



Council and Wellbeing Plan 2025-2029

# Year One Action Plan

# YEAR ONE ACTION PLAN

Draft Version 4 (15/04/2025): total initiatives 77 (24/12/14/27)

## July 2025 – June 2026



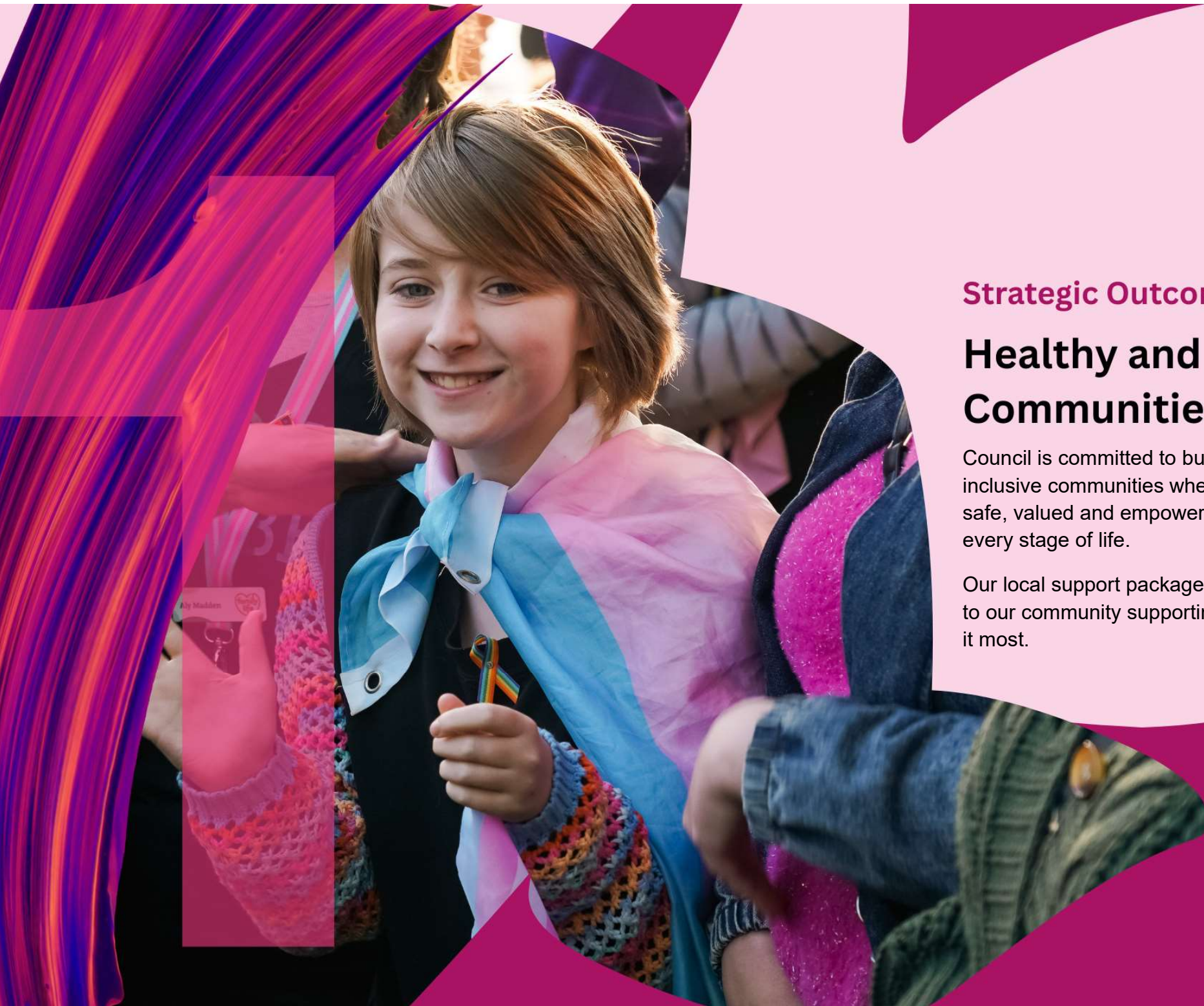
represents connection to Health & Wellbeing priorities



represent connection to community engagement results



represents GIA recommendation



## Strategic Outcome 1:

# Healthy and Inclusive Communities

Council is committed to building healthy and inclusive communities where everyone feels safe, valued and empowered to thrive at every stage of life.

Our local support package aims to give back to our community supporting those who need it most.

## STRATEGIC OUTCOME 1

## HEALTHY AND INCLUSIVE COMMUNITIES

| Strategic Objective                                                                                                                                                                                                                                                       | Initiatives - What we will do in 2025-2026                                                                                                                                                                                                                                                                                                                              | Indicators (to measure Strategic Objective)                                                           |
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| <b>1.1 Encourage healthy, active, and skilled communities by providing support, accessible and inclusive services and spaces where everyone feels welcome, valued and respected.</b><br> | 1.1.1 Proactively explore and build on opportunities to collaborate with key stakeholders to educate and support young people to make a positive transition into adulthood (Frankston Youth Action Plan 2022-2026).<br>                                                                | Si 1.1.1 Utilisation of aquatic facilities (LGPRF)<br><br>Si 1.1.2 Cost of aquatic facilities (LGPRF) |
|                                                                                                                                                                                                                                                                           | 1.1.2 Promote young people's health, social inclusion, skill development and leadership, through the delivery of meaningful and specific youth programs and events, with an emphasis on youth participation.<br>                                                                       | Si 1.1.3 Providing low-cost rental for community services (H&W)                                       |
|                                                                                                                                                                                                                                                                           | 1.1.3 Encourage the participation of older adults at community programs, community group events and services that promote physical and mental wellbeing, including through the delivery of the annual Seniors Festival and Positive Aging Action Plan 2021-2025.<br>                  | Si 1.1.4 Building local connection and belonging (H&W)                                                |
|                                                                                                                                                                                                                                                                           | 1.1.4 Support food security and healthy eating to encourage a healthy and active communities where everyone feels valued and respected.<br>                                                                                                                                          |                                                                                                       |
|                                                                                                                                                                                                                                                                           | 1.1.5 Support social inclusion, participation in physical activity and fair access within the community to sports by promoting existing community and commercial resources and working with Sports Clubs to provide a gender inclusive experience to their members and visitors.<br> |                                                                                                       |
|                                                                                                                                                                                                                                                                           | 1.1.6 Deliver the State Funded L2P program to support young learner drivers and contribute to a safer community.                                                                                                                                                                                                                                                        |                                                                                                       |

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|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                              |                                                                                                                                                                           |
|                                                                                                                                                                                                          | 1.1.7 Identify approaches to better meet the education and training needs of the diversity community so that more locals may work locally.                                                                                                                                                                                                                    |                                                                                                                                                                           |
|                                                                                                                                                                                                          | 1.1.8 Create and deliver inclusive and enriching arts experiences for older adults, young people, and individuals with disabilities, actively fostering pathways to participation, promoting creativity, and reducing barriers to provide equitable access.                                                                                                   |                                                                                                                                                                           |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                              |                                                                                                                                                                           |
|                                                                                                                                                                                                          | 1.1.9 Create and implement programs that enhance early childhood literacy, adult literacy, and digital literacy within the community.<br>(Library Action Plan 2021 – 2026).                                                                                                                                                                                   |                                                                                                                                                                           |
|                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                              |                                                                                                                                                                           |
| <b>1.2 Improve wellbeing by strengthening social connection, respect, value of diversity and gender equality.</b><br> | 1.1.10 Support provision of quality, accessible, inclusive, safe and sustainable open space network across the municipality.                                                                                                                                                                                                                                  |                                                                                                                                                                           |
|                                                                                                                                                                                                          | 1.1.11 Continue to deliver Community Care services to support clients to remain independent and connect with community.                                                                                                                                                                                                                                       |                                                                                                                                                                           |
|                                                                                                                                                                                                          | 1.2.1 Continue to implement Council's Reconciliation Action Plan, including supporting and celebrating Aboriginal culture.<br>                                                          | Si 1.2.1 Community sense of connections and belonging (Customer Satisfaction Survey) (H&W)                                                                                |
|                                                                                                                                                                                                          | 1.2.2 Continue to implement the Disability Action Plan 2021-2025 which seeks to increase active participation, social inclusion, engagement and mental wellbeing in the community.<br>  | Si 1.2.2 Assessing inclusivity and accessibility (Customer Satisfaction Survey) (H&W)<br><br>Si 1.2.3 Assessing cultural inclusivity (Customer Satisfaction Survey) (H&W) |

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|                                                                                                                                                                                                                                                      | 1.2.3 Support opportunities for volunteers by building connections between volunteers and organisations seeking volunteers, along with targeted promotion of volunteer opportunities to groups identified as being at greater risk of social exclusion.<br>             |                                                                                                                                                                                                |
|                                                                                                                                                                                                                                                      | 1.2.4 Support vulnerable and disadvantaged community members through a range of (Annual) Community Grant programs, through free and low-cost services, and financial and in-kind support for other, independent emergency relief organisations in the municipality.<br> |                                                                                                                                                                                                |
|                                                                                                                                                                                                                                                      | 1.2.5 Continue to provide accessible and inclusive Council run Community Centres and Neighbourhood Houses providing opportunities for social connection and participation.<br>                                                                                          |                                                                                                                                                                                                |
|                                                                                                                                                                                                                                                      | 1.2.6 Support veterans and community members through supporting the delivery of Anzac Day Events.                                                                                                                                                                                                                                                        |                                                                                                                                                                                                |
| <b>1.3 Support and strengthen positive early childhood development by fostering strong foundations in education and health, ensuring children can thrive.</b><br> | 1.3.1 Continue to deliver high quality Maternal and Child Health & Immunisation services, ensuring children aged 0-6 years and their families are supported to reach optimal health and wellbeing.                                                                                                                                                       | Si 1.3.1 Cost of the MCH service (LGPRF)                                                                                                                                                       |
|                                                                                                                                                                                                                                                      | 1.3.2 Continue to deliver Children's Services; including Kindergarten Central Registration, playgroup programs and Best Start initiatives, to ensure all children have equitable access to high quality early childhood education and support.                                                                                                           | Si 1.3.2 Infant enrolments in the MCH service (LGPRF)<br><br>Si 1.3.3 Participation in the MCH service (LGPRF)<br><br>Si 1.3.4 Participation in the MCH service by Aboriginal children (LGPRF) |

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| <b>1.4 Support community safety and wellbeing for everyone who lives, visits, works or does business in Frankston City.</b><br> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>Si 1.3.5 Participation in four-week Key Ages and Stages visit (LGPRF)</p> <p>Si 1.3.6 Successful attendance of children services</p>                                                                    |
|                                                                                                                                                                                                                  | 1.4.1 Commence the statutory review required of the Domestic Animal Management Plan and Community Local Laws.                                                                                                                                                                                                                                                                                                                                                                                                  | Si 1.4.1 Cost of animal management service per population (LGPRF)                                                                                                                                          |
|                                                                                                                                                                                                                  | <p>1.4.2 Continue to implement the Family Violence Prevention Plan 2024-2028 by working in partnerships to amplify and mutually reinforce family violence prevention work.</p>                                                                              | <p>Si 1.4.2 Time taken to action animal requests (LGPRF)</p> <p>Si 1.4.3 Animals reclaimed (LGPRF)</p> <p>Si 1.4.4 Animals rehomed (LGPRF)</p>                                                             |
|                                                                                                                                                                                                                  | <p>1.4.3 Support the provision of a safe, fair and inclusive municipality where people feel safe, well connected and empowered to participate in community life, guided by the Safer Communities Strategy 2023, including through participation in the Local Safety Committee, deployment of Rapid Response (Local Laws) in certain situations and exploring initiatives that promote safe public spaces and behaviours.</p>  | <p>Si 1.4.5 Animal management prosecutions (LGPRF)</p> <p>Si 1.4.6 Cost of food safety service (LGPRF)</p> <p>Si 1.4.7 Critical and major non-compliance outcome notifications (LGPRF)</p>                 |
|                                                                                                                                                                                                                  | <p>1.4.4 Advance efforts to provide a more diverse housing within the municipality including through Council's Housing Advisory Committee and in-kind support secretariat support of the Frankston Mornington Peninsula Zero and the Strategic Housing Alliance Network.</p>                                                             | <p>Si 1.4.8 Time taken to action food complaints (LGPRF)</p> <p>Si 1.4.9 Food safety assessments (LGPRF)</p> <p>Si 1.4.10 Food safety samples (LGPRF)</p>                                                  |
|                                                                                                                                                                                                                  | <p>1.4.5 Monitor community needs, support advocacy and explore partnership opportunities to prevent harms from alcohol and other drugs.</p>                                                                                                                                                                                              | <p>Si 1.4.11 Rate of alcohol-related ambulance attendances (AOD Stats Turning Point) (H&amp;W)</p> <p>Si 1.4.12 Rate of illicit drug-related ambulance attendances (AOD Stats Turning Point) (H&amp;W)</p> |



## Strategic Outcome 2:

# Natural Environment

The natural environment is essential to our community's health and wellbeing.

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

## STRATEGIC OUTCOME 2

## NATURAL ENVIRONMENT

| Strategic Objective                                                                                                                                                                                                                                                                             | Initiatives - What we will do in 2025-2026                                                                                                                                                                                                                                                   | Indicators (to measure Strategic Objective)                                                                                                                                                                             |
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| <b>2.1 Enhance, protect and regenerate indigenous vegetation and biodiversity within Councils reserves to improve ecosystem resilience.</b><br><br>                                                            | 2.1.1 Support the planting and maintenance of trees across the municipality in natural reserves, open spaces, roadsides and natural strips so as not to reduce the municipalities tree canopy coverage.<br> | Si-2.1.1 Proportion of community satisfied with Open space, natural reserves and foreshore (Community Satisfaction Survey) (H&W)                                                                                        |
|                                                                                                                                                                                                                                                                                                 | 2.1.2 Ensure all high priority natural reserves have up to date management plans and management statements. (Biodiversity Action Plan 2021-2026).                                                                                                                                            | Si-2.1.2 Number of trees planted, tree canopy (H&W)                                                                                                                                                                     |
|                                                                                                                                                                                                                                                                                                 | 2.1.3 Support urban forest, social connection and liveability outcomes, guided by the Local Park Action Plan.                                                                                                                                                                                |                                                                                                                                                                                                                         |
|                                                                                                                                                                                                                                                                                                 | 2.1.4 Review and update the Biodiversity policy to improve organisational and community engagement with protection and enhancement of the urban forest and Frankston's biodiversity.<br>                  |                                                                                                                                                                                                                         |
| <b>2.2 Sustain progress towards our science-based emissions reduction target by 2030 and build the capacity and resilience of our community to adapt to the challenges caused by climate change.</b><br><br> | 2.2.1 Develop a waste audit process for Council buildings to identify opportunities to deliver waste and emissions reductions.                                                                                                                                                               | Si-2.2.1 Community greenhouse gas emissions per capita (Emissions register) (H&W)                                                                                                                                       |
|                                                                                                                                                                                                                                                                                                 | 2.2.2 Continue to implement the Climate Change Strategy 2023-2030 action plan through the Climate Change Strategy.<br>                                                                                    | Si-2.2.2 Frankston City community's total greenhouse gas emissions (H&W)<br><br>Si-2.2.3 Community satisfaction with Council meeting its responsibilities towards the environment (Community Satisfaction Survey) (H&W) |

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| <b>2.3 Encourage participation in environmental volunteering and opportunities for environmental education.</b><br>                                                                | 2.3.1 Deliver educational programs such as national tree day, and gardens for wildlife, that enhance the community's connection to nature and encourage participation in environmental volunteering.<br> | Si-2.3.1 Community environmental programs and events                                                                                                                      |
| <b>2.4 Take a collaborative approach with State agencies to sustainably manage our stormwater and drainage assets, reducing impacts to our community and natural waterways</b><br> | 2.4.1 Commence a Frankston City Flood and Stormwater Management Framework. In conjunction with Melbourne Water.<br>                                                                                      | Si-2.4.1 Proportion of beach water quality samples at acceptable Environmental Protection Authority levels (EPA)                                                          |
|                                                                                                                                                                                                                                                                     | 2.4.2 Support Coastal and Marine Management.                                                                                                                                                                                                                                              |                                                                                                                                                                           |
| <b>2.5 Support the local circular economy through waste and resource efficiency programs, education and services.</b>                                                                                                                                               | 2.5.1 Implement programs identified in the City Circularity Roadmap to eliminate waste, keep products in use and protect the natural environment.                                                                                                                                         | Si-2.5.1 Cost of kerbside garbage collection service (LGPRF)                                                                                                              |
|                                                                                                                                                                                                                                                                     | 2.5.2 Ongoing closed landfill site management, monitoring and reporting in accordance with the Environment Protection Authority approved After Care Management Plan.                                                                                                                      | Si-2.5.2 Cost of kerbside recyclables collection service (LGPRF)                                                                                                          |
|                                                                                                                                                                                                                                                                     | 2.5.3 Continue to progress the South-east Metropolitan Advance Waste Processing solution to reduce waste to landfill.                                                                                                                                                                     | Si-2.5.3 Kerbside collection bins missed (LGPRF)<br>Si-2.5.4 Kerbside collection waste diverted from landfill (LGPRF)<br>Si-2.5.5 % of total waste diverted from landfill |



## Strategic Outcome 3: Connected Places and Economy

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

## STRATEGIC OUTCOME 3

## CONNECTED PLACES AND ECONOMY

| Strategic Objective                                                                                                                                                                                                                                                                                                                 | Initiatives - What we will do in 2025-2026                                                                                                                                                                                                                                                                                                                                                                       | Indicators (to measure Strategic Objective)                                                                                                                                                                                                                                           |
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| <b>3.1 Through strategic creative destination development, we position Frankston as a premier cultural hub, attracting visitors, showcasing first class arts experiences and events, fostering local talent, and enriching community life.</b><br> | 3.1.1 Position Frankston City as open for growth and development, focused on new residents, current community and prospective businesses. Key deliverables will include economic growth and opportunity, arts and culture delivery through the Frankston Arts Centre and major events, development and the visitor economy.<br> | Si-3.1.1 Recently purchased library collection (LGPRF)<br><br>Si-3.1.2 Cost of library service per population (LGPRF)                                                                                                                                                                 |
|                                                                                                                                                                                                                                                                                                                                     | 3.1.2 Deliver Year 3 actions of the Public Arts Strategy focussing on the integration with the Frankston Regional Arts Trail.<br>                                                                                                                                                                                               | Si-3.1.3 Library loans per population (LGPRF)<br><br>Si-3.1.4 Library membership (LGPRF)<br><br>Si-3.1.5 Library visits per population (LGPRF)                                                                                                                                        |
|                                                                                                                                                                                                                                                                                                                                     | 3.1.3 Focus on enhancing partnerships, attracting premier events that attract visitation, high value media coverage and implement models to measure success, as guided by the Destination Events Strategy.                                                                                                                                                                                                       | Si-3.1.6 Community satisfaction with the Local Library (Annual Community Satisfaction Survey)<br><br>Si-3.1.7 Library Collections - % Utilisation rate loans per Library Item                                                                                                         |
|                                                                                                                                                                                                                                                                                                                                     | 3.1.4 Deliver Year 4 of the Library Action Plan, focusing on alternative models to enhance community access while expanding online and digital services. Develop programs supporting early years, adult, and digital literacy, and strengthen partnerships with local organisations to improve service outcomes.<br>          | Si-3.1.8 Proportion of residents who are satisfied with Arts and cultural events, programs and activities (Community Satisfaction Survey) (H&W)<br><br>Si-3.1.9 Number of Arts & Culture Events<br><br>Si-3.1.10 Economic benefit resulting from Destination Event Attraction Program |

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| <b>3.2 Enhance the identity and character of our urban city</b><br>                                                                                                     | 3.2.1 Foster currency of the Frankston Planning Scheme by undertaking Planning Scheme Amendments to implement policy and remove duplication.                                                                                                                                                                                                                                                                                                 | Si-3.2.1 Time taken to decide planning applications (LGPRF)                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                          | 3.2.2 Advance work on the Frankston City Housing Strategy, once “Plan for Victoria” is released by the State Government. The Frankston City Housing Strategy is a municipal-wide Strategy which will provide certainty in relation to accommodating population growth, ensuring adequate.                                                                                                                                                    | Si-3.2.2 Planning applications decided within required time frames (LGPRF)                                                                                                                                                                               |
|                                                                                                                                                                                                                                                          | 3.2.3 Promote good design outcomes to create a vibrant and successful City Centre that are consistent with the FMAC Structure Plan.                                                                                                                                                                                                                                                                                                          | Si-3.2.3 Cost of statutory planning service (LGPRF)                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                          | 3.2.4 Foster attractiveness and to and within Local Shopping Strips, including through infrastructure and renewals when budget permits.<br><br>                                                                                                                                                                                                             | Si-3.2.4 Proportion of residents who are satisfied with the design of places and spaces (Community Satisfaction Survey) (H&W)<br><br>Si-3.2.5 Proportion of residents who are proud and enjoy living in their local area (Community Satisfaction Survey) |
| <b>3.3 Attract and invest in high quality property development to accelerate investment, generate jobs, enhance housing supply, and diversify revenue sources</b><br> | 3.3.1 Advance the transformation of Nepean Highway into an activated and vibrant Boulevard which provides improved active transport choices, in collaboration with partners including the State and Federal government, through the delivery of an early works program, the completion of the Masterplan, priority project progress and advocacy.<br><br> | Si-3.3.1 Council planning decisions upheld at VCAT (LGPRF)                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                          | 3.3.2 Establish a Developer Investment & Attraction Strategy, including a Property Investment Fund to drive strategic growth, attract investment and support sustainable property development.                                                                                                                                                                                                                                               | Si-3.3.2 Proportion of affordable rental housing for very low-, low- and moderate-income households (H&W)                                                                                                                                                |

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|                                                                                                                                                                                                                                                                                                                        | 3.3.3 Evaluate the performance of Council's property portfolio to increase financial return, community benefit and quality development outcomes.                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                        | 3.3.4 Strategically position Frankston City as a destination for quality property development and investment.                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                                        | 3.3.5 Implement the Economic Development and Skilled Community Strategy to build a strong local economy by supporting local businesses, investment attraction and activation and through partnerships and advocacy aimed at increasing educational outcomes and local employment opportunities. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>3.4 Manage our transport network to provide safe, accessible connections while advocating for arterial road safety improvements, enhanced amenity, and better public transport connectivity to support community access.</b><br> | 3.4.1 Review and update the Road Management Plan (RMP) to set inspection schedules, intervention levels, and enhance road safety.<br><br>                                                                      | Si-3.4.1 Sealed local road requests (LGPRF)<br>Si-3.4.2 Sealed local roads maintained to condition standards (LGPRF)<br>Si-3.4.3 Cost of sealed local road reconstruction (LGPRF)<br>Si-3.4.4 Cost of sealed local road resealing (LGPRF)<br>Si-3.4.5 Satisfaction with sealed local roads (LGPRF)<br>Si-3.4.6 Population density per length of road (LGPRF)<br>Si-3.4.7 Proportion of residents who are satisfied with travel options around the municipality (Community Satisfaction Survey) (H&W) |

## Strategic Outcome 4:

# Council Performance and Leadership

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



## STRATEGIC OUTCOME 4

# COUNCIL PERFORMANCE AND LEADERSHIP

| Strategic Objective                                                                                                                                                                                                                                                                                                 | Initiatives - What we will do in 2025-2026                                                                                                                                                                                                                                                                                                                                                                                                               | Indicators (to measure Strategic Objective) |
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| <b>4.1. Council is committed to improving technology, data, and processes to deliver innovative, sustainable services, with transparent, accountable decision-making supported by open governance and clear communication.</b><br> | <b>4.1.1</b> Expand Voice of Customer Platform to allow the ability to report to the community on how we are meeting our customer promise.                                                                                                                                                                                                                                                                                                               | Si-4.1.2 Number of data sets published      |
|                                                                                                                                                                                                                                                                                                                     | <b>4.1.2</b> Through the implementation of our Fit for the Future Strategy and supporting program of works, we will continuously enhance our services, technology, and customer experience by leveraging data-driven insights for smarter decision-making and service optimisation. Ensuring we are meeting the future needs of the community in a sustainable way.<br> |                                             |
|                                                                                                                                                                                                                                                                                                                     | <b>4.1.3</b> Ongoing communications highlighting Council's commitment to delivering consistent, high-quality customer service. Ensure clear, timely, inclusive and accessible communication across all customer facing communication channels to foster transparency, build trust, and enhance the overall experience for the community.<br>                          |                                             |
|                                                                                                                                                                                                                                                                                                                     | <b>4.1.4</b> Continue to expand and enhance our work on Council's Transparency Hub, to support our commitment to being transparent, accountable and providing accessible data to the community.                                                                                                                                                                                                                                                          |                                             |

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| <b>4.2 Provide good governance and ensure Councillors are demonstrating to the community the highest standards of, integrity, transparency, respect, and accountability.</b><br> | 4.2.1 Implement and monitor the completion of an effective professional development training program to ensure Councillors (in each year of their term) address any skills or knowledge gaps to enable them to perform their role in the best interests of the local community.                                                    | Si-4.2.1 Council decisions made at meetings closed to the public (LGPRF)                                                                    |
|                                                                                                                                                                                                                                                                   | 4.2.2 Continuously develop and implement the Child Safety Action Plan, ensuring compliance with Child Safe Standards, and effectively respond to child safety reports and reportable conduct incidents in line with legislative requirements.<br> | Si-4.2.2 Councillor attendance at Council meetings (LGPRF)                                                                                  |
|                                                                                                                                                                                                                                                                   | 4.2.3 Advance the implementation of the Protective Data Security Plan, ensuring alignment with the Victorian Protective Data Security Standards, while proactively managing data security risks and responding to incidents in accordance with legislative and regulatory obligations.                                             | Si-4.2.3 Cost of elected representation (LGPRF)<br><br>Si-4.2.4 Satisfaction with council decisions (LGPRF) (Community Satisfaction Survey) |
| <b>4.3 As custodians of public assets, Council will maintain good governance and have a strategic approach to managing our assets to ensure long-term sustainability and optimal delivery of services.</b>                                                        | 4.3.1 Develop a contemporary Procurement Policy aligned with legislative requirements and best practice principles, ensuring Council's strategic objectives are met.                                                                                                                                                               | Si-4.3.1 Percentage of capital works program delivered (Capital Works Delivery Program) (target 90 per cent)                                |
|                                                                                                                                                                                                                                                                   | 4.3.2 Develop and implement a Leasing & Licensing Policy and associated Rental Fees & Charges Model aligned with the adopted Property Vision and Strategy to ensure fair, transparent, and sustainable management of Council-owned assets.                                                                                         | Si-4.3.2 Infrastructure per head of population (LGPRF)                                                                                      |
|                                                                                                                                                                                                                                                                   | 4.3.3 Deliver Frankston Basketball and gymnastic centre (Frankston Stadium) in accordance with the agreed scope budget and timeframe.                                                                                                                                                                                              |                                                                                                                                             |
|                                                                                                                                                                                                                                                                   | 4.3.4 Update and implement the actions and initiatives of the Asset Management Strategy and Asset Management Plans.                                                                                                                                                                                                                |                                                                                                                                             |
|                                                                                                                                                                                                                                                                   | 4.3.5 Develop the annual capital works program strategically to prioritise infrastructure needs within available resources, ensuring long-term sustainability.                                                                                                                                                                     |                                                                                                                                             |
| <b>4.4 Council advocates for the community by engaging</b>                                                                                                                                                                                                        | 4.4.1 Drive support for advocacy priorities to secure funding outcomes in the 2025 Federal Election, while also preparing for the 2026 State Election.                                                                                                                                                                             | Si-4.4.1 Satisfaction with community consultation and engagement (LGPRF)                                                                    |

|                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                             |
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| <p><b>with all levels of government, ensuring accessible, inclusive, and transparent processes that encourage active engagement and are supported by clear, strategic communication.</b></p>  | <p>4.4.2 Provide strategic leadership for the Secretariat of the Frankston Suburban Revitalisation Board, ensuring seamless operations, governance, and execution of key initiatives. Cultivate and manage strong relationships with key members to drive collaboration, influence policy, and deliver impactful revitalisation outcomes.</p>                                                                                         | <p>Si-4.4.2 Customer satisfaction with Council's representation, lobbying and advocacy on behalf of the community with other levels of government and private organisations on key issues (Community Satisfaction Survey)</p> <p>Si-4.4.3 Effectively communicating on council business (Community Satisfaction Survey)</p> |
|                                                                                                                                                                                                                                                                                | <p>4.4.3 Strategically manage government relations by prioritising relationship-building with Members of Parliament, ensuring ongoing engagement and alignment with Council priorities. This will include regular reviews and adherence to relevant protocols while clearly articulating Council's needs, advocating for key initiatives, and fostering collaborative partnerships to drive impactful outcomes for the community.</p> |                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                | <p>4.4.4 Drive proactive and strategic communication of Community Engagement initiatives to ensure widespread awareness of opportunities for participation. Champion the value of community engagement by fostering transparency, encouraging active involvement, and strengthening connections between residents and Council decision-making.</p>   |                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                | <p>4.4.5 Conduct a thorough review of the Mini Frankston City initiative in comparison to membership and participation in Engage Frankston and various Council Committees.</p>                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                | <p>4.4.6 Provision of strategic management of all communication channels inclusive of social media platforms, publications including Frankston City News and the website, ensuring consistent branding, engagement, and audience growth to ensure accurate, relevant, and engaging content for the community.</p>                                                                                                                     |                                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                | <p>4.4.7 Strategic review of the Community Engagement Framework by end-2025, incorporating updated Community Engagement Policy to ensure an inclusive and comprehensive process. Engagement will be undertaken with the community to gather insights and align the policy and framework with current needs and best practices.</p>                                                                                                    |                                                                                                                                                                                                                                                                                                                             |
| <p><b>4.5 Council will ensure that strategic planning principles</b></p>                                                                                                                                                                                                       | <p>4.5.1 Enhance service reporting to further support clear alignment with strategies and action plans across the organisation.</p>                                                                                                                                                                                                                                                                                                   | <p>Si-4.5.1 Recurrent grants per head of population (LGPRF)</p>                                                                                                                                                                                                                                                             |

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| are incorporated at all levels of planning, prioritising strategic alignment and the long-term impact on the community | 4.5.2 Provide updates on the status of the Policy Register to Council, including new or revised policies that have undertaken Gender Impact Assessments.                                               | Si-4.5.2 Proportion of residents' satisfaction with the overall Council performance (Community Satisfaction Survey)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                                        | 4.5.3 Monitor the implementation of the Integrated Planning & Reporting Framework through service optimisation, enhanced service governance and performance reporting on the Council & Wellbeing Plan. | <p>Si-4.5.3 Expenses per property assessment (LGPRF)</p> <p>Si-4.5.4 Average rate per property assessment (LGPRF)</p> <p>Si-4.5.5 Current assets compared to current liabilities (LGPRF)</p> <p>Si-4.5.6 Unrestricted cash compared to current liabilities (LGPRF)</p> <p>Si-4.5.7 Loans and borrowings compared to rates (LGPRF)</p> <p>Si-4.5.8 Loans and borrowings repayments compared to rates (LGPRF)</p> <p>Si-4.5.9 Non-current liabilities compared to own source revenue (LGPRF)</p> <p>Si-4.5.10 Asset renewal and upgrade expense compared to depreciation (LGPRF)</p> <p>Si-4.5.11 Adjusted underlying surplus (LGPRF)</p> <p>Si-4.5.12 Rates compared to adjusted underlying revenue (LGPRF)</p> |

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|                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                              | <p>Si-4.5.13 Rates compared to property values (LGPRF)</p> <p>Si-4.5.14 Expenses per head of population (LGPRF)</p> <p>Si-4.5.15 Own source revenue per head of population (LGPRF)</p>        |
| <p><b>4.6 Build a well-managed, diverse workforce that champions gender equality, ensures child safety, and fosters a strong, inclusive culture, promoting fairness, respect, and accountability across all levels.</b></p>                      | <p>4.6.1 To create and implement a comprehensive Gender Equality Action Plan, fostering a strong, inclusive culture that promotes equality, supports diversity, and drives sustained progress towards gender equity across all levels.</p>  | <p>Si-4.6.1 Percentage of staff turnover (LGPRF)</p> <p>Si-4.6.2 Workforce by Gender (H&amp;W)</p> <p>Si-4.6.3 Full Time Equivalent employees (FTE) in comparison to number of employees.</p> |
|                                                                                                                                                                                                                                                                                                                                   | <p>4.6.2 To implement a robust workforce plan that meets legislative obligations while effectively managing resources to ensure operational efficiency and workforce sustainability.</p>                                                                                                                                     |                                                                                                                                                                                               |
|                                                                                                                                                                                                                                                                                                                                   | <p>4.6.3 Ensure the organisation's Occupational Health and Safety (OHS) Management System (OHSMS) is robust, effective, and fully compliant with all relevant OHS legislation, standards, and best practices.</p>                                                                                                            |                                                                                                                                                                                               |
| <p><b>4.7 Council fosters collaboration and provides accessible ways for the community to engage with services and decisions. Elevating the customer's voice ensures their needs and aspirations shape planning and service delivery.</b></p>  | <p>4.7.1 Continue our commitment to ensuring all our customer channels are accessible, inclusive and convenient to use for all members of the community. Valuing both digital and human centric options.</p>                               | <p>Si-4.7.1 Relative Socio-economic Disadvantage (LGPRF)</p> <p>Si-4.7.2 Customer requests - Average days open</p>                                                                            |
|                                                                                                                                                                                                                                                                                                                                   | <p>4.7.2 Deliver a Voice of Customer Framework to enhance the communities voice in all our decision making, design, planning and delivery of services.</p>                                                                                |                                                                                                                                                                                               |