Frankston City

Council and Wellbeing Plan

2025–2029

Welcome to Frankston City

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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Information provided in this plan was correct at the time of publication.

Message from the Councillors

As your elected representatives for Frankston City, we're proud to present the *Council and Wellbeing Plan 2025–2029*. This important document will guide the priorities of Council over the next four years and outline how our success will be measured.

As a newly elected Councillor team, we've worked hard to ensure your needs —identified through months of extensive consultation—are clearly reflected in the goals set out in this plan.

We engaged with more than 1,300 community members through broad and inclusive engagement activities and convened a representative panel of 39 community members to shape that feedback into clear goals and priorities. The result is a bold, robust and inclusive plan.

This plan aligns to a renewed Frankston City Community Vision 2040, based on your aspirations for the kind of city you want Frankston to be. The four key themes—**Healthy and Inclusive Communities, Natural Environment, Connected Places and Economy and Council Performance and Leadership**—reflect the areas that matter most to our community and have shaped the strategic outcomes we aim to achieve in this plan.

Through this plan, we are building on the important work of the previous Council, which delivered a range of transformational programs, including the *Frankston Metropolitan Activity Centre Structure Plan* and the *Nepean Boulevard Revitalisation Masterplan*. This Council is committed to the ongoing revitalisation of our city and to our mission of making Frankston the number one place to live, work and visit in Victoria.

For the first time, this strategic document also integrates the *Municipal Health and Wellbeing Plan*. We want everyone—of all ages—to live, work and play through healthy, active lifestyles. Council plays a key role in enabling this, through access to community health services, early years education, sport and recreation, active transport options and our abundance of open spaces.

By embedding health and wellbeing across our strategic outcomes, the 2025–2029 plan ensures that community wellbeing is at the heart of everything we do—with clear goals, actions and measures to hold us accountable.

As we step into the second half of the decade, we are navigating a more complex and uncertain world. Economic challenges, political shifts and cost-of-living pressures are affecting communities both across Australia and globally and our Local Supports Package aims to give back to our community by supporting those who are doing it tough.

For Council, this makes financial sustainability, accountability and good governance more important than ever. As your Councillors, maintaining your trust is vital. We remain committed to transparent decision-making and keeping you informed through regular updates and reporting.

We look forward to working with you to deliver on the priorities set out in this plan—and to enabling Frankston City and everyone within it, to fully realise their true potential.

Frankston City Councillors

Message from the Chief Executive Officer

I am proud to present the *Council and Wellbeing Plan 2025–2029* — our roadmap for the next four years. This plan reflects the aspirations of our community and the strategic direction of Frankston City Council, underpinned by our strong commitment to financial sustainability.

Most importantly, it highlights the vision and commitment of our new Councillors, who bring with them unique perspectives, passions and experiences. Since coming to Council, our elected members have undertaken a significant journey, building on their existing understanding of what matters to our community and translating that into clear and measurable goals for the term that lies ahead.

The plan represents an exciting new chapter for our city, building on the momentum of our city's ongoing transformation and revitalisation, while ensuring our infrastructure and services address the needs of everyone within our community.

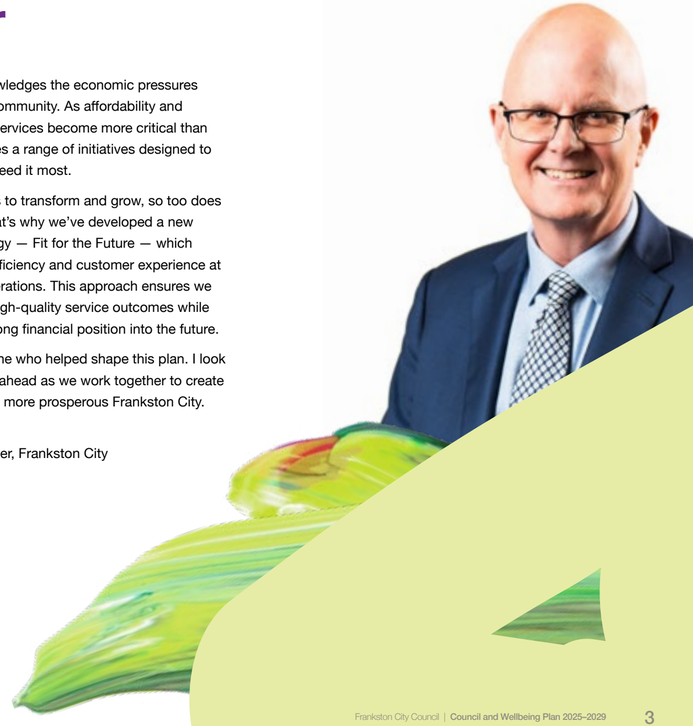
With the inclusion of the *Municipal Health and Wellbeing Plan* for the first time, this document also recognises that a community can only be as healthy as the people within it and identifies a range of health and wellbeing priorities focused around resilience, inclusivity and community safety. A city where everyone can feel valued, respected and able to thrive.

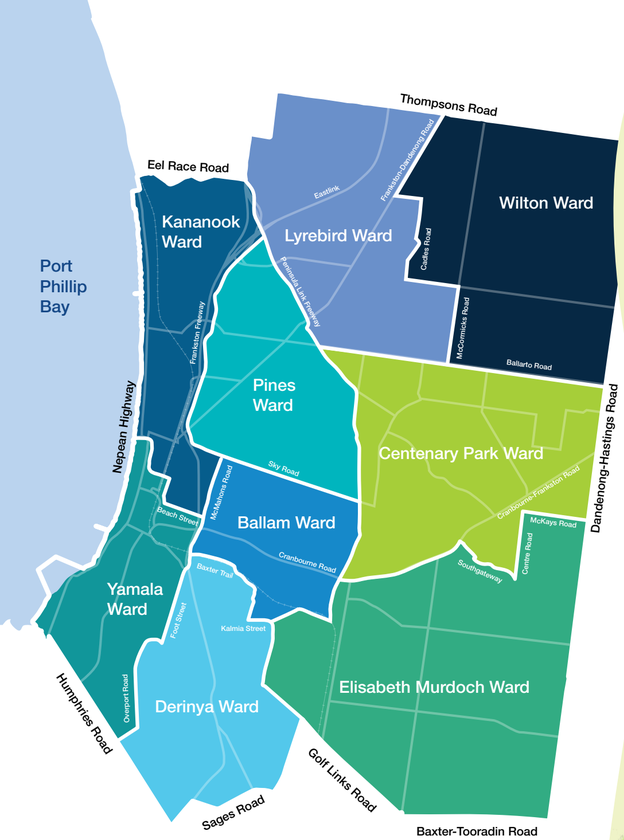
The plan also acknowledges the economic pressures facing many in our community. As affordability and access to essential services become more critical than ever, this plan outlines a range of initiatives designed to support those who need it most.

As our city continues to transform and grow, so too does our organisation. That's why we've developed a new organisational strategy — Fit for the Future — which places innovation, efficiency and customer experience at the centre of our operations. This approach ensures we continue to deliver high-quality service outcomes while safeguarding our strong financial position into the future.

Thank you to everyone who helped shape this plan. I look forward to the years ahead as we work together to create a healthier, fairer and more prosperous Frankston City.

Phil Cantillon
Chief Executive Officer, Frankston City





Councillors, wards and the role of local government

Our Councillors and wards

Frankston City Council is divided into nine wards with one councillor elected to represent each ward. Frankston City transitioned to this single-councillor ward structure in October 2024, following the electoral structure review mandated by the *Local Government Act 2020* (the Act).

Councillors were elected in November 2024 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.

Cr Brad Hill JP
Derinya Ward
0438 212 426
crhill@frankston.vic.gov.au

Cr Emily Green
Kananook Ward
0439 374 681
crgreen@frankston.vic.gov.au

Cr Nathan Butler
Yamala Ward
0497 918 095
crbutler@frankston.vic.gov.au

Cr Cherie Wanat
Elisabeth Murdoch Ward
0439 610 895
crwanat@frankston.vic.gov.au

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

Cr Steffie Conroy
Lyrebird Ward
0438 743 440
crsconroy@frankston.vic.gov.au

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

Cr Michael O'Reilly
Centenary Park Ward
0472 904 323
croreilly@frankston.vic.gov.au

Cr Sue Baker JP
Pines Ward
0438 145 842
crbaker@frankston.vic.gov.au

The role of local government

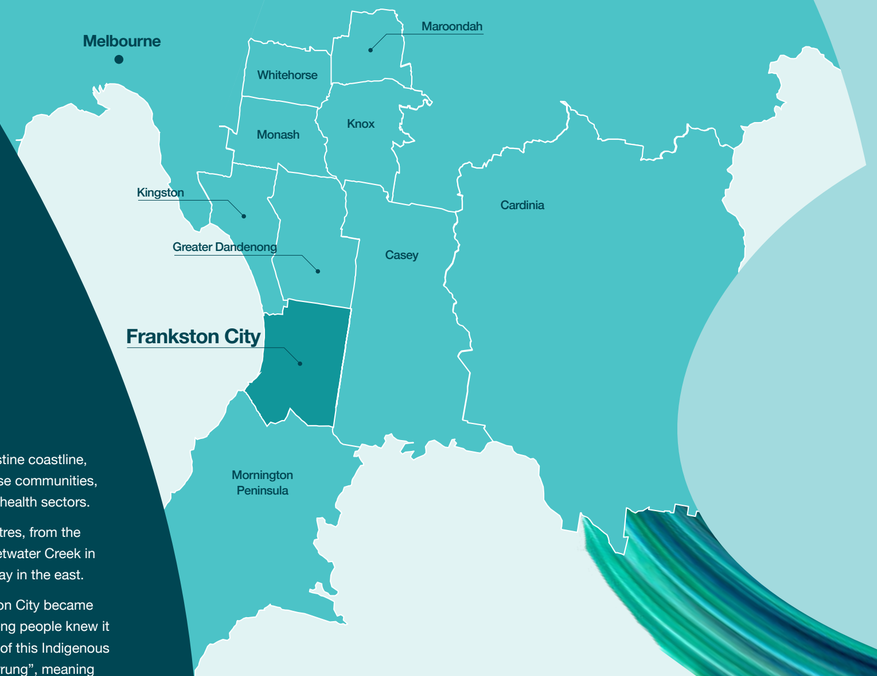
Australia has three levels of government: federal, state and local. The **federal government** looks after the whole of Australia, **state governments** look after individual states and territories and **local governments** – such as Frankston City Council – look after designated areas within each state. Local government organisations 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.

Frankston City and our community



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

Frankston City is made up of the suburbs of Carrum Downs, Frankston, Frankston North, Frankston South, Langwarrin, Langwarrin South, Sandhurst, Seaford and Skye.

Our location is second to none, commanding centre stage between Melbourne's urban metropolis and the tranquil Mornington Peninsula. Frankston is one of the very few blended bush-bay-cities, a major drawcard for our community and visitors alike.

The city is currently home to an estimated 142,826 residents, which is expected to grow to 162,673 by 2041.

Frankston City is recognised for its pristine coastline, natural reserves, vibrant lifestyle, diverse communities, growing business, arts, education and health sectors.

Covering an area of 131 square kilometres, from the Seaford Wetlands in the north, to Sweetwater Creek in the South and the Western Port Highway in the east.

For thousands of years before Frankston City became known by its current name, the Bunurong people knew it as Monmar, a sacred place. The name of this Indigenous Australian tribe comes from "Boon wurrung", meaning "coast people".

Frankston City in a snapshot

Frankston City Council provides almost 100 valued services to our customers and community across the following areas:

- Arts and culture
- Asset management
- Biodiversity and open space
- City planning
- Climate change action
- Community development
- Community health
- Community safety
- Council strategy and performance
- Customer service and experience
- City growth and investment
- Financial management
- Governance
- Integrated water
- People, culture and workforce management
- Sport and recreation
- Transport connectivity
- Technology and information
- Waste circularity

Council maintains

451 buildings

129 playspaces

716 km of roads

154 sporting grounds

464 open space reserves

944 km of footpaths

167 playgrounds

78 km of shared paths

959 km of stormwater drains

About our city

800,000+
people visit our city per annum

54,633
jobs in Frankston City

$500 million
private development approved in 2023

Top 50
global university – Monash University's Peninsula Campus

160+
businesses with greater than $10 million annual turnover

$1 billion+
state and federal governments investment since 2019

27%
tree canopy coverage in the municipality in 2023/24

About our community

Frankston City has an ageing population, with a projected increase of

44%
for those aged 60+ between 2021 and 2041

142,826
people live in Frankston City

1.3%
of people identify as Aboriginal and Torres Strait Islander

29%
of households are families with children

39 years
median age

21%
of people were born overseas

785
people are estimated to be experiencing homelessness

51%
of people are women

7.3%
of people identify as LGBTQIA+

46%
of people work and live in Frankston City

About this plan

Council is required to prepare a new Council Plan every four years following local elections and make sure that it complies with the *Local Government Act 2020*.

For the first time, Council have combined the **Municipal Health and Wellbeing Plan** with the **Council Plan** to create the integrated **Council and Wellbeing Plan 2025–2029**.

Over the next four years, this plan will help Council continue to democratically represent the local community and their evolving needs and it'll guide how Council will protect, improve and promote public health and wellbeing within the community.

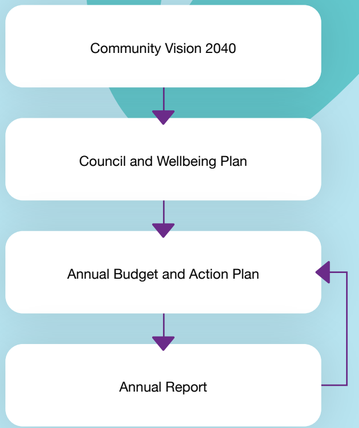
Developing, implementing and monitoring the plan

The **Council and Wellbeing Plan** is structured around four Strategic Outcomes, each directly aligning with the themes of the **Community Vision 2040**.

Each Strategic Outcome is supported by various Strategic Objectives, services and strategies that will be implemented to achieve these outcomes. Additionally, Strategic Indicators are included to measure our progress and success.

The operational delivery of the Council and Wellbeing Plan over its four-year term is supported by the development of an annual **Action Plan**. This Action Plan is developed with a strategic vision, highlighting key initiatives that align with each Strategic Objective. It is backed by the annual **Budget**, ensuring financial sustainability in the implementation of the planned initiatives.

Accountability is maintained through our **Annual Report**, which includes a detailed report of operations. This report outlines the progress on initiatives and Strategic Indicators, ensuring that our ongoing monitoring and evaluation strategically inform the development of the next year's Action Plan.



Strategic planning

Integrated Planning and Reporting Framework

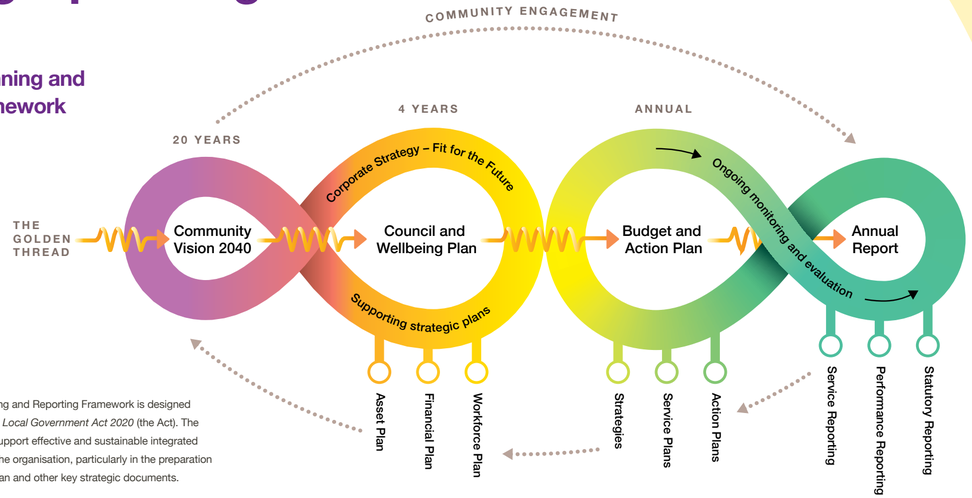


Figure A: The Integrated Planning and Reporting Framework is designed to meet the requirements of the *Local Government Act 2020* (the Act). The Act introduces principles that support effective and sustainable integrated planning and reporting across the organisation, particularly in the preparation of the Council and Wellbeing Plan and other key strategic documents.

The Frankston City Council's **Integrated Planning and Reporting Framework (IPRF)** (Figure A) ensures that service delivery outcomes across the organisation align with the community's vision and aspirations through the **Council and Wellbeing Plan** and annual **Budget and Action Plan.** At the heart of the IPRF is the **Community Vision 2040**, which provides an aspirational description of the community's desired future for the municipality.

As illustrated in Figure A, the IPRF integrates all key strategies and plans through the **'Golden Thread'**, connecting them to the Community Vision. It also demonstrates the Council's commitment to engaging with the community at all levels of the framework, as required by the Act.

Corporate strategy: Fit for the Future

The Fit for the Future strategy is a bold transformation program designed to enhance the way our Council operates, ensuring long-term financial sustainability and better services for our community. By focusing on innovation, efficiency and a strong customer experience, we are committed to delivering a future-ready Frankston that remains a great place to live, work and visit.

Health and wellbeing planning

Most people in Frankston City are living in relatively good health. However, there are key issues that are impacting local health and wellbeing outcomes, with some health status indicators showing poorer results compared to the Victorian average.

Health and wellbeing community snapshot

	Frankston City	Victoria
Meet physical activity guidelines	34%	35%
Smoke tobacco daily	18%	10%
Above a healthy weight	30%	23%
Consume sugary drinks every day	40%	34%
Report fair/poor health	34%	21%
Report having a disability	33%	20%
Have at least one long term health condition	18%	10%
Have sought help for a mental health issue	25%	20%
Report high levels of psychological distress	27%	23%
Experience loneliness	30%	23%
Feel valued by society	39%	47%
Ran out of food and couldn't afford to buy more	13%	8%

● Significantly different to the Victorian average – where the difference between the two results is not due to chance alone.

***Sources:** ABS Census 2021 and Victoria Population Health Survey 2023.

More detailed health and wellbeing data can be found here: frankston.vic.gov.au/wellbeingprofile

Our commitment to health and wellbeing

By combining the **Council Plan** and **Municipal Health and Wellbeing Plan** to create this integrated **Council and Wellbeing Plan**, we're ensuring our community and their health and wellbeing is at the heart of everything we do. This approach lays the foundation for our commitment to creating healthy environments that support our residents to thrive at every stage of life.

Over the next four years, the Council and Wellbeing Plan will guide how Frankston City Council will protect, improve and promote public health and wellbeing in the community, as required by the *Victorian Public Health and Wellbeing Act 2008.*

Council's role in health and wellbeing

Local government plays an important role in supporting community health and wellbeing through high quality services and facilities, well-planned neighbourhoods, sustainable management of the natural environment and support for a thriving economy. Access to community health services, early childhood education, parks and open spaces, sports and recreation opportunities, sustainable transport, arts and culture and inclusive community programs all contribute to a healthier and more connected community.

Health outcomes are shaped by social determinants, such as education, employment, income, social connections, access to parks and public spaces, safe and secure housing and healthcare. Addressing these factors is essential for reducing disparities and promoting fairer health outcomes.

Through the Strategic Outcomes outlined in this plan, Council will implement initiatives that address these determinants and improve community health and wellbeing. By understanding the direct connection between Council's services and community health and wellbeing, we can take a more targeted, strategic approach to delivering meaningful outcomes and measurable change.

The Strategic Initiatives in the annual Budget and Action Plan that contribute to the health and wellbeing of our community are marked with this symbol:

Progress will be monitored with the involvement of our community and using key indicators aligned with the **Victorian Public Health and Wellbeing Outcomes Framework**, supported by an up-to-date local **Health and Wellbeing Community Profile**.

Our commitment to working in partnership

We recognise that improving community health and wellbeing requires a collaborative, whole-of-community approach. Our Council and Wellbeing Plan reflects our commitment to working in partnership to create and improve the environments that promote health and wellbeing. To effectively implement this plan and achieve our health and wellbeing priorities, we will work in a coordinated and collaborative way with a diverse range of partners, including:

- Aboriginal community organisations, including the Bunurong Land Council Aboriginal Corporation
- Community health services, including Peninsula Health, Women's Health in the South East, South East Public Health Unit and South East Melbourne Primary Health Network
- Government agencies, such as the Department of Health, Department of Families, Fairness and Housing and neighbouring local councils
- Not-for-profit organisations and community groups, including neighbourhood houses, gathering places and sporting clubs
- Victoria Police and other essential services

By strengthening these partnerships, we can deliver coordinated and impactful initiatives that support the health and wellbeing of our community.

Planning lenses guiding our work

Life course approach

A life course approach is a way of thinking about health and wellbeing that looks at how experiences and factors over the course of a person's life impact their health outcomes. This approach promotes good health and wellbeing at every stage of life and addresses health inequities that may emerge over the life course. This recognises that initiatives should be tailored to fit the specific needs of people at different life stages and considers how earlier life experiences can influence later health outcomes.

Health equity approach

This approach recognises that health outcomes are influenced by the environments in which people are born, live, work and age and that not everyone has the same opportunities to achieve good health. Health inequities are unfair and avoidable differences in health outcomes between groups, is often driven by factors such as geographical location, income levels and social conditions. These factors, known as the social determinants of health, are a significant contributor to health inequalities (See Figure B).

A key challenge for local government is ensuring that all community members have equitable opportunities to achieve and maintain good health. This requires fair access to services, programs, facilities and open spaces that promote health and wellbeing.

By embedding prevention at the heart of decision-making, Council can drive meaningful, long-term improvements and foster a healthier, more inclusive community.

Figure B: Social determinants of health over the life course

Intersectional gender approach

An intersectional gender approach to health planning recognises that health outcomes are shaped by biological sex differences, gender identity and the social, economic and cultural factors that intersect with a person's identity. This approach acknowledges that individuals may experience multiple and overlapping forms of discrimination – such as racism, sexism, homophobia, ageism and ableism – which contribute to unequal treatment and health disparities.

For example, research shows that two in three women experience gender-based discrimination when accessing healthcare, including having their symptoms dismissed or receiving inadequate treatment. These challenges are often intensified for women who experience additional forms of marginalisation —such as those who are culturally and linguistically diverse, live with disability, have low incomes, or identify as LGBTQIA+—who may face multiple, overlapping barriers to quality care and their overall health outcomes.

By examining how different identities and experiences intersect to influence health outcomes, an intersectional approach ensures that initiatives are designed to promote health equity and remove barriers, particularly for those most marginalised or facing multiple forms of disadvantage. Population groups that are at risk of poorer health outcomes that this approach will assist include:

- Aboriginal and Torres Strait Islander peoples
- Older people
- People from culturally and linguistically diverse backgrounds
- People from lower socioeconomic groups
- People who identify as LBGTQIA+
- People with a disability
- Women

Our Health and Wellbeing Priorities

Our Health and Wellbeing Priorities align with the Community Vision, community engagement findings and the latest data and research, ensuring they reflect what matters most to our community. Achieving the best possible health and wellbeing outcomes for our community requires a collective approach, which is why our priorities align closely with the **Victorian Public Health and Wellbeing Plan 2023–2027** and involve working in partnership.

These priorities are also shaped by the *Climate Change Act 2017 and the Gender Equality Act 2020*, embedding community resilience to climate change and gender equality within our Strategic Objectives. Additionally, a **Gender Impact Assessment** has informed this plan, reinforcing our commitment to equitable health and wellbeing outcomes. The priorities also align with the **Municipal Planning Strategy**, ensuring that land use planning and development contribute to a healthy and sustainable community that promotes environments and lifestyles that support wellbeing.

How our plan aligns with the priority areas in the Victorian Public Health and Wellbeing Plan 2023–2027:

- Increasing healthy eating
- Increasing active living
- Improving wellbeing
- Preventing all forms of violence
- Reducing harm from tobacco and e-cigarette use
- Reducing injury
- Improving sexual and reproductive health
- Tackling climate change and its impact on health

Health and Wellbeing Priority 1

Healthy, Active and Resilient Communities

Focus

Good health, active lifestyles, nutritious food and the ability to adapt to a changing climate.

- Opportunities for walking, cycling and active travel
- Access to public open spaces, play spaces and recreation facilities
- Access to nutritious food and food security
- Community resilience to climate change to ensure long-term health and wellbeing

Key health and wellbeing issues

Over half of adults are at an unhealthy body weight, with above average levels of heart disease and type 2 diabetes and higher than average rates of food insecurity. Climate change impacts health including respiratory diseases, allergies, asthma, food security and nutrition.

What we heard from our community

"In a connected, engaged society, connections via footpaths and bike paths are vital. This also reduces greenhouse gases."

"Community is a big priority for me. More footpath networks and bike trails are important. As you can get places and be active in the community."

Feel safe in parks and open spaces		Heart disease prevalence	
Women	Men	Women	Men
28.3%	38.2%	3.3%	5.2%

Walk or cycle to work		Asthma prevalence	
Women	Men	Women	Men
1.3%	1.4%	11.6%	9%

***Sources:** ABS Census 2021, Frankston City Community Satisfaction Survey 2024 and Victorian Population Health Survey 2023.

Health and Wellbeing Priority 2

Engaged, Connected and Inclusive Communities

Focus

Mental wellbeing, social connection and inclusion.

- Opportunities for social connection
- Feeling valued and sense of belonging
- Volunteerism and community involvement
- Employment and housing
- Reduction of health inequities, poverty and disadvantage
- Connection to nature, arts and culture

Key health and wellbeing issues

There are high proportions of people, especially women, living with long-term mental health conditions. There are also increasing levels of psychological distress and loneliness and socioeconomic disadvantage as well as increasing rates of homelessness and rental stress.

What we heard from our community

"Any increased investment in gender equality, inclusion, volunteering, mental wellbeing and safety will deliver so many benefits to individuals, families, community – now and into the future."

"(It is) important to have opportunities and events where you are out in the community with First Nations people, learning about their different cultures."

Poverty rate		Increase in homelessness
Women	Men	2016-2021
13.7%	10.4%	14.8%

Long-term mental health conditions		Unemployment rate	
Frankston City	Victoria	Frankston City	Victoria
11.6%	8.8%	4.6%	5.0%

***Source:** ABS Census 2021 and Victorian Council of Social Service 2021 (VCOSS).

Health and Wellbeing Priority 3

Safe, Respectful and Equal Communities

Focus

Living free from violence, discrimination and preventing harm from tobacco, alcohol, drugs and gambling.

- Gender responsive policies and programs
- Positive childhood development and healthy family relationships
- Respect and value of diversity
- Safe, vibrant and welcoming public spaces
- Reduction of harm from alcohol, other drugs and gambling
- Smoke-free environments

Key health and wellbeing issues

Frankston City has the highest rate of family violence in metropolitan Melbourne, higher than average smoking rates, high rates of alcohol related ambulance attendances and significant gambling losses reported per person.

What we heard from our community

"Safety is paramount. A safe environment will enable a strong communal bond which will lead to a sense of belonging and wellness."

"Reduction in domestic violence, alcohol and gambling and an increase in people's health and feeling of safety."

Rate of family violence incidents recorded by Victoria Police
2024 (per 100,000 population)

Women	Men
2,135.5	1,503.8

Rate of alcohol related ambulance attendances
2022–2023 (per 100,000 population)

Women	Men
383.82	560.82

Money lost to Electronic Gambling Machines
2023–2024
$65.8m

People who experienced discrimination
2023
15.5%

***Sources:** Crime Statistics Agency 2024, Turning Point AODStats 2023, Victorian Gambling and Casino Controll Commission 2024 and Victorian Population Health Survey 2023

How this plan was developed

Community engagement

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

Community Engagement Policy

Council adopted a revised version of their Community Engagement Policy in February 2025, which sets out how we will engage our community when planning for matters that may impact and interest them.

The policy establishes our commitment to engaging and collaborating with our diverse local communities to better understand and incorporate their different views, experiences and expertise into our decision-making.

The policy includes the following six engagement principles:

1. Purpose
2. Informed
3. Representative
4. Influenced
5. Supported
6. Report

Engaging our community

Engagement for the Community Vision and Council and Wellbeing Plan took place between March 2024 and May 2025 over three stages:

- **Stage 1: Broad engagement with community and stakeholders (March to May 2024)** – Was used to understand community and stakeholder sentiment and priorities for the Community Vision, Council and Wellbeing Plan, Financial Plan and Asset Plan.
- **Stage 2: Deliberative engagement (September to November 2024)** – The Community Panel reviewed the Community Vision (over two workshops) and made recommendations for the Council and Wellbeing Plan, Financial Plan and Asset Plan (over three workshops). Deliberative engagement was carried out in accordance with the legislative requirements of the *Local Government Act 2020*.
- **Stage 3: Reporting back and exhibiting the draft Council and Wellbeing Plan (April to May 2025)** – Community and stakeholders reviewed the draft Council and Wellbeing Plan and had a further opportunity to comment on whether it met their needs and aspirations, as identified in earlier stages of engagement.

Council engaged with the community through a range of activities, including:

- Online surveys and polls
- Community pop-ups and intercept surveys
- Stakeholder workshops
- Staff workshops
- Children's activities
- The Community Panel

Overall, Council engaged with over 1,300 people, who represented Frankston City's diverse demographic makeup and received more than 3,700 free text comments about Council services.

The Community Panel

In 2024, residents were invited to express interest in participating in a deliberative Community Panel. The expression of interest process was promoted during pop ups, intercept surveys, online, social media, emails, newspapers, newsletters, workshops and delivery of postcards to residents. Council received expressions of interest from 110 people. An independent consultant – Conversation Co – recruited 44 panel members, using a stratified sampling approach to ensure the panel represented the demographic makeup of the Frankston City community.

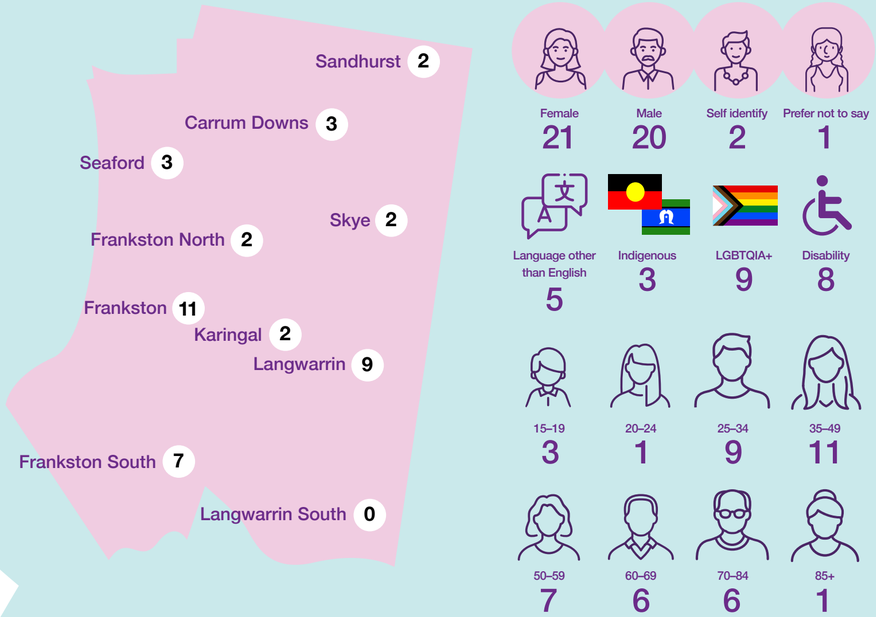
Council and its independent consultants ensured that the Community Panel were informed and supported to deliberate on the Community Vision, Council and Wellbeing Plan, Asset Plan and Financial Plan. The panel thoughtfully weighed up options, discussed issues in-depth and ultimately made decisions and recommendations with consensus. In the end, 39 panel members actively participated in five workshops, including considering broader community feedback, listening to subject matter experts and respectfully discussing experiences, ideas and options.

The panel decided to make changes to the existing Community Vision and agreed on a revised Community Vision statement and aspirations. The four new Vision Themes that the Community Panel developed have been aligned with the Council and Wellbeing Plan as the Strategic Outcomes that Council will deliver in the next four years. The Community Panel also made recommendations for priorities and actions for the Council and Wellbeing Plan, Asset Plan and Financial Plan.

Council commits to ensuring that initiatives identified in each annual Action Plan continue to represent what our Community Panel expects to see, hear or change as Council works towards delivering each of the four aspirations between 2025–2029.

For the full engagement report, check out: engage.frankston.vic.gov.au/your-vision-frankston-city

Figure C: Represents the demographic data voluntarily provided by the Community Panel members who were recruited.



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.

Our Community Vision

"Frankston City is a safe, inclusive and caring community in which to live, work and play. Our vibrant coastal City is clean, leafy, environmentally responsible, well planned, accessible and innovative for a changing future. We are proud, engaged and connected."

Theme 1

1

Healthy and Inclusive Communities

Aspiration for 2040

Frankston City is a place for everyone to feel proud, safe, healthy and supported in wellness. All people are recognised, supported, respected and celebrated. Our green spaces, quality health services, social support, education and community groups are accessible and inclusive. We recognise and respect the heritage and history of our First Nations peoples.

Theme 2

2

Natural Environment

Aspiration for 2040

Frankston City is committed to balancing the enjoyment of the environment with robust and sustainable land management. The community is educated on how to care for the environment and the protection of biodiversity and the health of natural spaces is promoted. Climate change is being actively addressed and our integrated water systems are future proofed against the challenges of our coastal region. Waste management is transparent and innovative.

Theme 3

3

Connected Places and Economy

Aspiration for 2040

Frankston City is a thriving, prosperous, safe place, where people love to live, study, work and visit. Public spaces provide an extensive range of cultural, artistic and recreational pursuits. Frankston City nurtures and attracts innovation and investment and is known for its diverse educational and business opportunities. It's well connected, with a network of easy to access, progressive and resilient infrastructure.

Theme 4

4

Council Performance and Leadership

Aspiration for 2040

Frankston City Council communicates honestly and transparently with our communities and advocates for people of all abilities and backgrounds. Council is trusted and well governed and uses its resources in an accountable and sustainable manner. Councillors and Council work as a team to prioritise the community's interest through programs of ongoing engagement and use its resources in an accountable and sustainable manner.

Strategic Outcomes

The Strategic Outcomes provide direction for Frankston City Council and align with the four themes developed by our community in the **Community Vision 2040**. These outcomes focus our efforts over the next four years, ensuring that we prioritise our resources effectively to achieve the right results.

Strategic Outcome 1:

Healthy and Inclusive Communities

Improve community health, safety and wellbeing by reducing harms and promoting healthy lifestyles. Strengthen resilience, inclusiveness and enrich culture and diversity.

Our community told us what's important to them…

- Accessible recreational opportunities for all ages and abilities
- Safety of public spaces and roads
- Mental wellbeing, prevention of family violence and homelessness
- Gender equality and foster a respectful, inclusive community
- Volunteerism and collaboration among local services and groups

Strategic Outcome 2:

Natural Environment

Promote sustainability through bold action and leadership on climate change, while protecting and enhancing Frankston City's natural and built environments.

Our community told us what's important to them…

- Green spaces and balancing development with environmental sustainability
- Sustainable land and tree management to support native plants, wildlife and easy maintenance
- Mental health, tourism and community wellbeing through access to natural spaces
- Reducing greenhouse gas emissions through innovative solutions
- Waste management systems to encourage community participation and better practices

Strategic Outcome 3:

Connected Places and Economy

Enhance liveability by improving access to and revitalising Frankston City's places and spaces. Foster a thriving economy by creating jobs and opportunities to build a skilled and educated community that supports sustainable and diverse industries.

Our community told us what's important to them…

- Welcoming, accessible public places that celebrates our cultural identity
- Equitable and accessible recreation facilities and community centers
- Strengthened pride and belonging through festivals, cultural programs, community events and public art
- Safe and well-connected pedestrian and public transport networks that link to key services and public places

Strategic Outcome 4:

Council Performance and Leadership

A forward-thinking and responsive council that values community input, committed to optimising services, ensuring robust governance and making sustainable decisions.

Our community told us what's important to them…

- A diverse range of regular community engagement opportunities
- Community involvement and build trust through inclusive and transparent decision-making that reflects community interests
- Council decision-making, financial management and local projects
- Streamline customer service for complaints, maintenance and service requests
- Diverse communication channels to improve reach

Strategic Outcome 1:

Healthy and Inclusive Communities

How this outcome contributes to health and wellbeing

Council is committed to building healthy and inclusive communities where everyone feels safe, valued and empowered to thrive at every stage of life. Our Local Support Package aims to give back to our community supporting those who need it most.

By enhancing community health initiatives, creating safe and welcoming public spaces and fostering meaningful social connections, Council will promote wellbeing, celebrate diversity and strengthen the foundations of a healthy community. Council will partner with others to support healthy and active lifestyles through accessible sports and recreation opportunities, promoting nutritious and secure food environments and community development programs that prioritise inclusion and equity. Council will also strive to foster a safe, respectful and connected community where everyone can participate fully in community life. Through these efforts, Council will contribute to a more engaged, connected and inclusive community for all.

Services and Strategic Documents

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

Services	Key Strategic Documents
Community health Enhancing the health and wellbeing of individuals, families and the community by empowering them to grow and thrive through accessing supports and services.	✓ Healthy, Secure and Sustainable Food Action Plan ✓ Kindergarten Partnership Strategy 2024–2036
Community development Building resiliency and strength in the community through the broad delivery of inclusive and accessible activities, services, campaigns, partnerships and community spaces.	✓ Disability Action Plan ✓ Family Violence Prevention Action Plan ✓ Frankston Youth Action Plan ✓ Positive Ageing Action Plan ✓ Reconciliation Action Plan ✓ Libraries Action Plan ✓ Arts and Culture Strategic Plan
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.	✓ Community Local Law ✓ Domestic Animal Management Plan (DAMP) ✓ Safer Communities Strategy 2023–2033 ✓ Young Street Action Plan
Sport and recreation Encouraging people to be active through access to a diverse range of sport and leisure activities, whilst supporting sporting clubs and their use of facilities to ensure they are fit for purpose and accessible to all.	✓ Active Leisure Strategy 2021–2029 ✓ Fair Access to Sport Policy and Action Plan ✓ Peninsula Leisure Strategy

Strategic Objectives and Strategic Indicators

Council has identified the following Strategic Objectives and Strategic Indicators for the next four years:

Code	Strategic Objective	Strategic Indicators
1.1	Encourage healthy, active and skilled communities by providing supportive, accessible and inclusive services and spaces where everyone feels welcome, valued and respected.	✓ Aquatic and leisure facilities ✓ Accessible community services ✓ Local connections and belonging
1.2	Improve wellbeing by strengthening social connection, respect, value of diversity and gender equality.	✓ Connections and belonging ✓ Inclusivity and accessibility ✓ Cultural inclusivity
1.3	Support and strengthen positive early childhood development by fostering strong foundations in education and health, ensuring children can thrive.	✓ Maternal and Child Health services ✓ Children services
1.4	Support community safety and wellbeing for everyone who lives, visits, works or does business in Frankston City.	✓ Animal Management ✓ Public health/Food safety ✓ Alcohol and illicit drugs

Strategic Outcome 2:
Natural Environment

How this outcome contributes to health and wellbeing

The natural environment is essential to our community's health and wellbeing. By protecting and enhancing biodiversity, maintaining quality open spaces and responding to climate change, Council will support our community to foster a deeper connection with nature and enjoy the co-health benefits that improve physical health and mental wellbeing.

Enhancing open spaces for nature-based recreational activities, relaxation and social connection, promoting whole-of-community approaches to environmental sustainability and strengthening resilience to climate change will ensure our community remains healthy and well into the future. Through these efforts, Council will actively contribute towards a healthy, active and resilient community for generations to come.

Services and Strategic Documents

Council delivers a wide range of services, programs and infrastructure to enhance the sustainability and enjoyment of Frankston City's natural and built environments, including:

Services	Key Strategic Documents
Biodiversity and open space Ensuring the natural environment is protected and enhanced to provide safe, diverse and engaging open spaces and natural reserves for the community while supporting biodiversity values to sustain our unique flora and fauna.	✓ Biodiversity Action Plan ✓ Urban Forest Action Plan ✓ Coastal and Marine Management Plan
Climate change action Managing Council's climate change response and supporting the community to mitigate impacts, build resilience and manage vulnerabilities.	✓ Climate Change Strategy 2023–2030
Integrated water Council provides stormwater protection for property, assists the community to enjoy healthy waterways and provides leadership and support for the sustainable use of water resources and protection of the environment.	✓ Frankston City Integrated Water Action Plan ✓ Frankston Drainage Strategy
Waste circularity Demonstrate leadership in providing solutions to conserve resources, divert waste from landfill and educate and enable the Frankston City community to reduce waste through avoidance, reduction, sharing, resale and reuse.	✓ Waste Circularity Plan 2023–2030 ✓ Circularity Roadmap ✓ Aftercare Management Plan

Strategic Objectives and Strategic Indicators

Council has identified the following Strategic Objectives and Strategic Indicators for the next four years:

Code	Strategic Objective	Strategic Indicators
2.1	Enhance, protect and regenerate Indigenous vegetation and biodiversity within Council's reserves to improve ecosystem resilience.	✓ Open space and natural reserves satisfaction ✓ Tree canopy
2.2	Sustain progress towards our science-based emissions reduction target by 2030 and build the capacity and resilience of our community to adapt to the challenges caused by climate change.	✓ Greenhouse gas emissions ✓ Council responsibility towards environment
2.3	Encourage participation in environmental volunteering and opportunities for environmental education.	✓ Environmental programs and events
2.4	Take a collaborative approach with state agencies to sustainably manage our stormwater and drainage assets, reducing impacts to our community and natural waterways.	✓ Litter prevented from entering waterways
2.5	Support the local circular economy through waste and resource efficiency programs, education and services.	✓ Kerbside collections ✓ Waste to landfill

Strategic Outcome 3:

Connected Places and Economy

How this outcome contributes to health and wellbeing

A well-connected and liveable city with a thriving economy forms the foundation for a healthy and resilient community.

Through city planning, investment in sustainable transport and a strong focus on arts and culture, Council contributes to vibrant, safe and connected communities that fosters wellbeing for all. Through enhancing connections between key destinations to encourage active travel and improving road safety, we can reduce the risk of injury and create safer and more accessible built environments that support active and healthy lifestyles. Well-designed public spaces will encourage social interaction, enhance community cohesion and contribute to a greater sense of belonging. Planning for better neighbourhoods and safe, secure and affordable housing for all is essential infrastructure that underpins health and wellbeing. Access to arts, culture and libraries enriches lives, strengthens community connection and provides a platform for diverse voices to be heard, fostering a more engaged and inclusive community. Council is committed to building a connected, accessible and vibrant city where people and businesses can thrive and health and wellbeing is at the heart of community life.

Services and Strategic Documents

Council delivers a wide range of services, programs and infrastructure to strengthen the local economy and enhance the sustainability and enjoyment of Frankston City's natural and built environments, including:

Services	Key Strategic Documents
Arts and culture Enhancing Frankston's cultural landscape by supporting a vibrant arts programs, dynamic events and first-class performing arts and library facilities, creating opportunities for everyone to inspire, learn and connect.	✓ Arts and Culture Strategic Plan ✓ Destination Event Strategy ✓ Library Action Plan ✓ Public Art Strategy
Transport connectivity Managing the infrastructure needed to ensure the community is physically connected, journeys are safe and there is access to an efficient transport network be it drive, ride, cycle or walk.	✓ Frankston City Bike Riding Strategy 2024–2039 ✓ Frankston City Road Safety Strategy ✓ Frankston Integrated Transport Strategy 2022–2042 ✓ Paths Development Plan
City planning Working in partnership with stakeholders to plan, design and deliver a vibrant, liveable City with sustainable development and adequate parking, in line with the Frankston Planning Scheme.	✓ Frankston City Housing Strategy ✓ Frankston City Industrial Strategy ✓ Frankston Local Shopping Strip Action Plan ✓ Frankston Metropolitan Activity Centre (FMAC) Development Contributions Plan (DCP) ✓ Lighting Frankston Plan ✓ Frankston Metropolitan Activity Centre (FMAC) Structure Plan ✓ Frankston Wayfinding Strategy and Style Guide ✓ Green Wedge Management Plan ✓ Public Toilet Action Plan ✓ Frankston Open Space Strategy
City growth and investment Fostering the development of a sustainable and prosperous local economy. Positioning Frankston as the prime destination for investment and development.	✓ Economic Development and Skilled Community Strategy

Strategic Objectives and Strategic Indicators

Council has identified the following Strategic Objectives and Strategic Indicators for the next four years:

Code	Strategic Objective	Strategic Indicators
3.1	Through strategic creative destination development, we position Frankston as a premier cultural hub, attracting visitors, showcasing first class arts experiences and events, fostering local talent and enriching community life.	✓ Libraries ✓ Arts and culture ✓ Events
3.2	Enhance the identity and character of our urban city.	✓ Statutory planning ✓ Community satisfaction with design of places and spaces
3.3	Attract and invest in high-quality property development to accelerate investment, generate jobs, enhance housing supply and diversify revenue sources.	✓ VCAT decisions on planning ✓ Affordable housing
3.4	Manage our transport network to provide safe, accessible connections while advocating for arterial road safety improvements, enhanced amenity and better public transport connectivity to support community access.	✓ Roads ✓ Community satisfaction with travel options

Strategic Outcome 4:

Council Performance and Leadership

How this outcome contributes to health and wellbeing

Council's strong leadership and commitment to excellence in governance, financial management and service delivery plays a key role in shaping environments where communities can prosper and experience improved health and wellbeing.

Through strategic planning, responsible financial management, investment in high quality community infrastructure and innovative use of technology, Council will ensure that services are efficient, accessible and responsive to evolving community needs. By embedding equity and inclusion into Council's leadership along with a strong commitment to gender equality within the workplace, Council can deliver services that are fair and accessible to all and that strengthen community wellbeing. Providing transparent and meaningful opportunities for the community to have a voice in decisions that impact their lives, strengthens civic engagement and creates a sense of belonging and being valued. The delivery of safe, inclusive and accessible community facilities will further support social connection, active lifestyles and overall wellbeing.

Services and Strategic Documents

Council delivers a wide range of services, programs and infrastructure with strong governance and leadership, including:

Services	Key Strategic Documents
Financial management Provide leadership and support in managing the financial health and long-term sustainability of Council.	✓ 10 Year Financial Plan ✓ Annual Budget ✓ Revenue and Rating Plan 2025–2029
Asset management Effective stewardship of public assets to ensure long-term sustainability and adequately support current and future service delivery.	✓ Asset Management Strategy ✓ Asset Plan ✓ Building Asset Management Plan ✓ Drainage Asset Management Plan ✓ Long Term Infrastructure Plan 2023–2033 ✓ Open Space Asset Management Plan ✓ Pathway Asset Management Plan ✓ Property Plan ✓ Property Strategy ✓ Road Management Plan ✓ Roads Asset Management Plan
Governance Governance provides advice to the organisation and Councillors, in accordance with legislative requirements and best practice, with our aim being to optimise outcomes for the community.	✓ Fraud and Corruption Prevention Plan ✓ Policy and Protocol Framework ✓ Compliance Management Framework
Council strategy and performance Integration of key strategic documents that are developed and supported through community engagement and advocacy with our stakeholders, while also ensuring transparency through our reporting and communications.	✓ Community Vision 2040 ✓ Council and Wellbeing Plan 2025–2029 ✓ Community Infrastructure Plan 2022–2042 ✓ Community Engagement Framework

Services	Key Strategic Documents
Customer service and experience Ensuring an interface between customers and council services by listening to customer needs, communicating about council services and responding to customer experience with improved service provision.	✓ Fit for the Future
Technology and information Supports the effective delivery and management of technology and information to enhance service delivery, efficiency and community engagement.	✓ Information and Communication Technology (ICT) Strategy
People, culture and workforce management Managing and developing a high-performing workforce, strong organisational culture and maintaining a safe and inclusive workplace.	✓ Gender Equality Action Plan (GEAP) ✓ Child Safety Action Plan ✓ Workforce Plan

Strategic Objectives and Strategic Indicators

Council has identified the following Strategic Objectives and Strategic Indicators for the next four years:

Code	Strategic Objective	Strategic Indicators
4.1	Council is committed to improving technology, data and processes to deliver innovative and sustainable services with transparent and accountable decision-making, supported by open governance and clear communication.	✓ Published data
4.2	Provide good governance and ensure Councillors are demonstrating to the community the highest standards of integrity, transparency, respect and accountability.	✓ Decision-making at closed meetings ✓ Councillor attendance and costs of election ✓ Community satisfaction with Council
4.3	As custodians of public assets, Council will maintain good governance and have a strategic approach to managing our assets to ensure long-term sustainability and optimal delivery of services.	✓ Capital works ✓ Property strategy
4.4	Council advocates for the community by engaging with all levels of government and ensuring accessible, inclusive and transparent processes that encourage active engagement and are supported by clear, strategic communication.	✓ Consultation and engagement ✓ Representation and advocacy ✓ Effective communication from Council
4.5	Council will ensure that strategic planning principles are incorporated at all levels of planning, prioritising strategic alignment and the long-term impact on the community.	✓ Grants ✓ Council performance ✓ Rates ✓ Loans and financial data
4.6	Build a well-managed, diverse workforce that champions gender equality, ensures child safety and fosters a strong and inclusive culture, promoting fairness, respect and accountability across all levels.	✓ Gender data ✓ Workforce data
4.7	Council fosters collaboration and provides accessible ways for the community to engage with services and decisions. Elevating the community's voice ensures their needs and aspirations shape planning and service delivery.	✓ Socio economic data ✓ Customer requests

How to contact us

Online:
frankston.vic.gov.au

In person:
30 Davey Street, Frankston
VIC 3199 Australia

Telephone:
1300 322 322
Business hours,
Monday to Friday
(Public holidays excluded)

In writing:
Frankston City Council
PO Box 490
Frankston VIC 3199

Interpreter services:
We cater for people of
all backgrounds
Please call 131 450

National Relay Service:
If you are deaf, hard of hearing and/or have a speech impairment you can contact the Council using the National Relay Service.

Teletypewriter (TTY) 133 677
Voice Relay 1300 555 727
SMS Relay 0423 677 767