "Transparency Hub" in the 2021-22 budget.

### Stage 4 outcomes summary: Public exhibition of the Draft 2021-2031 Financial Plan

Online engagement via *Engage Frankston!*:

- 204 community members viewed the *Engage Frankston!* page during public exhibition 1-28 September 2021.
- 1 resident provided feedback via the *Engage Frankston!* page.

Social media posts:

- Council achieved a total reach of 2,720 people through the 2 Frankston City Council Facebook posts during public exhibition.



## Evaluation

The Engagement Plan for this consultation included several measures of success related to the engagement objectives.

The success measures met and the objective they relate to are outlined below:

Objective	Success measure
Ensure people's input has informed the deliberation of the Financial Plan	The Engagement Report explains how community input has informed the Financial Plan.
Engage through cost-efficient and timely methods.	Social media and an online Engage Frankston! page were cost-effective ways to engage large numbers of the local community.
Meet legal requirements for municipal engagement.	Deliberative engagement practices were applied to the development of the Financial Plan. The Engagement Report details the outcomes of the consultation.



## Conclusion

Council's commitment to undertake this consultation has been positively received by the Frankston community, particularly during the Community Vision 2040 phases.

The consultation identified a desire for the community to clearly see how their input influences the outcomes of Plans, particularly seeing how their input into the six themes of the Vision then flowed through into the Council Plan and Budget, and Financial Plan.

While 15 members of the Community Panel valued the opportunity to be involved in Council's development and decision-making on financial management, it was more challenging to engage with the broader community on this topic at public exhibition phase.

Council also has concluded that the existing Community Panel were not as interested in engaging on Council projects after the conclusion of the Community Vision and Council Plan projects, with only 15 of 45 Panel members agreeing to participate in the Financial Plan deliberation. An additional challenge could have been that engagement with the Community Panel needed to continue online due to ongoing COVID 19 restrictions.

Council is now expanding the Community Panel to a broader 'Mini Frankston City', with up to 500 members, to expand the pool of community members that deliberative panels can be drawn from.

## Next steps

Council wishes to acknowledge and express gratitude to all the members of the community who have participated in engagement activities informing the 2021-31 Financial Plan.

The final 2021-31 Financial Plan was presented to Council for adoption on 11 October 2021, which concludes this engagement process.

Feedback provided by the Community Panel as part of the Financial Plan deliberative workshop will be adopted by Council as follows as part of its next steps:

- **Service Planning Framework:** The feedback provided by the Panel will be taken into consideration when Council refresh's the service planning framework. This includes the prioritisation of the services and the role that Council plays in delivering the service.
- **Transparency:** The Panel gave feedback on how they wanted to be engaged in the future and need to have better access to information on Council's operations. Council is committed to transparency and have allocated funding for a "Transparency Hub" in the 2021-22 budget.

- Expansion of Community Panel: Council is now expanding the Community Panel to be a broader 'Mini Frankston City', with up to 500 members, to expand the pool of community members that deliberative panels can be drawn from.



## Appendix A - Consultation materials

Engage Frankston! page – 1-28 September 2021

**Draft Financial Plan 2021-2031**  
Review our 10-year financial plan and tell us what you think. Closes at 5pm on 28 September 2021.

[+ Follow](#)

Home / Draft Financial Plan 2021-2031

### Introduction

Frankston City Council has prepared the 10-year draft **Financial Plan from 2021 to 2031** to support the Community Vision 2040 and the 2021-2025 Council Plan and Budget.

Frankston City Council is committed to accountability and transparency. This page has been prepared to assist readers understand and analyse the Financial Plan.

The new *Local Government Act 2020* introduces principles that include priority being given to achieving the best outcomes for the municipal community, including future generations, and that strategic planning must consider the resources needed for effective implementation.

The draft 2021-2031 Financial Plan covers all aspects of our role in the community including the delivery of

- programs and services
- building new infrastructure
- maintenance of roads, footpaths, bike paths, buildings, and parks

This draft 2021-2031 Financial Plan has been prepared after engagement with the community, elected Members and Council staff. The Financial Plan is part of our integrated reporting framework and should be read along with our 2021-2025 Council Plan and Budget, the 2021-2024 Revenue and Rating Plan and the 2021-2031 Long Term Infrastructure Plan.

Our journey in developing the Plan began with deliberative engagement with the community for the Community Vision 2040 and the 2021-2025 Council Plan and Budget throughout 2020 and early 2021, and included the creation of our first-ever Community Panel who deliberated on our financial strategies and actions.

### What is included in the Financial Plan?

Our Financial Plan outlines the resources required to deliver the Council Plan and ensure we are investing in assets the community values and needs; our services remain affordable and accessible for the community; and our organisation remains financially sustainable.

### Document Library

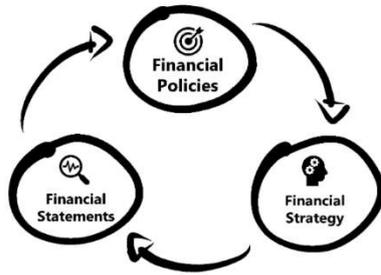
- Draft 2021-2031 Financial Plan**  
PDF (4.17 MB)
- Draft Financial Plan 2021-2031 (Word)**  
MS Word (4.79 MB)
- Feedback Form - Draft Financial Plan 2021-2031 (Word)**  
MS Word (34.70 KB)

**We want to hear your thoughts for our draft 2021-2031 Financial Plan!**

[+ Privacy Statement](#)

Closed

It is broken into three main sections:



The **Financial Statements** prepared by applying the financial strategy to a ten-year financial model to ensure Council meets its Financial Policy targets and **performance measures** on how Council will perform against key financial indicators with what is planned to be delivered over the ten years

The financial statements include the following:

- + Comprehensive Income Statement
- + Balance Sheet
- + Statement of Equity
- + Statement of Cash Flows
- + Statement of Capital Works
- + Statement of Cash Flows
- + Statement of Capital Works
- + Statement of Human Resources
- + Measuring our Performance

## Draft 2021-2031 Financial Plan - survey

Do you have any further feedback or suggestions for the Draft 2021-2031 Financial Plan?

Next

## Timeline

- ✓ Community Consultation  
Mid 2020 - Early 2021
- ✓ Community Panel - Deliberative Engagement  
22 June 2021
- ✓ Community check in on draft plan  
Tell us what you think of the Draft Plan!  
Closes 5pm 28 September 2021
- ★ Review Feedback  
September - October 2021
- ☆ Council Meeting  
Adoption of the Plan  
September - October 2021
- ☆ Council Meeting  
Adoption of the Plan  
11 October 2021

[See less](#)

## Who is listening?

If you have any questions or would like to chat about the draft 2021-2031 Financial Plan, please contact us below:

### Simone Wickes

Manager Financial and Corporate Planning

Email: [info@frankston.vic.gov.au](mailto:info@frankston.vic.gov.au)

Phone: 1300 322 322

Please email us if you would like to receive a printed copy.

## ACKNOWLEDGEMENT OF COUNTRY

Frankston City Council acknowledges and pays respect to the Bunurong People, the Traditional Custodians of these lands and waters.



Social media posts – 30 June-8 September 2021





**Boost Post**

**Planning progress** 🗣️ Last week, 15 Community panel members

June 30, 2021 at 8:30 AM  
ID: 162491419246400

**Interactions**

👍 4 Reactions    💬 0 Comments    ➦ 0 Shares

**Overview**   Performance   Feed Preview

**Performance**

Reach 1		Engagements 1		Negative Interactions 1	
Total		Reactions		Total	
<b>265</b>		<b>4</b>		<b>1</b>	
Organic	265 (100%)	Comments	0	Unique	
Paid	0 (0%)	Shares	0		

View Details

**Frankston City Council**  
 Published by Falcon.io · September 8 at 12:35 PM · 🌐

**👉 Draft Financial Plan 2021-2031**

We are encouraging you to review our draft 10-year financial plan and tell us what you think 🗨️ by heading to <https://fal.cn/3i2hZ>

The proposed long-term Financial Plan was prepared following significant consultation with the community, elected Members and Council staff 🙌

Read more about the vision and focus behind our proposed Financial Plan, here: <https://fal.cn/3i2hY>

📅 Feedback Closes at 5pm on 28 September 2021.

#FrankstonCity #MediaRelease #FinancialPlan #Vision #FuturePlanning



FRANKSTON.VIC.GOV.AU

**Have your say on Frankston City Council's 2021-2031 Financial Plan**

👍 9 5 Comments 3 Shares

**Boost Post**

**👉 Draft Financial Plan 2021-2031** We are encouraging yo  
 September 8, 2021 at 12:35 PM  
 ID: 208664871295721

Interactions

👍 14 Reactions    💬 5 Comments    ➦ 3 Shares

**Overview**    Performance    Feed Preview

**Performance**

Reach 📍		Engagements 📍		Negative Interactions 📍	
Total	<b>2,455</b>	Reactions	<b>14</b>	Total	<b>0</b>
Organic	2,455 (100%)	Comments	5	Unique	
Paid	0 (0%)	Shares	3		

[View Details](#)