



Frankston City Community Panel

Panel Report
November 2024

Prepared by

Conversation Co.

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For Frankston City Council

1. Introduction

In September 2024, Frankston City Council (Council) undertook a deliberation process to review the Frankston City 2040 Community Vision and inform development of the Council and Wellbeing Plan (2025-29). Frankston City 2040 sets the community's vision and aspirations that the Council and the community will work towards to deliver a shared future towards 2040.

In November 2024, after caretaker period, Frankston City Council (Council) undertook stage 2b of a deliberation process to inform development of the Council and Wellbeing Plan (2025-29) and review of the Financial Plan 2021-2031 and Asset Plan 2023-2032.

1.1 Project Stages

There are three stages of engagement in this project:

- Stage 1: March to May 2024 – broader engagement with the wider community (mixed method approach)
- Stage 2a: September 2024 – deliberative engagement with a representative Community Panel (Online and Face-to-Face Workshops) to test and strengthen the Community Vision.
- Stage 2b: November 2024 – deliberative engagement with a representative Community Panel (Online) to inform development of the Council and Wellbeing Plan (2025-29), Long Term Financial Plan and Asset Plan.
- Stage 3: Mid 2025 – Public exhibition of the Council and Wellbeing Plan (2025-29),.

Each stage builds on the previous stage, both in the information provided and collected. Please refer to Stage 1 Broad Engagement Summary Report for results of the Stage 1 community consultation. This report presents the methodology and findings for Stage 2a and 2b of the engagement program.

1.2 Outcome of this process

Stage 2a

Local Councils are required to maintain a Community Vision that is developed and reviewed using deliberative engagement practices. The scope of the Community Vision must be for a period of at least the next 10 years, and describe the community's aspirations for the future of the municipality. The Community Vision reviewed as part of this process will be used to provide direction for the Council & Wellbeing Plan and Council's other mandated plans and strategies.

Stage 2b

This phase of deliberative engagement with Frankston City's Community Panel was to provide recommendations to Council to assist with the development of a new four-year Council Plan and review the Financial Plan and Asset Plan.

Panel members reflected on each of the aspiration statements to understand the intention behind the aspiration, what Council could focus on in the next four years and what they would expect to see, hear or notice changing as Council works towards that aspiration in the next four years. Panel members were provided with an understanding of the Financial Plan and Asset Plan and asked to undertake a weight-decision making making criteria for annual budget submission for discretionary

spending, and allocate points to discretionary projects in accordance with their level of alignment with the community vision and aspirations.

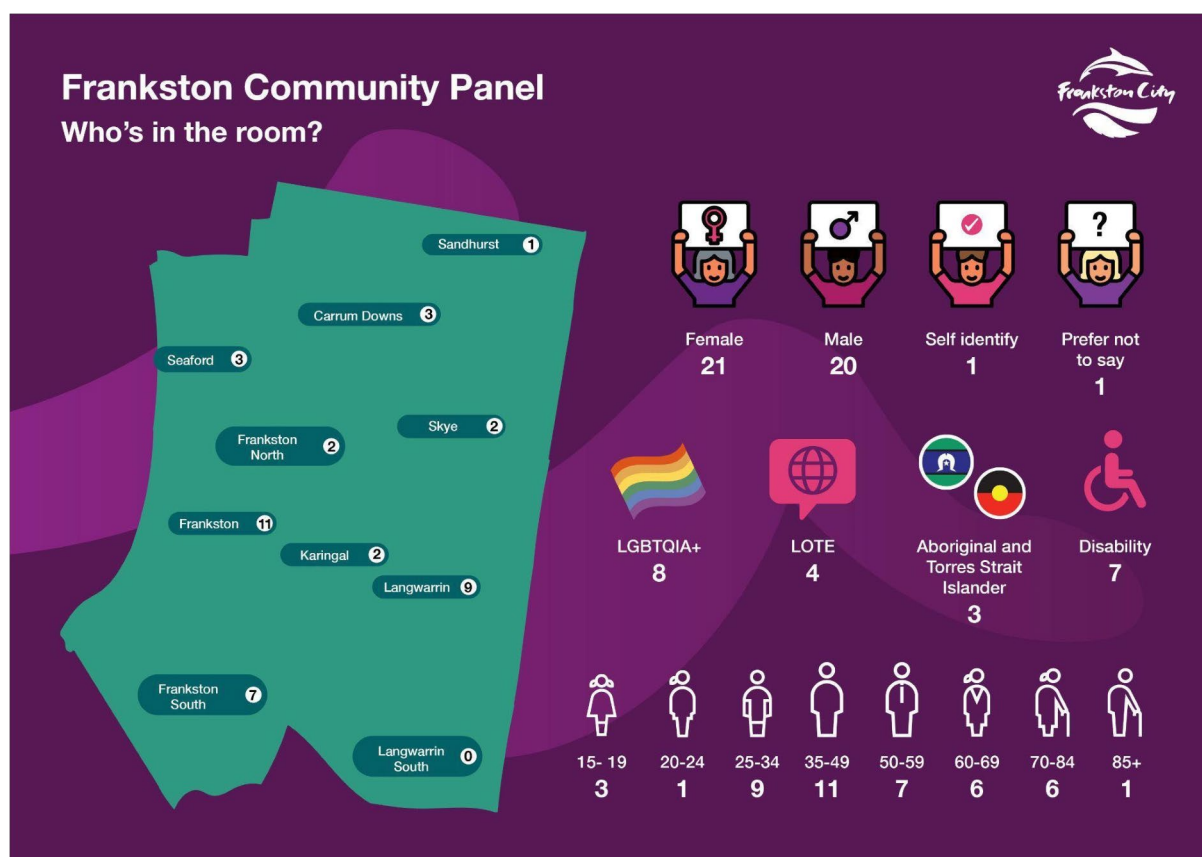
2. Process of Deliberation

2.1 Recruitment

An open invitation was extended to all residents within Frankston City Council to be part of the deliberative process. This opportunity was hosted online via the Engage Frankston community engagement portal and was promoted online and in print.

Panel members were recruited by Conversation Co to reflect the demographic makeup of the Frankston City community using a stratified sampling approach. A total of 110 nominations were received, with 44 people recruited, and 39 of these participated in the panel. Figure 1 shows the demographic makeup of the panel across age, gender, house tenure, location, education and identification with demographic descriptors (Aboriginal and Torres Strait Islander, cultural diversity, disability and sexuality).

Figure 1. Demographic makeup of panel members



There was some drop off in attendance during the panel process, with some apologies for non attendance due to personal circumstances such as illness, caring for sick children and unscheduled work commitments arising. Despite these circumstances, there were still sufficient attendees to continue with the process, with attending panel members generously contributing their time towards robust discussions. Participation in the panel process was supported through:

- **Members only portal:** A specific project page through the Engage Frankston portal was established for panel members. This portal contained the key documents and had the ability for panel members to ask questions of the project team or provide feedback.
- **Training on online tools:** Panel members were offered support in use of online meeting tools such as Zoom and MentiMeter. No training was requested prior to Workshop 1.
- **Participation reminders:** Reminder SMS messages were sent to panel members from a text service prior to each workshop. Follow-up emails were sent between meetings with any updates or pre reading to be completed.
- **Materials sent out in advance:** Reading materials were provided to panel members at least seven days in advance of Workshop 1. A video recap of Workshop 1, and outcomes for further consideration were provided to participants prior to Workshop 2. Information for workshops was emailed.
- **Meeting absence grace:** Participants were able to miss a meeting and still remain in the group, under the instruction that they watch a recording of the first session or needed to do the pre reading. Workshops 3, 4 and 5 were run with separate content that didn't rely on knowledge or participation from previous workshops.

2.2 Overall Approach

A key component of the project and requirement of the *Local Government Act 2020* is to engage the community in the deliberation of the Community Vision and Council's key strategic documents. A deliberative approach can be described as a process of thoughtfully weighing up options, emphasising the use of logic and discussion as opposed to power struggle. Group decisions are generally made after deliberation through a vote of consensus of those involved.

Stage 2a

Frankston City Panel members attended one workshop online and one in person. The in person session ran for four hours and the online session ran for three hours. Both workshops focused on discussing and reviewing the Community Vision and agreeing upon any required changes to the Vision Statement, Vision Themes and Vision Aspirations.

Prior to attending the workshop, panel members were given the Community Engagement Summary Report and detailed report to review and a Community Vision 2040 Progress Report detailing Council's actions and progress towards delivering the Community Vision. During the workshop they were then asked to review the information presented by the presenters, consider the feedback from Stage 1 and connect the Community Vision theme to what matters to the community most today and for the next four years.

Stage 2b

Frankston City Panel members attended three online workshops on 12, 19 and 26 of November 2024 that ran for three hours, 6pm - 9pm. The first workshop on November 12 focused on the themes Healthy and Inclusive Communities and Council Performance and Leadership. The second workshop on November 19 focused on the themes Natural Environment and Connected places and spaces as well as a review of the Financial Plan. The last workshop on November 26 focused solely on a review of the Asset Plan.

Prior to attending these workshops, panel members were provided with the Asset Management Plan 2023-2032, Long Term Financial Plan 2021-2031, the Health and Wellbeing Plan as well as documents received in Stage 2a, including the Community Engagement Summary Report and detailed report to review, and a Community Vision 2040 Progress Report detailing Council's actions and progress towards delivering the Community Vision. During the workshops they were then asked to review the information presented by the presenters, ask any questions and discuss their ideas with other panel members.

Section 1: Understanding their role and deliberating on the Community Vision

The first part of the workshop program was focused on panel members understanding their role and the work of local government, and creating trust in each other and in Council.

Items in Workshop 1 Sunday 8 September 2024, 10.00 am to 2:00 pm:

- **Panel role and make up:** Discussion of the group's role, the makeup of the panel and the role of Council in supporting the panel.
- **Three levels of government:** High level presentation of Council's role and operations, in comparison to other levels of government.
- **Stage 1 Broader engagement:** Presentation to show the findings from the broader engagement conducted in Stage 1.
- **Process to develop the Community Vision in 2021:** High level presentation of the deliberation process completed in 2021 and desired realignment of community aspirations to Council Plan outcomes in 2024.

Reviewing the Community Vision Statement: The Panel reviewed community feedback on the current Vision statement, including the words that connected most with the community, and additional aspirations that the broader community suggested a revised Vision statement could include. In four smaller groups, the Panel considered four options for how the broader community feedback could be reflected in the revised Vision, and were invited to make further proposed revisions to the statement. Vision statements drafted by each small group were then presented back to all Panel members, and were voted on. The two preferred vision statements were then carried into Workshop 2 for further refinement.

Section 2: Finalising the Community Vision Statement, Themes and aspirations

The second part of the workshop program was spent discussing four broad Community Vision themes and reviewing the aspirations for each.

Items in Workshop 2 Tuesday 10 September 2024, 6:00 pm to 9:00 pm:

- **Reducing Community Vision themes from six to four:** Based on feedback received in broad engagement in Stage 1, Council proposed to the Community Panel a reduction of the existing Community Vision themes from six to four. Council explained the duplication identified by participants in the broad engagement, and Council's aim to better integrate the Community Vision themes with the Council Plan. There was majority support for this reduction with 26 of the 34 Panel members supporting this move. Refer to Appendix 1.
- **Naming the Community Vision themes:** Three naming conventions were proposed to encapsulate the meaning of the four themes, which emerged from review of broad engagement feedback. These themes were discussed and voted on at the beginning of the workshop, then voted on again at the conclusion of the workshop. The three options are shown in Figure 2.

Figure 2. Presented naming conventions

Three options for our theme titles		
Op 1 - Simple	Op 2 - A bit descriptive	Op 3 - A bit descriptive
Our People	Caring for people	Healthy and inclusive communities
Our environment	Healthy environment	Natural environment
Our places	Well planned and thriving city	Connected places and economy
Our Council	Council performance and Leadership	Council performance and Leadership

Appendix 2 shows the voting results conducted prior to, and after developing the aspirations. The group was much more unified in their support of the listed theme titles above.

Creating an aspiration statement for each theme: Panel members were invited to participate in two smaller groups to focus on two themes each. Each small group discussed community feedback, previous Council Plan priorities and worked to review aspiration statements and agree upon required changes that would help to realise the Community Vision. Options for the revised aspirations for each theme were then presented back to all Panel participants for voting. The preferred aspiration statements for each theme were agreed upon by the Panel as follows:

○ **Theme 1: Healthy and inclusive communities**

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: Natural environment**

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: Connected places and economy**

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: Council performance and leadership**

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.

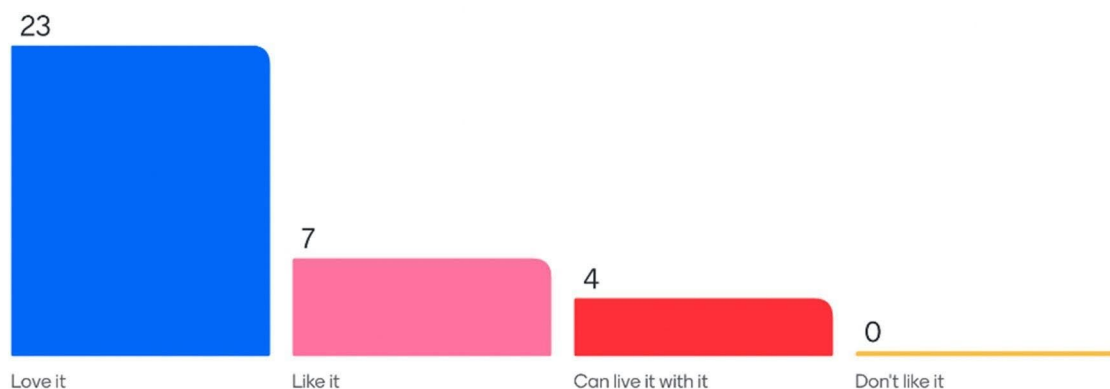
- **Deliberating the Community Vision Statement:** The two preferred vision statements were revisited and Panel Members were asked to vote on their preferred vision statement to continue working on, with the intention that we would spend the remaining time refining the statement to reflect community needs and aspirations. The two preferred vision statements that were carried over from Workshop 1 were as follows:

- **Option 1:** “Frankston City 2040 is a vibrant, safe, inclusive and proud community in which to belong, live, work and play. Our coastal city is clean, leafy, environmentally responsible, well planned, accessible and innovative for a changing future.”
- **Option 2:** “Frankston City 2040 is a thriving coastal city, renowned for its vibrant and sustainable environment. Our community is empowered to be healthy and active, socially connected and engaged. We are proud of our community which is inclusive and welcoming, as we value and respect each other. Our city is green and leafy, clean and safe, well planned and accessible, making it a great place for everyone to learn, live, work and play.”

Option 1 received the most support from Panel Members from a voting process, which reflected the preference of 21 from 34 participants. The Panel then discussed and refined the statement to increase the level of support from participants that preferred option 2. Panel Members were asked to vote on the refined vision, a comparison of the level of support for this vision in comparison to the vision developed in 2021 is shown in Figure 3.

Figure 3. Level of support for revised Frankston City 2040 Community Vision

Level of support for the new community vision



(Source: MentiMeter Survey conducted with participants in the workshop)

Section 3: Council and Wellbeing Plan

The first part of the workshop involved providing an overview of the sessions, housekeeping, psychological safety and a clear understanding of the remit, including scope and level of influence. Gaining an understanding of the drivers of the aspiration statements for the themes Healthy and Inclusive Communities and Council Performance and Leadership. Panel members used the Engage Frankston platform to participate in the activities.

Items in Workshop 3 Tuesday 12 November 2024, 6.00 pm to 9:00 pm:

- **Welcome back:** panel members after the caretaker period break providing an overview of the sessions, housekeeping, psychological safety and a clear understanding of the remit, including scope and level of influence.
- **Context setting:** providing an update on the Community Vision work that has been completed and an overview of the next steps; council planning. The role of the panel in supporting incoming Councillors by helping them understand what the community cares about and why the aspirations are important.
- **Theme 1: Healthy and Inclusive communities:** a presentation from a subject matter expert to provide an overview of health and wellbeing and how this intersects with inclusion and ensuring all people are supported, outlining Council's role, focus and partnerships and current data.
- **Deliberation:** panel members focused on *'Frankston is a place for everyone to feel proud, safe, healthy and supported in wellness. All people are recognised, supported, respected and celebrated.'* and consider why it is important for Council to focus on this for the next four years and what they would expect to see, hear or notice as Council works towards this aspiration in the next four years. Engage Frankston was used to collect panel members responses.
- **Sharing results:** Subject matter experts shared the results from panel members and asked for further information from the panel as required.
- **Upvoting:** Panel members were broken into small groups to upvote on comments that reflected the needs of the group. Results of the upvoting when then shared as a whole group.
- **Quick Poll:** Panel members responded to a quick poll about what they would be most supportive of Council investing in the next four years, with three options provided.
- **Theme 4: Council performance and leadership:** a presentation from a subject matter expert to provide an overview of services delivered by Council, what community engagement means to Council, engagement principles and the way Council engages with the community. Community feedback from stage 1 regarding engagement was also presented.
- **Deliberation:** panel members focused on *'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 consider why it is important for Council to focus on this for the next four years and what they would expect to see, hear or notice as Council works

towards this aspiration in the next four years. Engage Frankston was used to collect panel members' responses.

- **Quick poll:** Panel members responded to a quick poll about what more focus on community engagement meant to panel members. Panel members were broken into small groups to undertake this task with a facilitator.
- **Sharing results:** Subject matter experts that shared the results from panel members and asked for further information from the panel as required.
- **Upvoting:** Panel members were then asked to upvote five comments that reflected their needs. Results of the upvoting were then shared as a whole group.
- **Feedback:** Panel members had the opportunity to provide feedback on the session, what they liked about the session and what could improve the next session.

Section 4: Council and Wellbeing Plan and Financial Plan

Gaining an understanding of the drivers of the aspiration statements for the themes Natural Environment and Connected places and economy. Panel members undertook a weight-decision making criteria for annual budget submission for discretionary spending. Panel members used the Engage Frankston platform to participate in the activities.

Items in Workshop 4 Tuesday 19 November 2024, 6.00 pm to 9:00 pm:

Part 1 Council Plan

- **Context setting:** an overview of the session was provided as well as a reminder on the remit for the aspirations for the themes under Natural Environment and Connected places and economy. This was important for panel members who did not attend workshop 3.
- **Theme 2: Natural Environment:** a subject matter expert provided an overview of the strategies and action plans that Council deliver, their Garden for Wildlife program and coastal and marine management.
- **Deliberation:** panel members focused on '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.' and consider why it is important for Council to focus on this for the next four years and what they would expect to see, hear or notice as Council works towards this aspiration in the next four years. Engage Frankston was used to collect panel members' responses.
- **Quick Poll:** Panel members responded to a quick poll about environmental education and what idea about climate change would be most supported, with options selected. Panel members were broken into small groups to undertake this task with a facilitator.
- **Sharing results:** Subject matter experts that shared the results from panel members and asked for further information from the panel as required.

- **Upvoting:** Panel members were broken into small groups to upvote five comments that reflected the needs of the group. Results of the upvoting when then shared as a whole group.
- **Theme 3: Connected places and economy:** a subject matter expert provided an overview of public space, including playgrounds, sports fields, parks, gardens and reserves, paths, beaches, shopping strips, malls and laneways and streets and roads and why these spaces are important. An explanation of the strategic context within Council was provided and panel members were presented with a case study of Sandfield Reserve, showing how Council has tried to provide an 'extensive range of cultural, artistic and recreational pursuits' within the project.
- **Deliberation:** panel members focused on "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.' and consider why it is important for Council to focus on this for the next four years and what they would expect to see, hear or notice as Council works towards this aspiration in the next four years. Engage Frankston was used to collect panel members' responses.
- **Quick Poll:** Panel members responded to a quick poll about open space, designing safe public space and economic development, with options selected. Panel members were broken into small groups to undertake this task with a facilitator.
- **Sharing results:** Subject matter experts that shared the results from panel members and asked for further information from the panel as required.
- **Upvoting:** Panel members were broken into small groups to upvote five comments that reflected the needs of the group. Results of the upvoting when then shared as a whole group.

Part 2 Financial Plan

- **Financial Plan:** a subject matter expert provided an overview on financial plans, budget challenges, the current process and an understanding of what Council needed from the panel; help with the development of criteria to assess discretionary spending.
- **Allocation of points activity:** Panel members were tasked with allocating a total of 100 points across 8 decision making criteria, with a maximum of 50 points for one criteria. A whole group discussion was had, allowing panel members to ask questions and provide their perspectives on the criteria before each panel member allocated their points individually.
- **Sharing perspectives:** Panel members provided insight into their rationale for their allocation of points.
- **Feedback:** Panel members had the opportunity to provide feedback on the session, what they liked about the session and what could improve the next session.

Section 5: Asset Plan

Workshop 5 focused on the Asset Plan. Panel members were provided with an overview of the Asset Plan and the Long-Term Infrastructure Plan and the relationship between the documents. Panel members were also given an understanding of the Asset Plan Investment Principles which were

developed with the previous panel as part of the development of the current Asset Plan Panel members then allocated points to discretionary projects in accordance with their level of alignment with the community vision and aspirations.

Items in Workshop 5 Tuesday 26 November 2024, 6.00 pm to 9:00 pm

- **Context setting:** An overview of the session was provided as well as the remit for the activity.
- **Introduction to the Asset Plan:** A subject matter expert introduced the Asset Plan including Council's asset portfolio and services, asset lifecycle, long term infrastructure plan, key challenges, types of asset expenditure, typical funding allocation and investment principles. Panel members had the opportunity to ask questions.
- **Overview of the projects:** A subject matter expert provided an overview of the projects to the panel members that they would be allocating points on during the activity. Panel members were able to ask questions about individual projects.
- **Group discussions:** Panel members were put into break out rooms with a subject matter expert and a facilitator to discuss the projects and those they felt aligned with the Community Vision and aspirations. Panel members had the opportunity to ask questions or seek additional information ahead of allocating their points.
- **Individual reflection:** Panel members were tasked with allocating a total of 100 points across 16 projects, with a minimum of 10 points and a maximum of 50 points for one project. Points were to be allocated based on their alignment with the Community Vision and aspirations. Panel members were asked to provide a reason for why they allocated their points.
- **Presentation of results:** Results were provided to the panel members, showing the projects that received the most points as well as the rationale.
- **Outcome implementation and next steps:** Panel members were advised how the results will be used in the Asset Plan and the Long Term Infrastructure Plan, the approval process as well as future asset related engagement opportunities.
- **Workshop wrap up:** A reflection on the panel process, celebrating the achievements of the panel throughout the process, thanking them for their contribution. Panel members were provided with an overview of upcoming Council meetings and the integrated planning framework document adoption schedule.
- **Evaluation:** Panel members were asked to complete an evaluation through Engage Frankston, including the opportunity to nominate a fellow panel member to present to Council in March 2025.

2.3 Provision of Time and Information

A framework of critical thinking was employed throughout the deliberative process in recognition that this would help achieve more robust outcomes for the deliberation piece. The panel analysed engagement findings, studied the facts, debated ideas, checked biases and regularly critiqued their own work. The following tools were implemented in support of critical thinking:

- **Collaboration:** Working together with other members of the group enables individuals to be exposed to new thoughts and ideas.

- **Majority consensus:** Individual panel members accepted that their individual view might not always be upheld as decisions were made according to a majority ruling.
- **Questioning assumptions:** Facilitators used open-ended probing questions to ensure panel members questioned their assumptions and tried to think of alternative solutions where possible.
- **Context:** Panel members were presented with information about Council's role and strategic framework and had opportunities to seek clarification from subject matter experts.
- **Research:** Panel members were provided with data and research related to the Frankston community, allowing a deeper understanding of community need.
- **Regular reflection:** Decisions made at meetings were distributed to all panel members, providing them with time and opportunity for reflection. Decisions were brought back to the following meeting for further reflection and refinement as the project went along.

Panel members were presented with information sources at various intervals throughout the deliberative process. Table 1 outlines the information provided to participants and the point in the program at which the information was presented for discussion.

Table 1. Information provided to Community Panel members throughout the project

Information	Media	Point in the process	Detail included within document
Community Panel Member Handbook	PDF	Before meeting 1, at the time of panel selection (in July - August 2024)	• Information about the process • What to expect at meetings • Declaring a conflict of interest • Social media use advice • Complaints handling.
Community Engagement data from Stage 1 engagement	PDF	Before meeting 1	Community engagement outcomes from Stage 1 of this project. Summary version and detailed version provided.

Community Vision 2040 Progress Report	PDF	Before meeting 1	Highlights of how Council has contributed towards delivering the priorities set out in the Community Vision during the first two years of the current Council Plan 2021-25.
Community Vision	PDF	Available via the online portal	The Community Vision 2040 helps guide planning and decision making by Council and the broader community to shape the future that our community wants to see.
Council Plan 2021 - 2025	PDF	Available via the online portal	The Council Plan sets out the four year vision for the city and the outcomes Council wants to achieve over that period.
Asset Management Plan 2023 - 2032	PDF	Available online via the portal	The purpose of the Asset Plan is to articulate how Council is going to manage its assets to meet the service delivery needs of the community. Including a ten - year financial forecast for operating and capital expenditures related to assets.

Long Term Financial Plan 2021 - 2031	PDF	Available online via the portal	The Financial Plan defines the broad financial boundaries for Council over the next ten years.
Health and Wellbeing Plan	PDF	Available online via the portal	The Frankston City Health and Wellbeing Plan shows how Council is supporting residents to have good health and wellbeing.

3. Resulting Community Vision 2040

3.1 Community Vision

As part of the Frankston City 2040 Community Panel, panel members were asked to consider community feedback, listen to and discuss key information about Frankston City and review the existing Community Vision Statement. The group decided to make changes to the Vision Statement.

Previous Community Vision Statement:

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 Statement:

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.

3.2 Community Aspirations and Priorities

As part of the Frankston City 2040 Community Panel, participants were asked to consider four Vision Themes, review community feedback and discuss key information about Frankston City, and review the aspiration statement for each theme and agree upon any changes. Following are aspiration statements for each of the four themes and explanatory notes to assist Council to understand the meaning behind key language or phrasing. These four themes are:

- Theme 1: Healthy and inclusive communities
- Theme 2: Natural environment

- Theme 3: Connected places and economy
- Theme 4: Council performance and leadership

Healthy and inclusive communities

Community Aspiration: 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.

Explanatory notes:

- Some felt singling out individual groups of people (First Nations peoples) might seem exclusive to other cultural groups. Whereas the majority of participants felt recognition of First Nations peoples was required.
- Some wondered if we needed to seek clarity on the naming of First Nations peoples given Frankston City's location on Bunurong Land.
- Though the inclusion of green spaces is also within other themes, participants felt the strong connection between the enjoyment of green spaces and a person's wellbeing, which made it important to keep within this theme.
- The word 'proud' had some differences of opinions, some felt like it was an exclusive term for those with economic advantages, whereas others felt it helped to create a sense of belonging and pride in place and where you live.
- Safety and pride also included the cleanliness of Frankston City, which included being free from litter, graffiti and well maintained.

Natural environment

Community Aspiration: 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.

Explanatory notes:

- Highlight the risks of sea level rise and storm surges, and address actions needed for areas potentially inundated in the future.
- Ensure the statement prioritises environmental protection and land management.
- Emphasise creating new higher ground for environmental migration and avoid scenarios like Venice.
- Focus on making robust land use decisions and future-proofing against climate change.
- Address the need for re-thinking current practices including tree removal, and plant trees that can survive future conditions.
- Protect green spaces from over-development and re-green areas impacted by previous developments.

- Climate change is still seen as a threat to Frankston City.

Connected places and economy

Community Aspiration:

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.

Explanatory notes:

- Importance of convenience and easy access to essential locations.
- Need for all suburbs to be vital, with a focus on the significance of the business hub in the City.
- Need to address concerns about safety, as some people feel unsafe and prefer nearby areas like Mornington.
- Emphasis that Frankston draws people in, and while the focus needs to be on accessible and connected public spaces, it also needs to have thriving arts, culture and business precincts.

Council performance and leadership

Community Aspiration: 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.

Explanatory notes:

- Emphasis on the word “consistently” to emphasise the ongoing reliability in communication - “not just one off”.
- There is a need to improve how well Council represents and aligns with community interests.
- Concerns have been raised about whether Councillors effectively represent the community and behave appropriately.
- Clear and honest communication should be a priority. “It’s okay to make mistakes, just admit it, share it and move on.”
- Desire to see better respectful relationships between Councillors and Council Officers. Some noted the behaviours observed during live streamed Council Meetings.

4. Council's strategic planning

4.1 Council and Wellbeing Plan

Workshops 3 and 4 were used to provide insight into the intention behind the aspiration statements, why it is important and what they would expect to see, hear or notice changing as Council worked towards delivering this aspiration over the next four years.

Community Vision Themes

During Stage 2a of the project, the Frankston Community Panel, participants were asked to consider four Vision Themes, review community feedback and discuss key information about Frankston City, and review the aspiration statement for each theme and agree upon any changes. These four themes are:

- Theme 1: Healthy and inclusive communities
- Theme 2: Natural environment
- Theme 3: Connected places and economy
- Theme 4: Council performance and leadership

In this stage (2b), Frankston Community Panel members reflected on each aspiration statement and participated in quick polls for each of the themes. The following section reports the feedback from the workshops under each theme. Comments that were upvoted by panel members have been used as verbatim comments.

Healthy and inclusive communities

Community Aspiration: 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.

What is your intention behind this aspiration?

A strong sentiment that came from the panel was that creating a safer Frankston is not just about reducing crime but also about fostering a sense of safety felt by all residents and visitors. This is key to improving the city's image and strengthening community pride. Safety is viewed as the foundation for a thriving community, where people feel connected, secure, and proud to call Frankston home. When residents feel safe, they are more likely to engage with their community, thus feeling a sense of belonging and wellness.

Respect for women emerged as a key part of the panel's vision for reducing family and domestic violence. Promoting gender equity and addressing harmful attitudes were seen as critical steps

towards a more respectful and inclusive society. The panel also highlighted the importance of embracing diversity and celebrating the unique contributions of all community members.

The natural environment was identified as another important factor in community well-being. Expanding and enhancing green spaces can mitigate the urban heat island effect, reduce certain health risks, and significantly improve mental health. The panel stressed that these spaces not only provide physical and psychological benefits but also create opportunities for connection through shared outdoor activities.

Verbatim quotes:

“SAFE - Frankston desperately needs to reverse peoples' portrayed opinion of being an unsafe area to visit and live.”

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

“Frankston needs to work on its image to the public around being a safe environment & space to live & work.”

What would you expect to see, hear or notice changing as Council works towards this aspiration in the next four years?

The panel members responded with a broad set of suggestions aimed at improving safety, inclusivity, and general well-being in the area. Reduction of crime was one focus - particularly related to alcohol, drugs, and domestic violence. Suggestions include more active surveillance, better police presence, and stronger bail law applications, particularly for young offenders. Other actions include promoting local events that energize the community, creating safer, interconnected spaces, and advancing the idea of a "10-minute city," where essential services are easily accessible without the need for a car.

Inclusivity was another important theme, with a desire for more diverse celebrations, festivals, and events that promote unity and understanding. Panel members wished for increased volunteerism and a more collaborative approach between local services, the council, and community organizations, particularly in areas like mental health, family violence, and homelessness. Improving access to early education for all children, regardless of vaccination status, and supporting physical and mental health were also highlighted as actions towards a safer Frankston.

Improving public infrastructure was also seen as an integral in this process. There was a call for enhanced safety measures, such as better lighting around public spaces (train stations, walking tracks, shopping areas), as well as safer public environments like parks, play spaces, and bike-friendly roads. Some panel members also advocated for quicker response times to addressing maintenance and waste management issues - a key part of perceptions of safety.

Verbatim quotes:

“Reduction in domestic and family violence. More school based programs to combat cultures of violence and manage healthy respectful relations.”

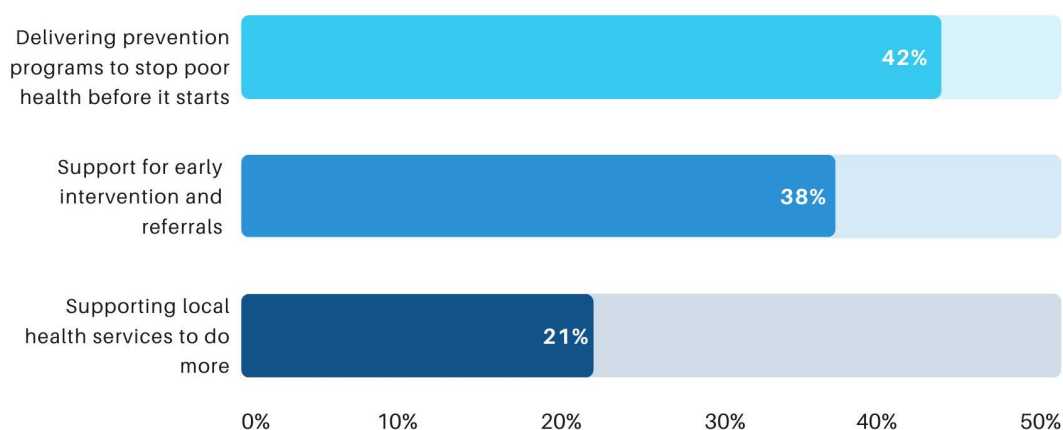
“I would expect to see a reduction in Domestic violence alcohol and gambling and an increase in people's health and feeling of safety.”

Quick Poll

Council's range of health and wellbeing programs are very broad, with some being delivered through partnership agreements, so Council wanted to test where to focus their efforts to have the greatest impact over the next four years.

Panel members were asked to respond to a quick poll 'The community has asked us to focus on more health and wellbeing programs. Council's funds are limited and we'll need to make some tough decisions about what to prioritise. What would you be most supportive of the Council investing in over the next four years?' A total of 24 panel members voted in this quick poll. The voting results indicated a strong preference for 'delivering prevention programs to stop poor health before it starts' (42%), followed by 'support for early intervention and referrals' (38%), and 'supporting local health services to do more' (21%), highlighting a focus on proactive and preventative health measures as shown in Figure 4.

Figure 4: Most supportive of the Council investing in over the next four years



Natural environment

Community Aspiration: 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.

What is your intention behind this aspiration?

The panel members emphasised the importance of protecting and enhancing green spaces to ensure a balance between development and environmental sustainability. Some believed residential land along the coast should be rezoned for public acquisition to protect the natural environment, allowing for the survival of coastal ecosystems in the face of development pressures. There was a call to preserve existing green spaces and expand areas for both native plantings and wildlife. They supported initiatives like planting native grasses on nature strips to reduce household mowing and energy consumption, as well as planting fruit trees to foster community involvement.

There was also a desire for more effective land and tree management, with an emphasis on ensuring that trees planted in public spaces are suited to the local environment and easy to maintain. Panel members advocated for transparent decision-making processes in land management, with a focus on long-term sustainability rather than short-term gains. This includes educating residents on how to maintain the trees and green spaces in their care, as well as avoiding the planting of trees that may not thrive in the area.

There was also a broad consensus that sustainable land management should not be at odds with development but rather should support a healthy, thriving natural environment that benefits the community. This includes making decisions that have both immediate and long-term positive impacts, as well as fostering community pride and ownership of local spaces. By prioritising the enjoyment and protection of natural spaces, the community believes they can create a healthier, more connected, and sustainable environment, which in turn will support mental health, tourism, and overall community well-being.

Verbatim quotes:

“Don't reduce any of the green spaces that exist now.”

“Don't waste money on trees that are not suited to the area, or that cannot be effectively maintained.”

What would you expect to see, hear or notice changing as Council works towards future proofing our integrated water systems over the next four years?

The panel members were calling for better engagement and education around environmental issues, with an emphasis on improving sustainability practices and reducing waste. There is a strong desire for clear communication about how waste is managed by the Council. Simplifying waste management systems, providing more bins, and offering resources for better waste practices—such as dog waste disposal—are key suggestions. Additionally, signage encouraging community participation, like reporting broken bins, would foster a sense of ownership and shared responsibility.

Panel members highlighted the need for proactive measures against rising sea levels with calls to elevate land and protect coastal areas from future damage. There was support for using commercial projects to fund environmental revitalisation efforts, ensuring that economic development does not come at the expense of the natural environment. There was also an interest in greater incorporation of indigenous plants, which are better suited to the local climate and support local wildlife. As Frankston undergoes development it is paramount that water systems (and other infrastructure) are future-proofed to handle increased population density.

Environmental concerns also extend to the protection and revitalisation of local ecosystems. Panel members called to preserve and expand green spaces, especially in urban areas facing growth and development. They highlighted the importance of planting more trees and creating spaces for edible plants. There was also a push for sustainable development that balances modern growth with environmental preservation. Examples included the incorporation of green roofs, water conservation strategies, and the use of sustainable materials in new buildings.

Verbatim quotes:

“Sustainable development with modern design to accommodate growth and preserve the environment across the whole municipality.”

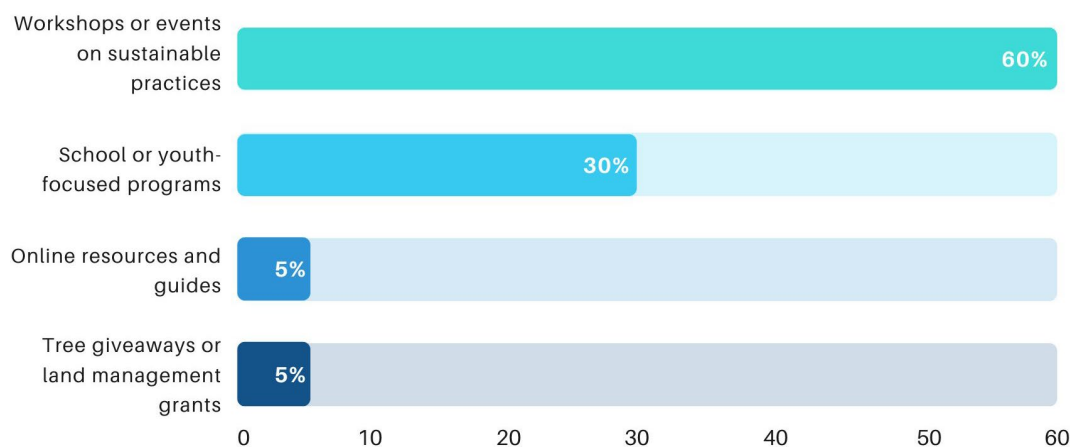
“Being more proactive when working with developers to get green roofs, sustainable materials (balance of costs with environmental incentives).”

Quick Poll

In stage one of engagement, Council noticed a trend: participants valued community education and programming, not only in environmental topics but also in areas like health and business support. To explore how best to deliver these programs, the Council decided to use environmental education as a test case. This focus made sense because the community had already identified a gap in understanding water management, meaning the results would be immediately useful.

Panel members were asked to respond to a quick poll, ‘How should Council focus on educating the community about caring for the environment over the next 4 years?’ A total of 20 panel members voted in this quick poll. The voting results showed a clear preference for ‘workshops or events on sustainable practices’, which received 60% (12 votes). This was followed by ‘school or youth-focused programs’ at 30% (6 votes), while ‘online resources and guides’, along with ‘tree giveaways or land management grants’, each garnered 5% (1 vote), indicating a strong interest in hands-on and educational initiatives.

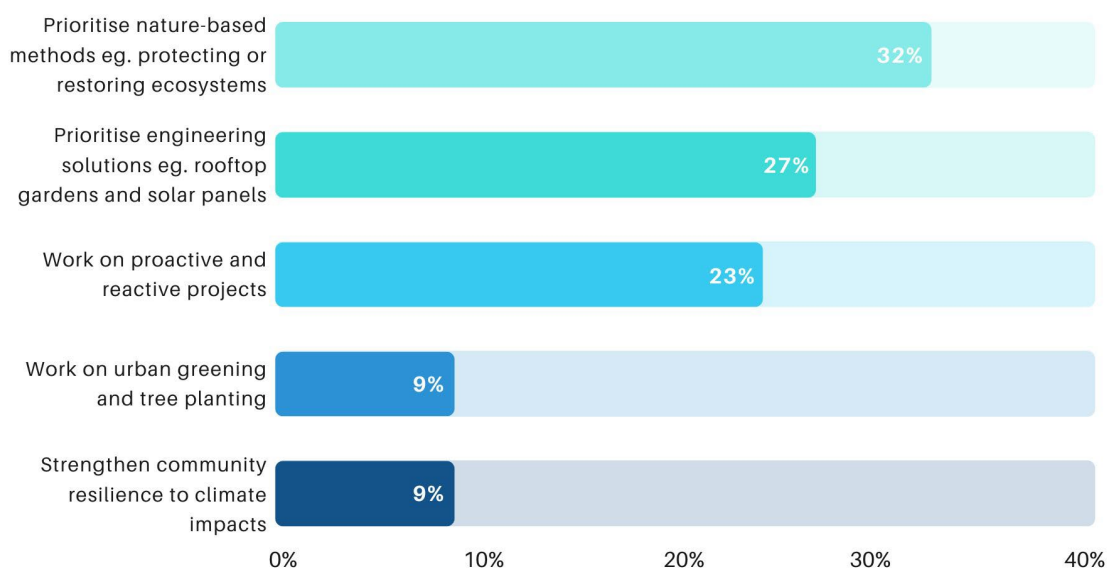
Figure 5: Council focus on educating the community about caring for the environment over the next 4 years



Council's role in climate change action is legislated however Council was aware there was some community disagreement with this mandate. Council wanted to test ideas that the panel felt would be acceptable or tolerable with the range of perspectives in our community.

Panel members were asked to respond to a quick poll 'Your aspiration statement asks for the community to "actively address climate change". We know that climate change action is supported by most people, but not everyone. Considering the range of perspectives, which idea do you think would be most supported?' A total of 22 panel members voted in this quick poll. The voting results highlighted a preference to 'prioritise nature-based methods, such as protecting or restoring ecosystems', which received 32% (7 votes). 'Engineering solutions, like rooftop gardens and solar panels', followed with 27% (6 votes). Both proactive and reactive projects were supported by 23% (5 votes), while urban greening and tree planting, as well as strengthening community resilience to climate impacts, each received 9% (2 votes), reflecting a diverse range of priorities for addressing environmental challenges as shown in Figure 6.

Figure 6: Idea most supported



Connected places and economy

Community Aspiration:

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.

What is your intention behind this aspiration?

Panel members described a desire for public spaces and activities that are inclusive, accessible, and reflective of Frankston's unique cultural identity. They expressed a strong sentiment towards enhancing public spaces and recreational activities to foster connection, inclusivity, and engagement across all ages and abilities.

They emphasised the importance of accessible, diverse, and well-maintained spaces, such as native bushlands, skate parks, and cultural venues, to ensure equitable access and opportunities for everyone. There was a clear need for more festivals and activities, particularly those that celebrate local culture and history, to create meaningful community connections.

Panel members also advocated for public art, such as street art and sculptures, to reflect local heritage and instill a sense of pride and ownership in the community. Infrastructure improvements, such as smoother pathways, better transport connections, cleaner public facilities, and longer operating hours for venues like pools, were frequently mentioned to enhance usability. The need for varied and inclusive recreational opportunities were highlighted, spanning from youth and active individuals to

older and disadvantaged groups.

Verbatim quotes:

"It's important that there is connections to transport for elderly and disabled so they are not left out."

"Encourage people to be proud to live in FCC, and make sure lots of activities are offered here so people don't have to go elsewhere."

"That these places are accessible to all abilities all ages."

What would you expect to see, hear or notice changing as Council develops public spaces which provide an extensive range of cultural, artistic and recreational pursuits?

Panel members highlighted the need to prioritise pedestrian and public transport networks across Frankston, focusing on guided, safe pathways to connect key services, events, and recreational spaces.

Both large and small events were recognised as valuable for engaging the community, with calls for more diverse festivals, short film events, and accessible public gatherings. Cruden Farm was suggested as a venue for additional public events, while spaces like McClellan Gallery were seen as models for expanding cultural opportunities.

Expanding access to community facilities was a recurring theme, with calls for more multipurpose centres located closer to residents. These spaces could accommodate various activities and events, catering to diverse interests and age groups.

Public art and cultural activities were emphasised as essential for fostering community identity, with suggestions to hire Indigenous artists and include more culturally meaningful art in public spaces.

Verbatim quotes:

"More local spaces (eg. 10min cities) so that we don't have to travel far to get to the desired recreational spaces."

"More shared paths to connect our amazing spaces via active transport."

"Multiple facilities, community facilities and centres closer to people, not just one athletics track that can be shared across activities."

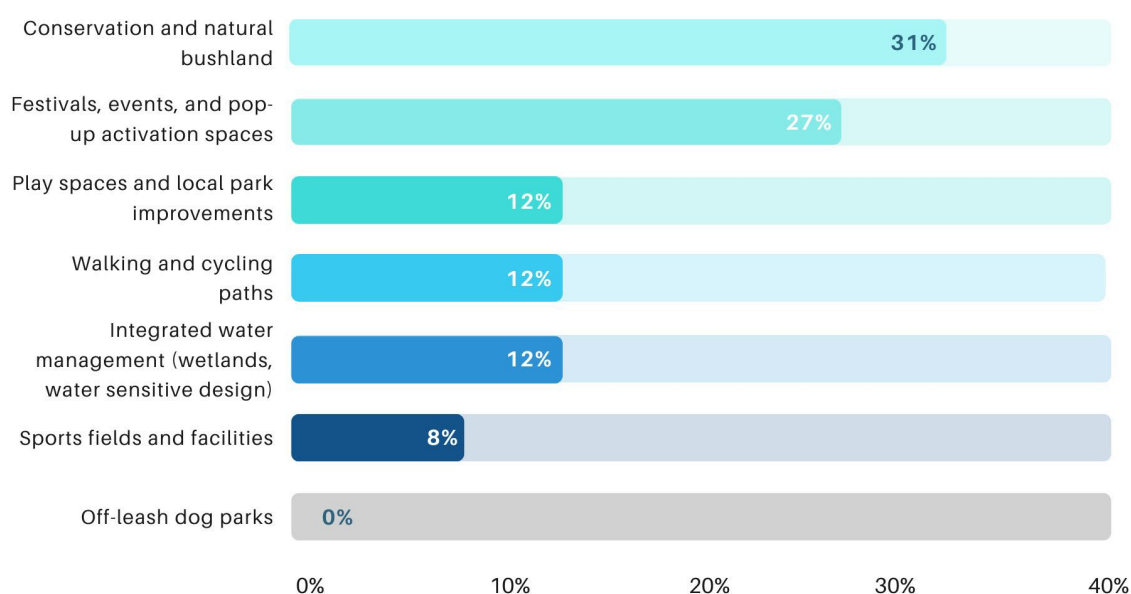
Quick Polls

Open Space

In stage 1 engagement, participants mentioned increasing various public amenities in open space across the municipality. Council used this opportunity to test which categories of open space the panel thought required more focus on in the next four years.

Panel members were asked to respond to a quick poll ‘Council has limited resources and needs to make tough decisions on open space investment. Which public space category needs more focus in the next 4 years to help make Frankston City a thriving, prosperous, safe place, where people love to live, study, work and visit?’ A total of 26 panel members voted in this quick poll. The voting results showed the highest priority for conservation and natural bushland, which received 31% (8 votes), followed by festivals, events, and pop-up activation spaces at 27% (7 votes). Walking and cycling paths, playspaces and local park improvements, and integrated water management each received 12% (3 votes). Sports fields and facilities were supported by 8% (2 votes), while off-leash dog parks received no votes, indicating varying preferences with a strong emphasis on conservation and community activities as shown in Figure 7.

Figure 7: Public space category to focus on the next four years

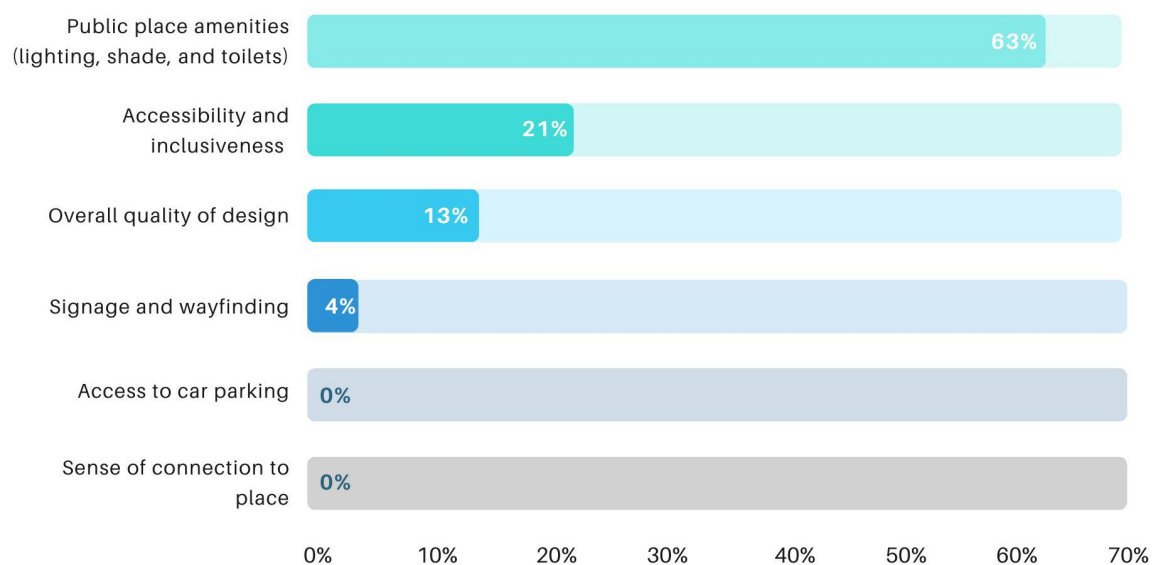


Designing safe public space

When asked about community safety initiatives in stage 1 engagement, overwhelmingly participants wanted to improve safety in Frankston in terms of crime and antisocial behaviour. Council has a clear role in addressing safety through the design of public space, so this was an opportunity to test this with the panel.

Panel members were asked to respond to a quick poll ‘Council has a role in designing safe and welcoming public space. Which focus area do you think is most important for the next 4 years to achieve your vision?’ A total of 24 panel members voted in this quick poll. The voting results showed a clear priority for public place amenities, such as lighting, shade, and toilets, which received 63% (15 votes). Accessibility and inclusiveness followed with 21% (5 votes), while the overall quality of design garnered 13% (3 votes). Signage and wayfinding received minimal support at 4% (1 vote), while access to car parking and a sense of connection to place received no votes, highlighting a strong focus on practical amenities and accessibility as shown in Figure 8.

Figure 8: Most important focus areas for the next four years to achieve the vision



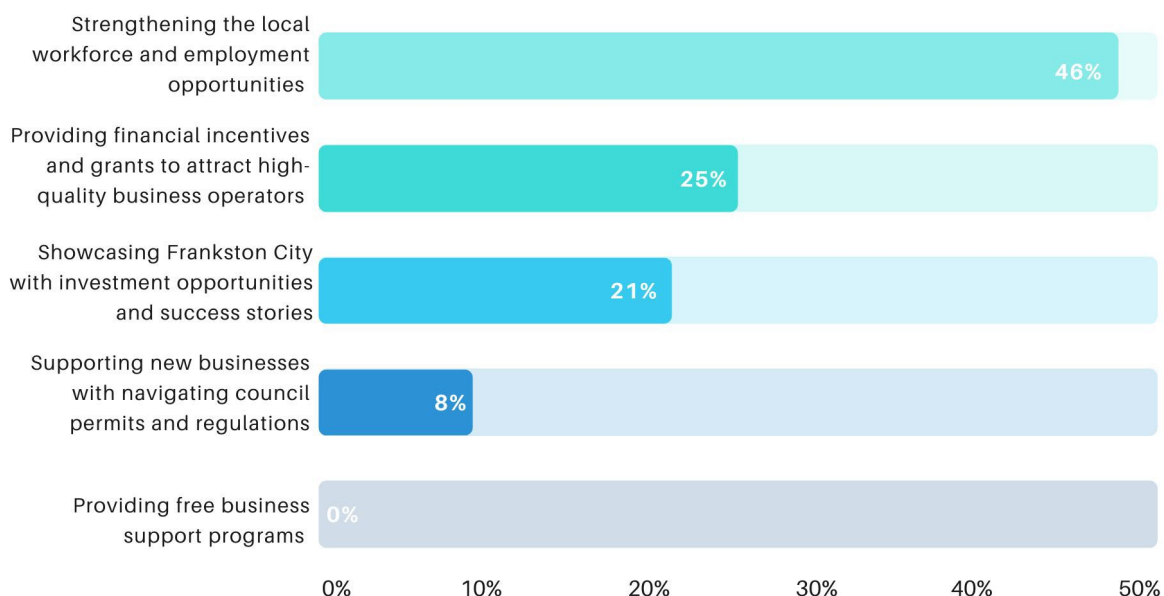
Economic Development

In stage 1 engagement there was a lot of variety in the responses received about where Council should focus in the next four years, so Council used the panel as an opportunity to test specific actions to inform the Economic Development Team.

Panel members were asked to respond to a quick poll ‘Which of the following Economic Development activities do you think would be most supported by the community over the next four years?’ A total of 24 panel members voted in this quick poll. The voting results showed the highest priority for strengthening the local workforce and employment opportunities through initiatives like job expos and Career Insight Q&A events, which received 46% (11 votes). Providing financial incentives and grants to attract high-quality business operators followed with 25% (6 votes), while showcasing Frankston City with investment opportunities and success stories received 21% (5 votes). Supporting new businesses with navigating council permits and regulations was a lower priority at 8% (2 votes), and free business

support programs received no votes, emphasising a focus on workforce development and attracting quality businesses as shown in Figure 9.

Figure 9: Economic development activities most supported by the community



Council performance and leadership

Community Aspiration: 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.

What is your intention behind this aspiration?

Many felt that politicians of all levels of government could do more to include community members in decision-making processes. There was a sentiment for more open, honest, and transparent communication where the community is consulted, not just informed. Panel members emphasised that clear communication is key to building trust and fostering a stronger connection between the Council and its constituents.

Another key theme was a call for collaboration. The panel members emphasised that Councillors and Council departments need to work as a unified team, sharing resources and responsibilities to address community issues more efficiently. When Council departments work in silos or Councillors fail to cooperate, it can lead to dysfunction and ultimately hinder progress. Regular community engagement with an emphasis on 'closing the loop' could begin to bridge the gap between Council decisions and community interests. Overall, there was a sentiment for a more inclusive, transparent decision-making process that reflects community interests.

Verbatim quotes:

“Engage the community early with a range of different methods so the community is more aware: letter box drops, in person and school newsletters etc.”

“Councillors and Council work as a team - I think this is a key factor. Saves time and resources if everyone works in unison.”

What would you expect to see, hear or notice that would demonstrate Council prioritising the community’s interest in engagement programs?

The panel member feedback, again, emphasised the need for improved communication and transparency between Council and the community. Several panel members highlighted the importance of diversifying modes of communication. They suggested using social media platforms like Instagram as well as alternatives to reach broad demographics. There was a call for clear explanations about council decisions, particularly around financial management, rate increases, and local projects. It was noted that transparency around council voting and decision-making processes, including access to the Transparency Hub, is essential.

Panel members also voiced a desire for more direct engagement with Council, proposing regular community meetings, more surveys or engagement programs, and in-person sessions outside of business hours to allow wider participation. They also emphasised the importance of making the process more efficient for customer service requests, complaints, and maintenance issues. Suggestions for improving the format and reach of communications included the use of basic flyers, pamphlets, and regular direct mail, as well as more efficient use of resources for outreach. There was also interest in initiatives like public events, festivals, and awards programs to foster community connection.

Some feedback focused on the need for improved outreach to underrepresented groups, such as men. Lastly, several individuals called for increased accountability from Council, urging more visible efforts to review performance and demonstrate ongoing improvements, with an emphasis on engaging the community more in decision-making processes.

Verbatim quotes:

“More community engagement programs, questionnaires, or surveys that reach the broader community.”

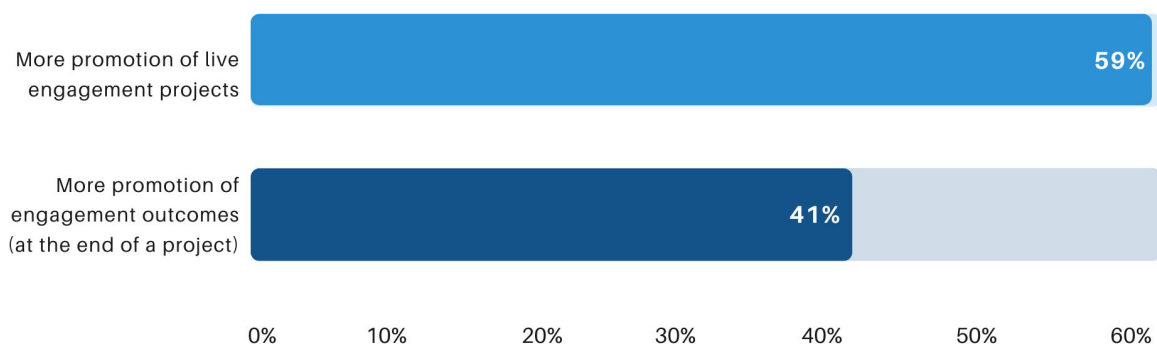
“Better communication and engagement when there are changes made to community facilities, like the Langwarrin Community Centre.”

Quick Polls

In stage 1 engagement, comments showed community engagement as meaning lots of different things to different people, so Council used this opportunity to test what was meant by ‘more focus’ to better understand community expectations for this service.

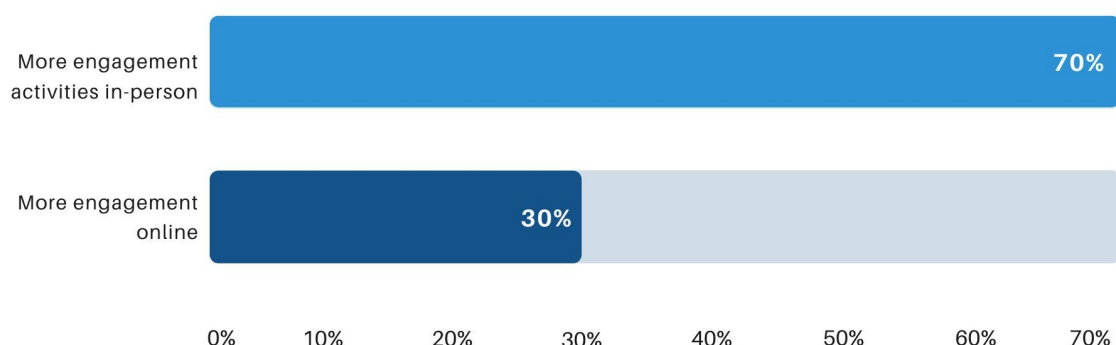
Panel members were asked to respond to a quick poll ‘What does more focus on community engagement mean to you?’ A total of 22 panel members voted in this quick poll. The voting results highlighted a stronger preference for promoting live engagement projects, which received 59% (13 votes), compared to promoting engagement outcomes at the end of a project, which garnered 41% (9 votes). This indicates a focus on increasing visibility and participation during active engagement phases.

Figure 10: Meaning of focus on community engagement



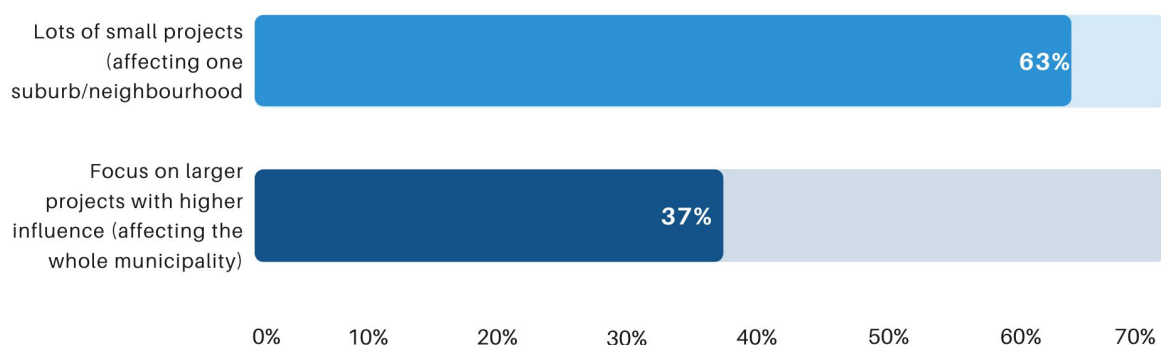
Panel members were asked to respond to a quick poll ‘Which of the options below best represents what was intended when the community asked for ‘more focus on’ community engagement?’ A total of 20 panel members voted in this quick poll. The voting results indicated a clear preference for more in-person activities and engagement, with 70% (14 votes) in favour, compared to 30% (6 votes) for more online engagement. This shows a strong desire for face-to-face interactions and activities over virtual options, as shown in Figure 11.

Figure 11: Representation of ‘more focus’ on community engagement



Panel members were asked to respond to a quick poll ‘Which of the options below best represent what was intended when the community asked for ‘more focus on’ community engagement?’ A total of 19 panel members voted in this quick poll. The voting results showed a preference for lots of small projects affecting individual suburbs or neighbourhoods, with 63% (12 votes) in favour. In contrast, 37% (7 votes) preferred focusing on larger projects that would have a broader impact across the entire municipality, as shown in Figure 12.

Figure 12: Representation of ‘more focus’ on community engagement



4.2 Financial Plan

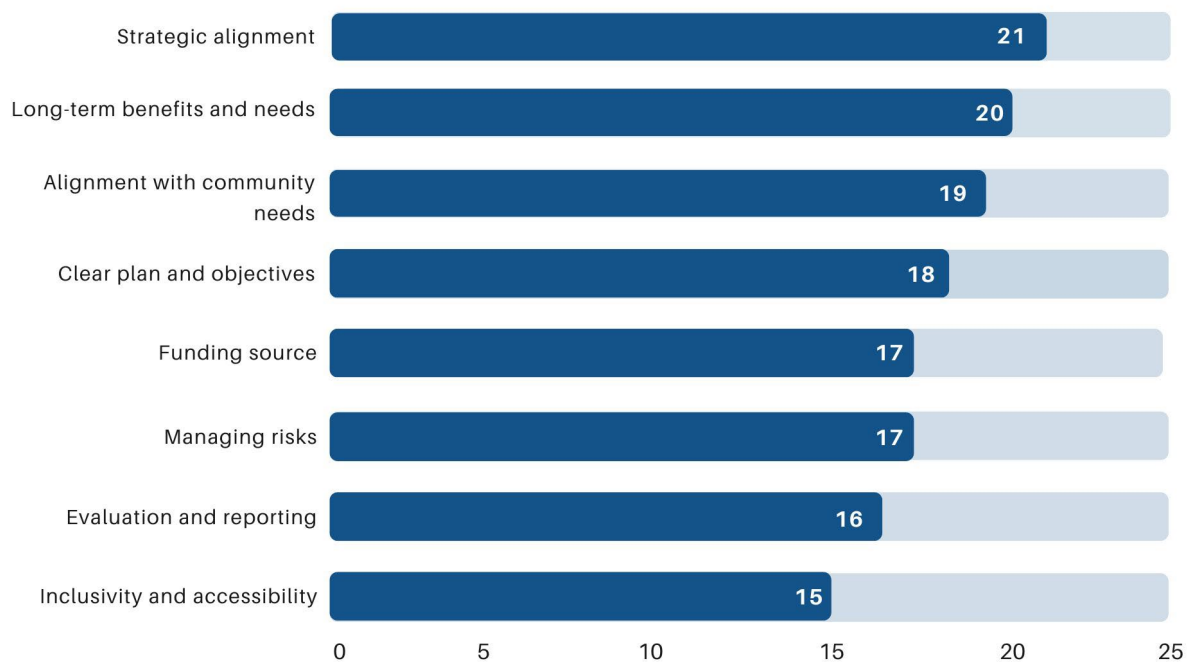
In workshop 4, after a presentation from the subject matter expert, panel members were tasked with allocating a total of 100 points across 8 spending criteria, with a maximum of 50 points for one criteria. There was an initial whole group discussion which allowed panel members to ask questions and provide their perspectives on the criteria before each panel member allocated their points individually.

Appendix 3 shows the criteria as well as the context provided to the panel members to be able to undertake the activity.

A total of 24 panel members participated in this activity. Figure 13 below shows the ranking of criteria from highest to lowest point allocation. Panel members highlight the prioritisation of projects with strong strategic alignment, long term benefits and alignment with community need, as these criteria received the highest levels of point allocation. This reflects a clear preference for initiatives that align with Frankston City’s Vision 040 and strategic plans while addressing broader community goals.

Inclusivity and accessibility, evaluation and reporting were criteria which received a lower allocation of points - seen by panel members to bear less prioritisation when allocating funds. Overall, the fairly even distribution of points across all criteria demonstrates a balanced approach, with panel members noting all criteria need to be considered to some level.

Figure 13: Results of decision making criteria



Rationale for allocation of points

After panel members allocated their 100 points, there was a whole group discussion to allow people to provide their reasons for how they prioritised the budget submission criteria, panel members also had the opportunity to add their reasons into the Engage Frankston portal.

The panel members allocated their points based on a mix of principles emphasising alignment with the community vision, equitable resource distribution, and long-term planning. Some recognised the value of pre-existing plans like the Urban Forest and biodiversity strategies, and the work the community and Council have put into those plans.

Strategic alignment was a recurring theme, as members emphasised the importance of ensuring council actions reflect the community's vision. Clear planning, evaluation, and risk mitigation were also deemed critical for effective project execution, ensuring transparency and measurable outcomes. A focus on the "greatest good for the greatest number" underpinned some decisions, reflecting a humanitarian approach to resource allocation.

Long-term impacts, beyond immediate electoral cycles, were a priority for members. They expressed concerns about kneejerk decisions and overdevelopment that ignores community needs, advocating instead for thoughtful, community-centric planning. Connectedness to public spaces and activities, along with council transparency in budgeting and project outcomes, were also mentioned as critical factors in decision-making.

Verbatim quotes:

“Clear plan and objectives is really important. If we're not aware of the benefits, ongoing cost, have great capex spend and realistic timeline.”

“Removing kneejerk decisions from council and focusing on long term planning that focuses on the community is the key to long term success.”

“There is no point planning for anything or allocating funds if they are not meeting community needs - connectedness to spaces & activities.”

4.3 Asset Plan

Workshop 5 focused on the Asset Plan. After a presentation from the subject matter expert, and an opportunity to ask questions, panel members were given an overview of the 16 discretionary projects within the first 4 years of the Long Term Infrastructure Plan. They were put into breakout groups with a facilitator and a subject matter expert and had an opportunity to ask questions and discuss the alignment of projects with the Community Vision and aspirations.

Panel members were tasked with individually allocating a total of 100 points across 16 projects, with a minimum of 10 points and a maximum of 50 points for one project. Points were to be allocated based on their alignment with the Community Vision and aspirations. Appendix 4 shows the list of projects and their descriptions.

Figure 14 below shows the point allocation received for each project, with the Nepean Boulevard Signature Project and the Climate Resilience Program receiving the same point allocation, followed by New on and off bicycle links (Bike Riding Strategy Implementation Program), Stormwater management and treatment program and Construction of new footpath links (Pathway Development Plan Implementation Program). These five projects all received points from 15 panel members or more.

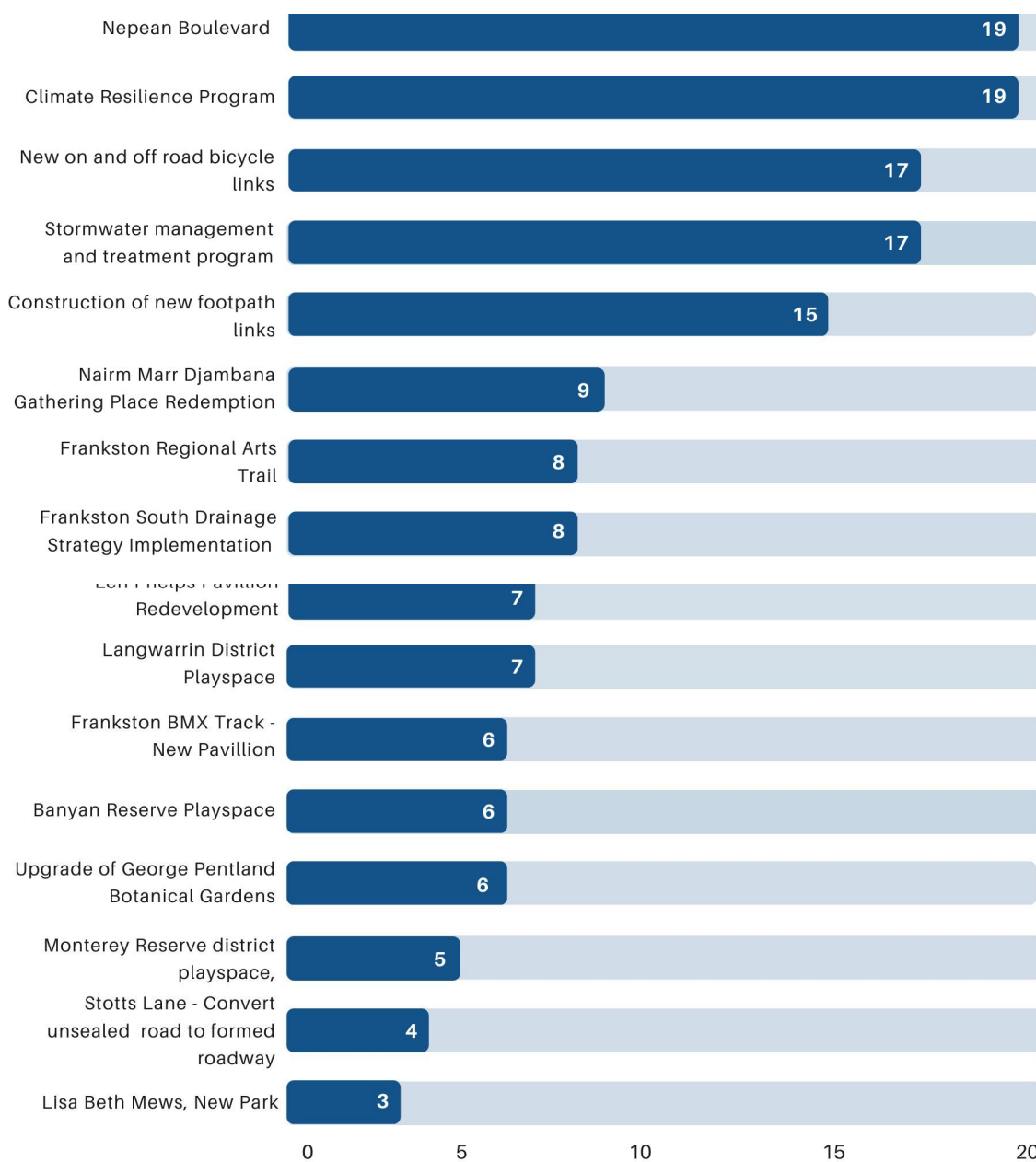
The top 5 projects represent the sentiment of having ‘the most benefit to the most people,’ as they focus on sustainability, safety and community inclusion and accessibility. Revitalisation of the Nepean Highway focuses on building the reputation of Frankston by creating an entry point to the municipality that is safe and attractive to visitors and locals alike. The Climate Resilience Program, on the other hand, fosters a sense of pride in Frankston through building community resilience to climate change. Similar themes of safety, sustainability and wellbeing are seen in the Bike Riding Strategy Implementation Program through encouraging active transport and networks to access places and attractions.

The fourth most voted for project was the Sustainable Water Program. It is also pivotal in climate resilience which, in turn, makes Frankston a more liveable place for residents in the short term and long term. This can also be seen in the purpose of the Pathway Development Plan Implementation

Program (fifth most voted for). It facilitates connectivity and access using active transport and is beneficial to the entire community.

Nairn Marr Djambana Gathering Place Redevelopment; Frankston Regional Arts Trail; and Frankston South Drainage Strategy works were projects that were in the middle in terms of voting. Unlike the top five, these three projects are all more localised in terms of their benefit. It shows that the most important projects for the panel members focused on sustainability, safety and inclusion for the whole Frankston community. The next priorities have a more niche benefit to smaller communities within the municipality.

Figure 14: Point allocation for each project



Rationale for point allocation to projects

Panel members provided a variety of rationales for how they allocated their points to projects, with many focusing on broad priorities such as sustainability, safety, and community well-being. There were many members who reiterated their voting without any in depth reasoning, while others used the guiding principle of ‘the greatest impact on the largest number of people’. Climate resilience, healthy living, and future-proofing were popular themes, with many stating the importance of renewable energy initiatives, stormwater management, and active transport options like bike paths and footpaths.

Community inclusion and accessibility also came up as key themes. Many panel members highlighted the importance of projects that cater to all ages and abilities, such as parks and pathways. There was a sentiment of support for Indigenous communities, with specific votes allocated to projects like Nairn Marr Djambana and other cultural meeting places. Some members also raised the necessity of considering the interests of younger people as a basis for support for certain projects. Improving community facilities, such as neighbourhood houses, sporting precincts, and the proposed upgrade to the Pines Pool were raised in relation to access and inclusion for the whole community.

Safety was another major concern, with panel members advocating for better lighting, especially in areas like the Frankston North Scout Hall and Nepean Boulevard. Infrastructure upgrades were highlighted as a way to improve safety. There were specific mentions of sealing dangerous roads like Stotts Lane and improving pathways to create safer, more connected environments for cyclists, pedestrians, and scooter users.

Panel members noted other projects they felt aligned with working towards achieving the Community Vision, these projects are listed below:

- Pines Aquatic centre open hours
- additional parking at Peninsula Aquatic Recreation Centre (PARC) needed
- second athletics track needed
- additional footpaths in other areas (Rosedale Grove)

Verbatim quotes:

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

“Bike links are the most important items on this list. Not just for recreation, but to promote safe, active transport.”

“Stormwater management and treatment program works well with FCC Visions for future.”

“In a connected, engaged society, connections via footpaths and bike paths is vital. This also reduces green house gases.”

4.2 4.4 Workshop feedback

Panel members had the opportunity to provide feedback after each workshop. They were asked what they liked about this workshop and what could make the next workshop better, and in the final workshop, what they liked about being in the panel and if someone asked them why they should join the next community panel what they would say. The project team was able to make changes to respond to panel members suggestions during workshops and between workshops. Ten panel members provided feedback after workshop 3 and 4, and 23 participants provided feedback after workshop 5. This feedback allowed for subsequent sessions to be codesigned to incorporate participant suggestions.

Workshop 3

Participants appreciated several aspects of the workshop's structure and facilitation. Having team members drop into breakout rooms to summarise discussions and take precise notes was highlighted as particularly helpful. The breakout rooms themselves were well-received, allowing quieter participants to contribute - fostering focused, efficient conversations. Many noted that the smaller groups avoided the over-chatter and tangents that can arise in larger discussions, making the process feel quicker and more productive.

The workshop's flexibility in engagement was also commended. Participants liked the ability to input their own thoughts while still engaging in group discussions. The diversity of opinions shared was seen as a strength, with participants appreciating the collaborative environment. Clear and concise responses from subject matter experts were also noted as a positive aspect. The overview and slides were considered informative, providing a helpful refresh on key topics.

Verbatim quotes:

"Flowed well, the overview and slides were informative and a good refresh. I liked the opportunity to put in your own comments and then chat about them with others too."

"Liked the option for entering your own thoughts but still able to chat."

For the next workshop, improvements could be made in some areas. Group facilitation was found to be more helpful, and participants suggested using a small group approach with a designated speaker to quickly share insights with the larger group. This could help save time and keep the meeting on track.

The overall format was seen as an improvement over previous online sessions, but some technical issues still need addressing, such as a presenter's microphone clarity and the use of Engage Frankston voting tool being difficult to navigate.

Verbatim quotes:

"More of the same - this was definitely better than the previous online session."

"More of a small group effort that can then be shared with the larger group quickly by using a group speaker."

During workshop 3, the project team changed the format of the workshop between the two themes to make participation easier by starting with group work. The project team and participants felt that this worked better and continued this approach into Workshop 4.

Workshop 4

Panel members liked several aspects of the workshop. They noted that the workshop was well prepared, with a variety of speakers providing insightful and enthusiastic input on the topics. The preparation and the speakers' competence were praised as valuable, with many participants feeling the discussions were productive and respectful. This engagement was seen as an opportunity to rebuild trust and faith in the council through open and collaborative dialogue.

The smaller group format was particularly well received, as it fostered better interaction, quicker discussions, and encouraged brainstorming around aspirations. The varied pace and structure of the workshop were also commended for maintaining interest and flow.

Verbatim quotes:

"I really liked being able to be in a room with a few others to encourage discussions around the aspirations and be able to "brainstorm" ideas."

"Very competent and insightful input from the various speakers to each aspiration."

"Liked the format with group support. Great overall information and support on topics."

Ahead of the last workshop the following feedback was received. The tools used during the session, such as the point allocation slider, were challenging to navigate on mobile devices, especially when multiple choices required scrolling. One panel member reported feeling rushed to decide. Providing more user-friendly tools and keeping QR codes displayed for easier logins would improve accessibility.

Sharing presentations or workshop materials in advance would give participants time to absorb content beforehand, leading to more informed and meaningful discussions.

Verbatim quotes:

"Tool is a bit sensitive on the phone - slider."

"Releasing the presentations before the evening so that people get a chance to absorb the content before the night."

The QR code to access the activity was added to the chat during workshop 4 to assist panel members to access the activity. Panel members were also supported through one-on-one support in break out rooms to complete the activity.

Ahead of workshop 5, panel members were provided with an overview of the session and access to the Engage Frankston project page to review the activity and infrastructure projects that would be considered during the session.

Workshop 5

When asked about what members liked about being part of the panel, they appreciated the opportunity to gain a deeper understanding of council processes, financial planning, and funding allocation. Many found the experience informative, offering valuable insights into how decisions are made and how their input can shape the future of Frankston. They left feeling more empowered and informed about local government operations.

The facilitation and organisation of the workshop were praised for making complex concepts easier to understand. The well-structured and smoothly run workshop allowed for ample discussion and interaction, fostering a respectful and productive environment where all voices were heard.

Panel members valued the chance to collaborate with fellow residents and council staff, often discovering perspectives they hadn't previously considered. Breakout groups encouraged idea sharing and teamwork, making the workshop a rewarding experience for everyone involved.

Participants felt their contributions were meaningful, with the ability to vote on projects and influence decisions giving them a sense of purpose. The workshop's respectful and supportive atmosphere stood out, with participants enjoying the opportunity to engage in open, honest dialogue.

Verbatim quotes:

"Facilitation of the group meetings helped decipher the corporate language and what was being asked of the panelists."

"Learning and listening to different speakers and the opportunity to interact with other Frankston City residents. Also making some decisions for myself after hearing all the information, I had to vote, made my time feel worthwhile."

"Fantastic opportunity to share my expectations, experiences and thoughts with members of our community, and to have engaged and responsive council staff. Thank you so much."

"I really enjoyed being able to influence some of the decisions for the incoming councilors and council in general. I have learned a lot during this process about how my council operates & how our funds are considered in terms of spending."

There was a preference for changes to the workshop delivery with some preferring in-person meetings, longer in-person sessions to provide more opportunities for interaction and brainstorming, shorter sessions and or more sessions, noting that later at night it was harder to be productive.

Some panel members noted that the workshops could benefit from better time management to avoid wasted time and stay on topic. They suggested keeping discussions more focused on the session's agenda and avoiding off-topic conversations.

Participants expressed concerns about the voting process, particularly when voting on numerous topics with a limited number of points. They suggested providing voting information earlier to allow panel members to better prepare. Some felt that the current point system was challenging and recommended allowing lower numbers for voting to make it easier to allocate points across many projects.

Some participants struggled with the technology, including logging in and staying connected, especially on phones and tablets.

Verbatim quotes:

"Possibly add one more in person discussion, I know they are long and hard to organise. However, I do believe there is huge value in in-person conversations and brainstorming in this environment is often a more dynamic process."

“I think it would be good to have shorter sessions, by the end of the day everyone is exhausted, I always felt at about 8 my brain stopped working. I understand there is a lot to get through but maybe if there had been a couple more sessions and all the sessions were a bit shorter it would have been better.”

Panel members were asked what they would say if someone asked them why they should join the next community panel.

Panel members enthusiastically encouraged others to join future panels, highlighting the unique opportunity to engage directly with council processes and have a meaningful impact on the community. They emphasised that participating in the panel allows individuals to express their views, meet the council staff responsible for implementing plans, and gain valuable insight into how local government operates. Many noted that it's a chance to see firsthand why some changes take time and to contribute to decisions that shape the future of Frankston through voting and discussions.

A recurring theme was the value of learning from others and hearing diverse opinions. Panel members shared how the experience broadened their perspectives, challenging the viewpoints they were used to in their own circles. They stressed that the panel provides a platform to learn more about the complexities of funding, spending, and prioritising projects—insights they found eye-opening and rewarding.

Participants also pointed out the opportunity to give back to the community and have a voice in shaping Frankston's future. They described the panel as a way to make a real difference by sharing ideas and experiences, working collaboratively with the council, and helping to strengthen local plans. Some noted that it's an empowering experience that helps build a deeper connection to the community.

Many encouraged others to get involved, emphasising the chance to make a positive impact, learn about local issues, and influence decisions that affect the wider area.

Verbatim quotes:

“To learn about the processes of council and hear different opinions of your community.”

“This is a fantastic opportunity to have your say on Frankston and its future. And to clarify the role of council and councillors. And where the community is integral.”

“To give back to the community you live in and give insight to the changes that you want to see.”

“Do it - it was a great learning experience for me that funding, spending and priorities are a lot more complicated than I gave them credit for.”

“To invest in the future of our community. We have the opportunity to work collaboratively with the Council to strengthen their plans for Frankston. It is a great way to learn more about local government and some of the considerations they have to balance when planning for the future.”

4.3 4.5 Evaluation

In order to evaluate the project, panel members were asked questions before and after their experience on the panel, in a short participant survey. Completion of the pre and post panel surveys was optional, with 32 panel members completing the pre survey and 23 completing the post survey. It is important to note that not all panel members completed all questions in the post-survey, and as a result, results have been presented in percentages.

Panel members trust and understanding of Council

Participants were asked to demonstrate their level of agreement with a series of statements relating to their understanding of Council and Council process and their trust in Council.

Table 2 shows a comparison of the responses between the pre and post panel surveys. The top line (aqua) shows the result from the pre-panel survey, while the bottom line (green) shows the result from the post-panel survey.

A noticeable increase was seen when panel members were asked if they understood the challenges and opportunities the community faces, with 66% either agreeing or strongly agreeing in the pre-panel survey, and 95% in the post-survey.

This trend is carried on through the subsequent statements, with a significant increase in participants agreeing or strongly agreeing with each statement. Understanding what Council is and isn't responsible for, and feelings that Council asks and listens to community feedback received the same number of strong disagreement in pre and post-surveys.

When panel members were asked if they would like to participate in another community panel, 100% either strongly agreed or agreed.

Table 2. Comparison of feedback from before (light teal) to after (dark teal) participation on the panel

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
I understand the challenges and opportunities the community faces	28%	44%	22%	6%	0%
	59%	36%	4%	0%	0%
I understand what Council is, and isn't, responsible for	19%	50%	16%	13%	3%
	39%	48%	0%	13%	0%
I think Council asks, and listens to community feedback	3%	44%	31%	16%	6%
	36%	36%	14%	5%	9%
I think Council provides value to the community	3%	50%	16%	16%	9%
	30%	48%	9%	4%	9%

I would like to participate in another community panel	90.5%	9.5%	0%	0%	0%
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At the end of the final workshop, panel members had the opportunity to comment on their experience, with many panel members speaking about their experience of being a part of the panel as well as thanking the facilitators and council team for their efforts.

Verbatim quotes:

"Thank you to all the Council staff who have answered questions and come back with honesty."

"Pleasant, open experience"

"Nice to see different inputs and opinions, definitely from all age groups, I usually only hear feedback from my age groups, lovely to see broader input."

"Lovely to meet people from Council and learn what area of Council they work in."

"Cindy and Max have done an awesome job, especially in a virtual environment. Big pat on the back."

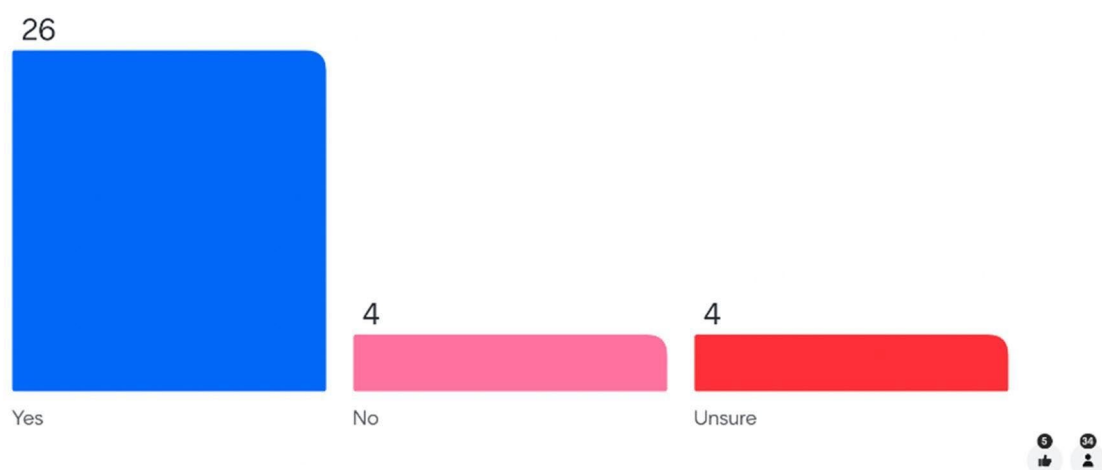
"Very friendly, lovely smiley face. (referencing Cindy)"

4.4

5. Appendices

5.1 Appendix 1 Level of support for move from six to four vision themes

Do you support the case to reduce the vision themes from six to four?



(Source: MentiMeter Survey conducted with participants in the workshop)

5.2 Appendix 2 Voting on aspiration theme naming convention

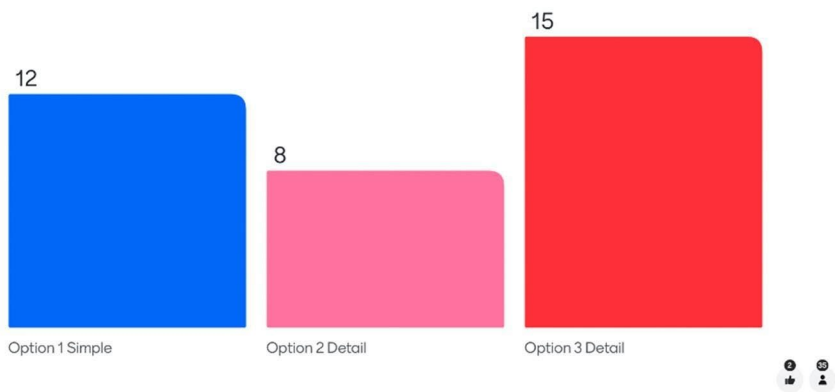
Proposed naming conventions

Three options for our theme titles

Op 1 - Simple	Op 2 - A bit descriptive	Op 3 - A bit descriptive
Our People	Caring for people	Healthy and inclusive communities
Our environment	Healthy environment	Natural environment
Our places	Well planned and thriving city	Connected places and economy
Our Council	Council performance and Leadership	Council performance and Leadership

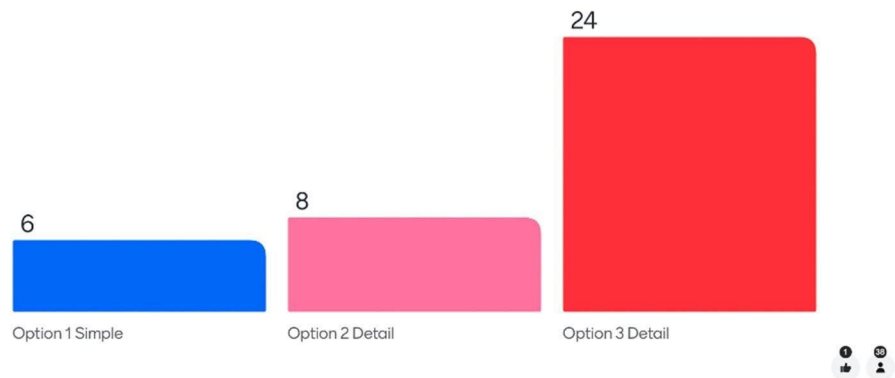
Before working on the aspirations

Which theme style do you like?



After working on the aspirations

Which theme style do you like? (after having developed Aspirations)



5.3 Appendix 3: Budget spending decision making allocation criteria.

Criteria	Does the submission
Strategic alignment Submission aligns with Community Vision 2040 and Council's strategic plans	● Align with and support the Community Vision 2040, Council Plan, and other Council priorities, plans and strategies? ● Meet demands across Council services?
Long-term benefits and needs The submission explains long term benefits and ongoing funding and needs	● Explain how benefits will be sustained beyond the initial funding period? ● Assess whether there is a need for ongoing or future funding or maintenance?
Clear plan and objectives Submission has clear goals, objectives, timelines and resources	● Provide a business case? ● Clearly define the goals and objectives? ● Provide a realistic timeline for achieving the proposed goals? ● Outlines the available resources (personnel, facilities, technology) needed for implementation?
Alignment with community needs Submission addresses community needs and has a positive impact on community	● Address specific needs or concerns of the community? ● Provide evidence of community and stakeholder support or demand? ● Explain the anticipated impact on the community (positive and negative)? ● Explain how community wellbeing will be enhanced?
Funding Source The submission specifies a reasonable, justified budget and funding options	● Specify the total amount of funding requested, breaking down operating and capital costs? ● Propose a budget that is reasonable and justified in terms of expected outcomes? ● Determine potential funding sources, such as grants, user fees, partnerships? ● Identify alternative funding options or cost-saving trade off measures for consideration? ● Provide a clear rationale for the requested amount, emphasising how it will effectively address community needs?

Managing risks Submission identifies risks and plans for how they'll be managed	● Outline the potential risks and how will they be managed and addressed? ● Provide for contingency plans? ● Identify risks of not doing the project?
Evaluation and reporting Submission defines how the project will be measured and reported on	● Provide a clear plan for monitoring progress and evaluating outcomes? ● Identify how success of the project will be measured (e.g. participation rates, quality of feedback). ● Plan for transparent reporting of the outcomes back to the community?
Inclusivity and accessibility Submission provides for equitable access for all community members	● Ensure equitable access for all community members? ● Make provisions for underrepresented or marginalised groups? ● Plan for a gender impact assessment, if required?

5.4 Appendix 4: List of projects for point allocation

Project	Description
Construction of missing pathway links Pathway Development Plan Implementation Program	In addition to providing recreation and exercise benefits, the availability of footpaths and shared paths provide essential access to such destinations as schools, shops and workplaces. Council manages over 1,000 kilometres of formed paths to successfully meet these needs. However, there are parts of Frankston where the paths network has missing links, or where roadside footpaths are absent entirely. In some instances, access to destinations can also be improved by creating all weather surfaces through parks and reserves.
New on and off road bicycle links Bike Riding Strategy Implementation Program	The Bike Riding Strategy guides the delivery of bicycle infrastructure and initiatives to encourage bike riding across the municipality. The Strategy supports Councils Integrated Transport Strategy, which aims to reduce trips by car by 20% and create a Frankston that is safer, healthier, more connected, sustainable and inclusive through creating a network of safe and connected bike lanes and paths, and promoting riding in the community.
Stormwater management and treatment program Sustainable Water Program	Frankston City Council's Integrated Water Action Plan (IWAP) is a ten year plan to facilitate a strategic and practical approach to integrated and sustainable water management. In particular, the

	IWAP focuses on actions that Council can achieve and has control of to improve integrated water management outcomes for the municipality.
Frankston South Drainage Strategy Implementation Frankston South Drainage Strategy works	Council has investigated the magnitude of flooding in Frankston South by developing flood models and a staged implementation plan to improve the drainage system performance at various locations. Flooding hotspots have been grouped by four catchments, each with their own tagged mitigation plans. The investigation completed focussed on the Warringa Road/Williams Street and Murawa catchments priority sites. A range of flood mitigation options were assessed, with the aim to provide the most significant benefits in reducing peak flood depth of existing flood risk areas.
Stotts Lane - Convert unsealed road to formed roadway Construction of Stotts Lane, Frankston South	Frankston has 29km of unsealed roads. Stotts Lane, Frankston South is a priority project to convert this unsealed road into a formed roadway. Scope of works involves road reconstruction of the existing unsealed section of Stotts lane from Baxter-Tooradin Rd to sealed section. The total length of road reconstruction is approx. 542m.
Nepean Boulevard Signature Project, Frankston Revitalisation of the Nepean Highway	Revitalisation of Nepean Highway to transform it into an iconic Boulevard as part of a rejuvenated City Centre: Southern Precinct - Transform Olivers Hill into a major visitor destination with vegetation and shelters to celebrate the expansive views of the bay. - Improved pedestrian connectivity to the Foreshore, Olivers Hill and Sweetwater Creek Walking Trail. Central Precinct - The city centre section is a focal point for Frankston's revitalisation, transforming the roadway into a safe and pedestrian friendly hub of activity with enhanced amenity. - Connecting missing links in the existing bike lanes and extended outdoor space for retail and pedestrians. Northern Precinct - Creation of a green boulevard and gateway experience at Mile Bridge with iconic tree planting, lighting and integrated art. - Enhanced footpath spaces to create safer and higher amenity spaces for people.
Len Phelps Pavilion Redevelopment Carrum Downs Recreation Reserve - Expansion of Len	Redevelopment of an expanded pavilion to bring together tennis, netball, cricket and football into a single facility for all sports at Carrum Downs Recreation Reserve, through an upgrade to the existing Len Phelps Pavilion.

Phelps Pavilion	
Lisa Beth Mews - New Park, Skye Open space development at Lisa Beth Mews	The Frankston Open Space Strategy identifies the need for additional new and upgraded District level open space to service existing and future population demand for the Carrum Downs, Skye and Sandhurst communities. Council are currently preparing an open space plan for the expansion and upgrade of Lisa Beth Mews Reserve to support active sporting, passive recreation, cultural heritage and biodiversity.
Frankston BMX Track - New Pavilion Construction of a regional BMX facility	The draft Frankston Skate and BMX Strategy 2024-2034 provides a vision for the future of skate, BMX and active youth spaces in Frankston City. It determines what is required to achieve that vision and meet the needs of the community over the next 10 years.
Banyan Reserve Playspace Upgrade and Pump Track, Carrum Down Banyan Reserve Playspace Upgrade and Pump Track	This project will deliver a holistic park revitalisation at Banyan Reserve for the Carrum Downs local community to relax, enjoy and play. Banyan Reserve is an important Community level open space in Carrum Downs located next to the Banyan Fields Primary School. A range of features will be considered in its upgrade to provide greater benefits to all ages for socialising, relaxing and exercising outdoors.
George Pentland Botanic Gardens Master Plan Implementation, Frankston	The George Pentland Botanic Gardens is a destination for everyone to explore, learn and play and to appreciate its botanical, cultural and environmental values. Council has developed a Master Plan for the site to ensure it is responsive to climate, culture and the wellbeing of visitors and the community.
Nairn Marr Djambana Gathering Place Redevelopment Provide a fit-for-purpose Neighbourhood House	Renewal, upgrade and expansion of the existing facility to provide a fit-for-purpose Neighbourhood House. Minor Upgrade Works to Nairn Marr Djambana's existing portable buildings to ensure they are fit for purpose, culturally safe and welcoming, accessible, child safe and environmentally sustainable.
Monterey Reserve district playspace, upgraded amenities and connections Implementation of the Master Plan, Frankston North	Implementation of the outstanding recommendations as identified in the master plan to the southern part of Monterey Reserve including consultation with the community around participation needs and improving park amenities.
Langwarrin District Playspace Frankston Play Strategy	The Frankston Play Strategy 2021 determines that there should be a district level playspace within the suburb of Langwarrin. A playspace concept will be developed for community engagement

2021	and funding advocacy purposes. A district level playspace typically has a catchment of 2km, servicing the whole suburb for longer visitation, a broader range of activities for a wider age range and a higher level of accessibility.
Climate Resilience Program (electrification, LED lighting, rooftop solar) Build community resilience to climate change	The Climate Resilience Program is aimed at building resilience to the changing climate and reducing emissions.
Frankston Regional Arts Trail Installation of art pieces along Baxter Trail	Council is partnering with the Federal government to deliver the Frankston Regional Arts Trail, a 7.4km immersive arts and cultural trail which will connect Frankston foreshore with McClelland Sculpture Park and Gallery. Installation of three murals and seven sculptures including a 360° design on a large water tank, clear signage and directional markers on the Baxter Trail from the Frankston Arts Centre to the McClelland Sculpture Park. The intention of each art piece would be to entice people to stop to enjoy an immersive experience or engage with the art piece and signage / markers will ensure the path is informative and easy to follow.

