

MANNINGHAM

## COUNCIL MEETING

# AGENDA

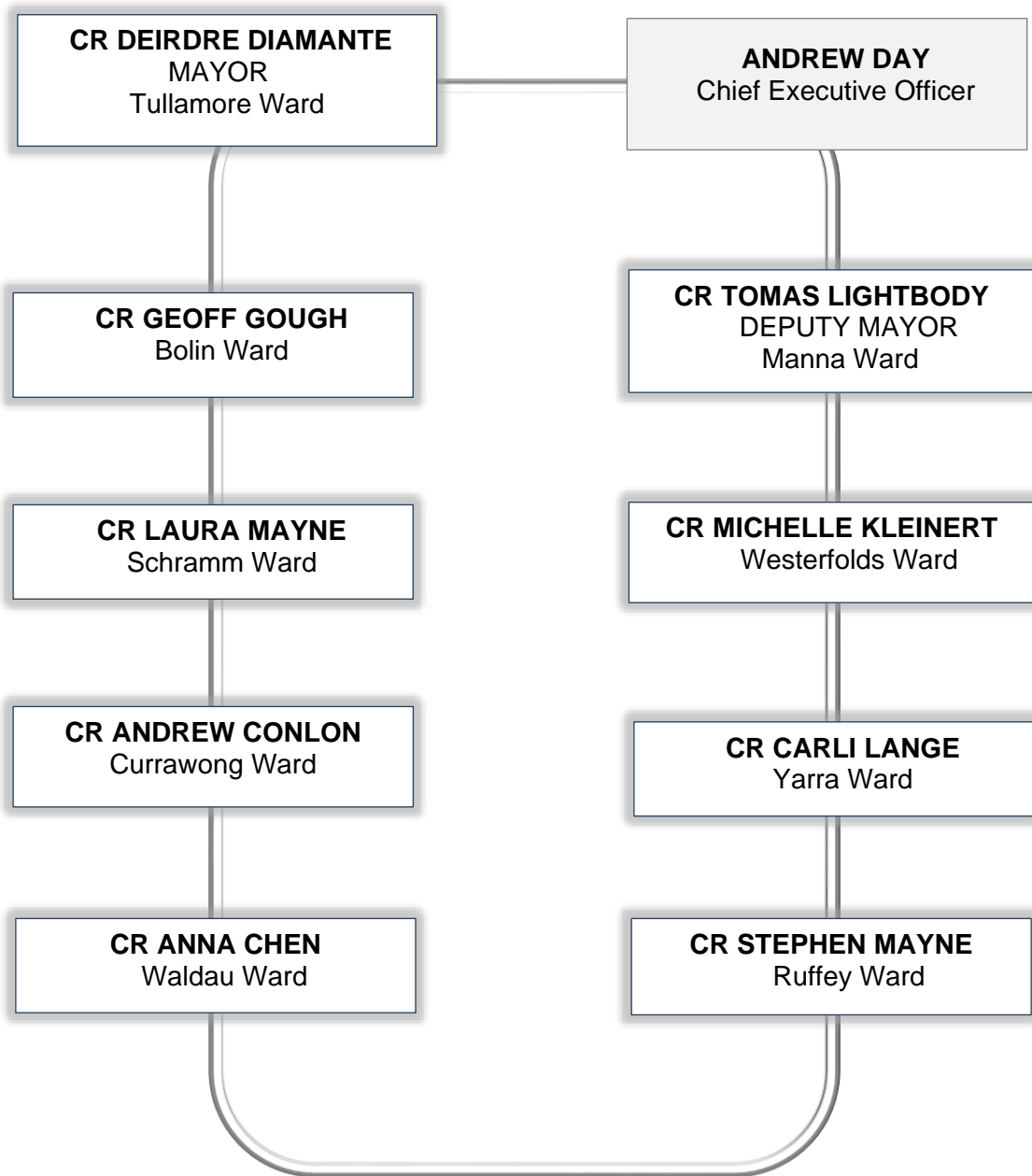
<b>Date:</b>	<b>Tuesday, 25 July 2023</b>
<b>Time:</b>	<b>7:00pm</b>
<b>Location:</b>	<b>Council Chamber, Civic Centre 699 Doncaster Road, Doncaster</b>

**This meeting is convened to transact the business listed below.**

**Andrew Day**  
**Chief Executive Officer**

*This meeting will be livestreamed. Members of the public who address Council will be heard on the live audio stream, and audio of them speaking will be recorded. All reasonable efforts will be made to avoid capturing live or recorded video footage of public attendees however there might be incidental capture.*

## COUNCIL MEETING SEATING PLAN



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**1 OPENING PRAYER AND STATEMENTS OF  
ACKNOWLEDGEMENT**

**2 APOLOGIES AND REQUESTS FOR LEAVE OF ABSENCE**

**3 PRIOR NOTIFICATION OF CONFLICT OF INTEREST**

**4 CONFIRMATION OF MINUTES**

Confirmation of the Minutes of the Council Meeting held on 27 June 2023.

**5 PRESENTATIONS**

**6 PETITIONS**

**7 PUBLIC QUESTION TIME**

**8 ADMISSION OF URGENT BUSINESS**

**9 PLANNING PERMIT APPLICATIONS**

There are no planning permit applications that require a decision of Council this month.

## 10 CITY PLANNING

### 10.1 North East Link and Transport Advocacy Update

File Number: IN23/415  
Responsible Director: Director City Planning  
Attachments: Nil

#### EXECUTIVE SUMMARY

*At its meeting of 28 February 2023, Council resolved to request officers prepare a report for noting to be considered at a future meeting in 2023, summarising developments with the North-East Link project. This was to include the impact to the acquisition of the Bulleen Industrial Precinct, and a summary of Council's input into the North-East Link project thus far and anticipated ongoing input over the balance of the current council term.*

*The North East Link is a \$16 billion freeway project to connect the Eastern Freeway with the M80 Ring Road through Bulleen, which is being delivered by the North East Link Project (NELP) authority on behalf of the State Government. Between 2017 and 2020, Council worked tirelessly to plan towards and ensure the best outcome for its community, through its advocacy and contribution to the North East Link Environment Effects Statement (EES), and subsequently, a Judicial Review of the Project in 2020. During this time, Council also hosted three major community events on the project.*

*As a result, Council has been instrumental in achieving many positive outcomes and delivery/commitment for community facilities. These include:*

- A redevelopment and masterplan for Bulleen Park (AFL / cricket)*
- New soccer facilities (3 pitches and pavilion) at Templestowe Road*
- A new pedestrian/cycling bridge at Bankia Park (Bulleen) across the Yarra River*
- A new Bulleen Park & Ride facility to support the Doncaster Busway*
- Protection of the 300+ year old River Red Gum tree in Bulleen*
- Negotiated to plan for surplus land at the former Bulleen Industrial Precinct to support a future employment precinct at this location*
- A commitment to undertake a business case to duplicate Templestowe Road and include walking and cycling facilities.*

*Since 2020, Council has made several submissions to the Project to support many of the outcomes listed above, and the comprehensive Urban Design Landscape Plan (UDLP) for the Central (Tunnels) Package. In early 2024, Council will also contribute to the UDLP for the South Package (Eastern Freeway corridor), with a particular focus to protect resident amenity around Estelle Street in Bulleen. Over the next 24 months, Officers will also brief Councillors on the Bulleen Park Masterplan and proposed upgrade.*

*Since 2020, officers have reviewed over 160 design reports and approved 417 Traffic Management Plans (TMP) for construction works to date. Council's Parks Team have also planted 570 trees to offset future impact to vegetation.*

**1. RECOMMENDATION****That Council:**

- A. Note the North East Link and transport advocacy update in response to the 28 February 2023 Council motion.**
- B. Request Council officers to provide a further update on the North East Link within the coming 12 months.**

**2. BACKGROUND**

- 2.1. The North East Link (NEL) Project is a \$16 billion transport infrastructure project to connect the Eastern Freeway in Bulleen to the M80 Ring Road in Greensborough. The project includes the construction of twin 6km freeway tunnels beneath the Yarra River, Bulleen, and Viewbank. The Project will also deliver other community facilities including upgrades open space, recreation facilities, walking and cycling trails and the Doncaster Busway (from Hoddle Street to Doncaster Road).
- 2.2. The Project has been led by the North East Link Project (NELP) authority with the project to be delivered in several packages led by different construction consortiums. The project traverses through four local government areas – the Cities of Manningham, Banyule, Boroondara and Whitehorse.
- 2.3. Council at its meeting of 28 February 2023, resolved to request that officers prepare a report for noting to be considered at a Council meeting before the end of 2023 (NOM No. 1/2023), summarising developments with the NEL project including:
  - A summary of the outcomes of the program of relocation and compensation for displaced businesses in the Bulleen West industrial precinct.
  - A summary of Council's input into the North-East Link project thus far and anticipated ongoing input over the balance of the current council term, including details of any formal submissions Council is likely to make before November 2024.
  - Any other information about the North-East Link project regarded as pertinent to Council and the wider Manningham community.
- 2.4. The NEL project is split into five construction packages, of which three packages are located within the Manningham municipality. These consist of the:
  - Central (Tunnels) Package – This is the main package of works for the NEL project. It includes the construction of the tunnels (including under Bulleen Road) and the construction of the Manningham Road Interchange, southern tunnel portal and a land bridge. This package also includes the preliminary design of the Bulleen Road Interchange at the Eastern Freeway. This package included the acquisition of the Bulleen Industrial Precinct to enable the construction of the Tunnel Boring Machine (TBM) portals.

- South Package – This is one of the NEL secondary packages which includes the construction of the Bulleen Road Interchange and the widening of the Eastern Freeway between Bulleen Road and Tram Road. This package will also be responsible for the delivery of the Bulleen Park sports upgrades and the Doncaster Park & Ride and this section of the Doncaster Busway.
- East Package – This is one of the NEL secondary packages which involves the widening of the Eastern Freeway between Tram Road and Springvale Road.

### Advocacy

- 2.5. Since early inception of the Project, Council recognised that the NEL would have a significant impact (both positive and adverse) on the municipality. As such, Council undertook significant strategic work and advocacy to ensure that Council work closely with the project authorities to ensure that impacts are mitigated as far as practicable, whilst advocating for an overall net-community benefit.
- 2.6. In June 2018, Council endorsed the *'North East Link: Issues and Opportunities'* paper, which outlined Council's key concerns and advocacy objectives of the project. The considerations and recommendations of this paper underpinned Council's future advocacy activities, and contribution to other planning processes associated with the project, as noted below.
- 2.7. Between 2018 and 2020, Council contributed to the development of the Environmental Effects Statement (EES) for the project, and in 2019, made submissions to the 'North East Link (NEL) Environmental Effects Statement (EES) Inquiry and Advisory Committee (IAC)' hearing.
- 2.8. Council, as a result, have actively advocated for the key objectives noted in the Council endorsed NEL EES submission (endorsed by Council at its meeting of 4 June 2019), being but not limited to:
  - Limiting impact and disruption to open space and recreational facilities (notably Bulleen Park and Koonung Creek Linear Park);
  - Managing the impact to the Bulleen Industrial Precinct / employment / loss of local jobs;
  - Ensuring the project achieves no net loss of native vegetation;
  - Ensuring the protection of key places (including the significant River Red Gum on Bridge Street, Bolin Bolin Billabong, and school sporting grounds);
  - Ensuring the Project delivers positive community infrastructure, including walking and cycling paths and bus services; and
  - Ensuring that construction impacts (traffic, noise, disruption) do not adversely impact the community and amenity over the duration of the eight year project.
- 2.9. Following the release of the Minister for Planning's IAC Assessment on the NEL project, Council commenced judicial review proceedings in early 2020 and settled with the State Government in July 2020 to ensure the above outcomes were actively considered and addressed by the Project delivery partners.
- 2.10. Since that time, Council officers have been liaising with NELP and its contractors regularly to ensure that the impacts of the project are mitigated as far as practicable, whilst ensuring that Council achieves improved community outcomes.

2.11. As a result of Council's ongoing advocacy and contribution to the planning of the project, Council have been instrumental in achieving many positive outcomes and delivery of community facilities. These include, and are outlined in more detail in Section 3 of this Report:

- A redevelopment and masterplan for Bulleen Park (AFL / cricket)
- New soccer facilities (3 pitches and pavilion) at Templestowe Road
- A new pedestrian/cycling bridge at Bankia Park (Bulleen) across the Yarra River
- A new Bulleen Park & Ride facility to support the Doncaster Busway
- Protection of the 300+ year old River Red Gum tree in Bulleen
- Negotiated to plan for surplus land at the former Bulleen Industrial Precinct to support a future employment precinct at this location
- A commitment to undertake a business case to duplicate Templestowe Road and include walking and cycling facilities.

### 3. DISCUSSION / ISSUE

#### **North East Link – Central (Tunnels) Package**

- 3.1. The Central (Tunnels) Package of NEL project commenced in late 2021 with the engagement of the SPARK consortium to design and deliver the tunnels package to design the interface sections of the project including the Manningham Road and Bulleen Road Interchange and the Bulleen Road corridor.
- 3.2. The Urban Design Landscape Plan (UDLP) for the central package was exhibited in early 2022 with Council making a Submission in June 2022. The key areas of Council's submission included, amongst other items, the impact of the Eastern Freeway widening, urban design outcomes, and the grade-separation of the pedestrian and cycling networks particularly at the Manningham Road Interchange.
- 3.3. Following the Minister for Planning's endorsement of the Central Package UDLP, Council again wrote to NELP advising that we are still concerned that there are no tangible improvements to pedestrian and cycling facilities across Manningham Road interchange to connect north and south shared user paths and that we are seeking the path under Manningham Road be upgraded. This continues to form a key advocacy item for Council, with ongoing discussions occurring with the Department of Transport and Planning to determine how best to include this within the NEL project outcomes.
- 3.4. Since the engagement of SPARK, site establishment has progressed as has the detailed design process. Council officers, under a confidentiality agreement with the State, review and provide feedback to the various design packages, including (but not limited to) landscape design, road geometry, urban design, drainage and traffic outcomes. To date officers have reviewed and provided feedback and negotiated outcomes on 163 design reports.
- 3.5. To facilitate the construction of the project, Council officers also work closely with NELP and its contractors to develop and provide feedback on management plans such as Construction Compound Plans (CCP), Construction Environment Management Plans (CEMP) and Worksite Traffic Management Plans (WTMP). There is also several short-term Traffic Management Plans (TMP) that require approval on a regular basis. Since March 2020, Council officers have approved 417 TMPs for works on local roads, footpaths, and open space.



- 3.6. The Central Package has also commenced construction works within the Bulleen Park precinct. Council officers are in regular contact with the sporting clubs regarding the works and ensure that any road closures do not impact on the ability for sports clubs to access Bulleen Park.
- 3.7. In addition, the River Red Gum tree, which is over 300 years old, located on Manningham Road at Bridge Street, has been retained and is being protected during the recent demolition works and will be protected during the construction of the Manningham Road Interchange. Council officers regularly attend when works are being undertaken near the tree to ensure that appropriate mitigation measures are undertaken. This was a key advocacy outcome for Council.

### **Early Works Program**

- 3.8. Over the past three years, NEL contractors have been conducting establishment works within the Bulleen Road and Eastern Freeway corridors to relocate utility services that would otherwise be in the way of the footprint of the primary works.
- 3.9. A key outcome of the Early Works Package was the relocation of the Yarra East Main Sewer that previously followed the alignment of Bulleen Road. To clear the way for the twin tunnels through Bulleen Flats, the Yarra East Main Sewer was relocated further east out of the way. Impacted properties have now been connected to the new sewer.
- 3.10. Other services relocated included water mains under the Eastern Freeway, electricity supply lines and power poles within the Koonung Creek Linear Trail.
- 3.11. Council officers liaised with NELP at all stages of these works to ensure impacts to residents, and sporting clubs, were minimised as much as possible – given that the bulk of these works occurred during Covid lockdowns when residents were primarily at home.

### **Former Bulleen Industrial Precinct (BIP)**

- 3.12. The former Bulleen Industrial Precinct (BIP) consisted of approximately 100 businesses, located on Greenaway Street, Kim Close, Manningham and Bulleen Roads. From early in the project planning, it was identified that this precinct would be required to facilitate the construction of the Manningham Road Interchange.
- 3.13. Council recognises that the loss of Bulleen Industrial Precinct will cause significant social and economic impacts to our community. The precinct was our largest light industrial zone, and while we have investigated other possible sites within our municipality (including Websters Road) to relocate such businesses, no available or appropriate location could be determined (or not suitable for such sensitive land use).
- 3.14. As of late 2022, all businesses in the Precinct have now all been compulsorily acquired by the Department of Transport and Planning (DTP). This land acquisition legislative process was led and undertaken by DTP (State Government). Manningham Council (and Local Government) had little or no control or influence on this process.

- 3.15. Engagement and support of businesses and employees has been undertaken through various activities and programs such as regular meetings with the Business Liaison Group (BLG), newsletters, ongoing face-to-face engagement, real estate and relocation support services ran by Charter Keck Cramer (CKC) and a support hub set up in Bulleen with NELP Stakeholder & Comms Landowner Engagement Team presence for businesses.
- 3.16. NELP continues to work with the Department of Transport and Planning to support the management and finalisation of business acquisition cases.
- 3.17. Noting the above, Council worked to advocate for impacted businesses to ensure the best outcome for both businesses and their employees under the circumstances, with no net loss to the business community and new employment / redeployment opportunities to be considered within the City of Manningham, or nearby, where possible.
- 3.18. Councillors and officers regularly meet with traders and business representatives to hear to their concerns and offer support. Council officers also regularly attended the 'Bulleen Industrial Zone Business Liaison Group (BIZ BLG)' meetings and Community Liaison Group (CLG) meetings to advocate on behalf of our business community.
- 3.19. Due to the fact that the acquisition process is a private agreement between each individual trader / landowner and DTP, Council is not privy to the final outcomes such as compensation claims, relocation or ultimate acquisition outcomes. This information cannot be disclosed by DTP due to confidentiality reasons. It is noted that the acquisition followed the legal requirements of the *Major Transport Projects Facilitation Act 2009* and the *Land Acquisition and Compensation Act 1986*.
- 3.20. A new Business Liaison Group has been established to support the remaining businesses located east of Bulleen Road, given the level of construction activity in the area over the next 4 years. Manningham Council officers (Economic Development team) are a member of this Group.

#### **Future Land Use Study – Former Bulleen Industrial Precinct**

- 3.21. As noted in Council's Closing Submission to the Environmental Effects Statement (EES) Inquiry and Advisory Committee (IAC) hearing in 2019 and the Minister for Planning report, the State Government is obliged to return any surplus land following the construction of the Manningham Road interchange (at the former Bulleen Industrial Precinct) for use as future employment land. This has also been included in the State Government's (draft) '*Bulleen Precinct Land Use Framework Plan*' (anticipated to be endorsed by the Minister for Planning in 2023).
- 3.22. As a result, given that the Urban Design Landscape Plan for the NEL Tunnels Central Package has been endorsed by the Minister for Planning in 2022, Council has commenced the process to undertake a feasibility study to determine the process and potential employment outcomes on any residual land.
- 3.23. It is important to note that the surplus land will be returned to the State Government, not Council. Therefore, the employment land feasibility study will allow Council to work with the relevant State Government departments to determine the most appropriate planning controls to encourage employment and appropriate forms of development in keeping with the Yarra River environs.

- 3.24. This planning process is due to be progressed throughout 2023 by Council, with the findings and recommendations to be presented to Council for consideration in 2024.

### **Bulleen Park and Ride**

- 3.25. From early 2020, Council officers commenced working with NELP on the Bulleen Park and Ride (BPR) facility on Thompsons Road at the Eastern Freeway on-ramp.
- 3.26. Council's involvement in the process included reviewing concept designs, detailed designs and construction designs and ensuring that elements such as the Koonung Creek Linear Trail was facilitated through the site.
- 3.27. In addition, in December 2020, Council made a submission to the Urban Design Landscape Plan for the site, which is publicly available on Council's website.
- 3.28. Officers also reviewed and worked through various management plans such as construction management plans. This included ensuring that heavy vehicle use was kept to a minimum on the local road network and the site was predominantly accessed via Thompsons Road or the temporary access on the Eastern Freeway on ramp – to limit the impact to the local road network and adjoining residents.
- 3.29. Officers were frequently involved in onsite visits and meetings ensuring that impacts to surrounding residents were mitigated as far practicable, and that any issues were resolved in a timely manner to reduce those impacts.
- 3.30. The Bulleen Park and Ride facility was opened to the public on in late April 2023, and to date the use of the facility has increased on a weekly basis. The site provides 370 car parking bays, and now services the 905 SmartBus service from a facility that includes similar passenger facilities and amenity as a premium railway station.
- 3.31. It is also noted that the construction of the BPR also meets a key objective of the *Manningham Transport Action Plan 2021* to improve public transport accessibility throughout the municipality.

### **North East Link – South Package**

- 3.32. The southern package incorporates the design for the Bulleen Road Interchange and the Eastern Freeway from Bulleen Road to Tram Road.
- 3.33. Once the Southern package has formally commenced, as per the Central Package, NELP will prepare an Urban Design Landscape Plan (UDLP) for public exhibition and for public comment.
- 3.34. A key consideration for this section of the project, is to ensure ongoing protection for resident amenity along the freeway interface to Estelle Street in Bulleen. At this stage, Council has strongly urged NELP to reconsider the widening of the freeway in this location to protect resident amenity and the open space alongside the freeway.
- 3.35. It is anticipated that NELP will exhibit the UDLP in late 2023 / early 2024. Council officers will review and make a submission to the UDLP when exhibited.

**Doncaster Park & Ride**

- 3.36. During construction of NEL, the Doncaster Park and Ride operations are anticipated to be impacted to allow for the redevelopment of the facility and Doncaster Road interchange / overpass. Currently, NELP only has funding to reconstruct the facility back to its existing state (like for like), which will result in a single use car park only. Given there will be inevitable construction impacts occurring at the site as part of the NEL project, it would be a missed opportunity to not fully realise the mixed-use potential as a transit-oriented development.
- 3.37. At its meeting in July 2022, Council endorsed its advocacy position for an enhanced Doncaster Park and Ride facility which proposes to redevelop the site above and beyond its current at grade configuration. As a result, Council has commenced advocacy to redevelop the site to a mixed-use Transit Oriented Development that provides various community facilities, potential office space, retail and other uses at this significant transport hub.
- 3.38. Council will continue to advocate to the Department of Transport and Planning to amend the NEL's Doncaster Park and Ride design to accommodate a mixed-use transit-oriented development and ensure commitment that any development on the site be subject to a thorough community consultation process.

**Bulleen Park and Templestowe Soccer Facilities**

- 3.39. Due to the Project's impacts to Bulleen Park, Development Victoria (State Government) has commenced the construction of the new soccer facility on Templestowe Road, to relocate these facilities.
- 3.40. The new soccer facility includes two turf pitches, one synthetic pitch and a new pavilion. It is anticipated that the new facility will be completed and handed over to Council to manage in early 2024.
- 3.41. Council officers have been involved in all aspects of planning for the soccer facility including design development, consultation with impacted sports and recreation club / users and are undertaking ongoing site inspections during construction of the site.
- 3.42. In addition, Council officers were involved in the preparation and development of the Bulleen Park Masterplan which includes construction of two new pavilions and three football (AFL) ovals, which has been endorsed by the Minister for Planning.
- 3.43. It is anticipated that the design, development, and construction of the new Bulleen Park facilities will be completed within the next several years. Council officers will also be involved in every step of this process, with future updates to be provided to Councillors.

**Banksia Park Bridge**

- 3.44. A key advocacy objective of Council was to ensure the project also delivers sustainable transport outcomes. As such, Council was instrumental in coordinating with Melbourne Water, Parks Victoria, Banyule Council and NELP, to deliver a new pedestrian/cycling bridge across the Yarra River between Dora Street Heidelberg and Bankia Park, Bulleen.
- 3.45. Council (led by the City Projects Unit) is currently in the process of undertaking the statutory planning process and detailed design for this bridge. It is anticipated that this planning process will be completed by early 2024.

**Templestowe Road Upgrade**

- 3.46. Council has been advocating for the upgrade of Templestowe Road to be undertaken as part of the NEL project. As such, Council successfully negotiated with the Victorian Government to commence detailed planning work and a business case for the duplication and upgrade of Templestowe Road (2.8km) with shared pedestrian and bike paths along the north side. Council has determined that the preliminary cost of construction of this road is in the order \$55 million.
- 3.47. This business case was committed to by the Department of Transport and Planning in 2021 but has since not been delivered. Council will continue to advocate and work with DTP on this outcome.

**Environmental Outcomes**

- 3.48. A key objective for Council is to ensure that the loss of tree canopy and vegetation is minimised and mitigated. Officers have worked with NELP to identify appropriate locations for early tree planting to occur to allow the new canopy to establish. Locations to date where early planting has occurred within Councils reserves, include locations such as Katrina Reserve (Doncaster) and Finns Reserve (Lower Templestowe).
- 3.49. To date, Council has planted approximately 570 trees since 2022 within various reserves in Manningham on behalf of NELP and will continue to support the early planting program.
- 3.50. Council has also continued to advocate to NELP and other State authorities to ensure that all appropriate measures are taken to mitigate the air quality impacts on the project on the health and wellbeing of the local community.
- 3.51. The main focus at this time in relation to noise impacts is ensuring that the noise associated with construction is mitigated as far as practicable. Officers continue to work with NELP to ensure that any noise emitting works that may exceed noise levels occur either during the day or early in the night, as far as practicable. Affected residents are also notified prior to the works that noise may occur during a time period with a direct NELP contact provided to them to call where concerns are raised.
- 3.52. In addition, council continues to advocate for and provide feedback through the detail design process to ensure that any loss of open space along the project alignment is reduced

#### 4. COUNCIL PLAN / STRATEGY

- 4.1 All work undertaken to date aligns with Council's endorsed position as per various strategic plans regarding the NEL project. This includes ensuring alignment with the:
- *North East Link Issues and Opportunities Paper (June 2018)*
  - *Yarra River Corridor Concept Plan (2019)*
  - *Draft Bulleen Land Use Framework Plan*
  - *Liveable City Strategy 2040*
  - *Manningham Transport Action Plan 2021*
  - *Active for Life Recreation Strategy 2010-2025 (reviewed 2019)*
  - *Manningham Open Space Strategy 2014*

#### 5. IMPLEMENTATION

##### Financial / Resource Implications

- 5.1 Council has allocated an annual operational budget of \$150,000 to support ongoing planning and response to the project. This funding allows for legal advice and consultant support, as needed. Over the past 12 months, such work has included consultancy support to develop concept plans for the Doncaster Park & Ride facility, and over the next 12 months, funding to support the feasibility study into future employment land opportunities at the former Bulleen Industrial Precinct site.

##### Communication and Engagement

- 5.2 NELP, as the State Government authority is leading all communications and engagement for its project with Council a key stakeholder in the process.
- 5.3 Since 2020, officers, under Delegation, have made the following formal submissions to the NEL project:
- *July 2020 – Templestowe Road Soccer Facilities Planning Scheme Amendment,*
  - *December 2020 – Bulleen Park and Ride Urban Design and Landscape Plan,*
  - *December 2021 – Veneto Club Car Park Planning Scheme Amendment,*
  - *March 2022 – Bulleen Park Sporting Facilities Planning Scheme Amendment,*
  - *June 2022 – NEL Tunnels Package Urban Design and Landscape Plan*
- 5.4 As part of NEL's consultation process for the items above, NEL and SPARK presented to councillors on the NEL Tunnels Package Urban Design and Landscape Plan (UDLP) prior to public exhibition in May 2022. A follow up session was held with NELP and SPARK in February 2023 following the endorsement of the UDLP by the Minister of Planning.
- 5.5 Council officers work closely with NELP across their communications and engagement approach and messaging to ensure effective communications with the community. Council officers are also members of the Community Liaison Group (CLG), and the new Business Liaison Group to represent the remaining businesses on Bulleen /Templestowe Roads.

- 5.6 Council also communicates project updates across its community engagement channels (social media, Manningham Matters, website etc) as required.
- 5.7 Over the course of the project, Council has hosted several major community information events. These included:
- September 2017 – Information on the four (4) proposed NEL corridor options & survey on preferred route option
  - May 2019 – Community update on the EES
  - March 2020 – Project update to the community

**Timelines**

- 5.8 NELP will continue to meet and present to Council on the future Urban Design Landscape Plans (UDLP) for the South and East packages at key stages of the project. Through consultation with Councillors and internal working groups, officers, under Delegation, will make future submissions to these processes over the next several years.
- 5.9 Over the next 24 months, Officers will brief Council on the Bulleen Park Masterplan and proposed upgrade.
- 5.10 Officers will continue to provide regular upgrades to Council at key milestone points of the projects.

**6. DECLARATIONS OF CONFLICT OF INTEREST**

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

## 10.2 Planning Reform Update

File Number: IN23/346  
Responsible Director: Director City Planning  
Attachments: 1 Housing Data Map 2018 - 2022 [↓](#)  
2 Planning Application Data 2015-2023 [↓](#)

### EXECUTIVE SUMMARY

*This report has been prepared following questions from Councillor Chen and Councillor Lightbody at previous Council meetings in response to concerns about State Government planning reform and that Council may lose control and influence in planning matters.*

*This report provides Council with:*

- *an update on the State Governments Planning Reform agenda in Victoria; and*
- *commentary on Councils role and performance in exercising its planning responsibilities.*

*The call for greater State intervention, reduced third party rights or removal of local planning powers often cites poor decision making and inefficient planning processes as the justification. Manningham is well placed to demonstrate that it fulfills its obligations as both a Planning Authority and a Responsible Authority in a sound, balanced, effective and efficient manner.*

*Council should work in collaboration with the Eastern Regional Group of Councils and the Municipal Association Victoria, to coordinate advocacy efforts to the State government, that demonstrate how local planning functions and responsibilities positively contribute to planning policy settings and planning application decision making.*

### 1. RECOMMENDATION

**That Council:**

- A. Write to the Municipal Association of Victoria urging them to move swiftly to assemble a working group of Council senior executives to plan a process toward developing a sector-wide position and advocacy response to State government planning reform.**
- B. Send a copy of this Council report to the Municipal Association of Victoria along with supporting data, that demonstrates how Councils local planning functions responsibly contribute to balanced planning policy setting and planning application decision making.**
- C. Continue to work in collaboration with adjoining Councils through the Eastern Regional Group of Councils to ensure coordinated information sharing, advocacy, and communication strategies in response to State government planning reform.**



## 2. BACKGROUND

- 2.1 Planning reform has long been discussed as the key solution to fixing housing supply issues including the need to cut through the red tape. Recent media and industry commentary on housing affordability in Australia has again focussed on the role of planning systems as a contributing factor.
- 2.2 Infrastructure Victoria in March 2023 published research into factors influencing housing development and why the Plan Melbourne 70/30 aspiration of shifting a higher proportion of new housing development to land with existing infrastructure by the year 2051 is not being met. Their recommendations acknowledge a broad range of housing policy reform opportunities, which include:
- Remove Stamp Duty
  - Review thresholds for First homeowners' grants
  - Shared equity schemes rather than grants
  - Incentivise local government housing targets
  - Prioritise urban renewal precincts
  - Expand the use of Residential growth Zones
  - Introduce better standards for low rise apartment quality
  - Introduce as of right dual occupancies and townhouses
  - Reduce or remove compulsory parking requirements

### State Government Planning Reform Agenda

- 2.3 The Minister for Planning has a key role to play in the planning system in Victoria. The *Planning and Environment Act 1987* sets out the wide-ranging planning powers and responsibilities of the Minister. The State Government already carries considerable influence and powers in planning decision making. This includes:
- planning schemes are based on significant State Government policies and provisions
  - local policies must be consistent with state provisions
  - the Minister approves amendments to planning schemes
  - the Minister has 'call in' powers
  - the state over time has increased its direct planning role in urban renewals, priority precincts, major projects and growth areas decision making
- 2.4 The most recent iteration of planning reform can be traced back to the appointed Red Tape Commissioner in 2018. In March 2019, the Minister for Planning asked the Red Tape Commissioner to undertake a review of State and local government processes surrounding building and planning approvals, and early building works infrastructure approvals. The request was to identify opportunities to streamline processes and reduce delays.
- 2.5 In November 2021 Better Regulation Victoria '*Turning Best Practice into Common Practice – Planning & Building Approvals Process Review Report*' to Government was completed, and made twenty-seven recommendations centred on five themes, as outlined in Figure 1:

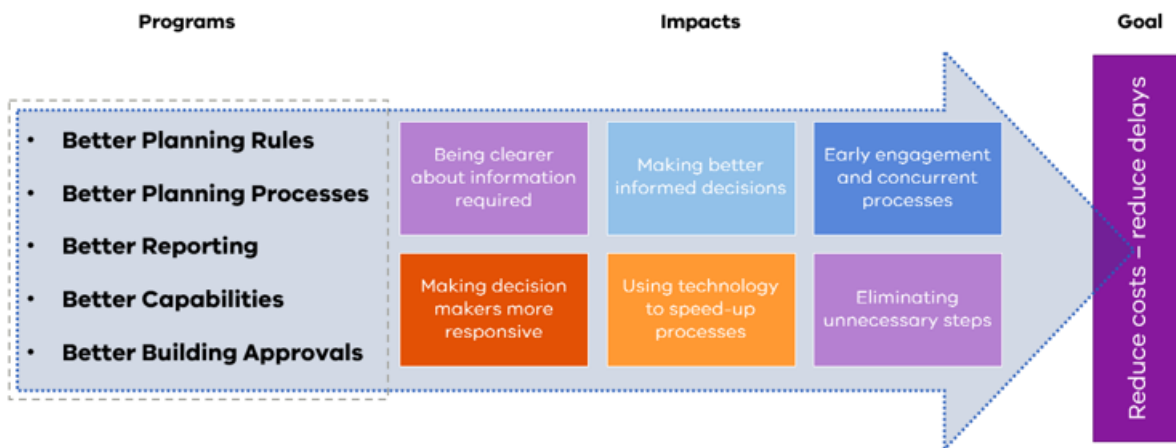


Figure 1: Five proposed programs to deliver unnecessary delays and costs

2.6 In 2021, the Department of Environment Land Water and Planning (DELWP) launch its Planning Reform program with five focus areas:

- Update and simplify planning rules and processes
- Partner with local Council planning departments
- Focus on major projects and investment attraction
- Planning for priority precincts and growth areas
- Prioritising infrastructure tools

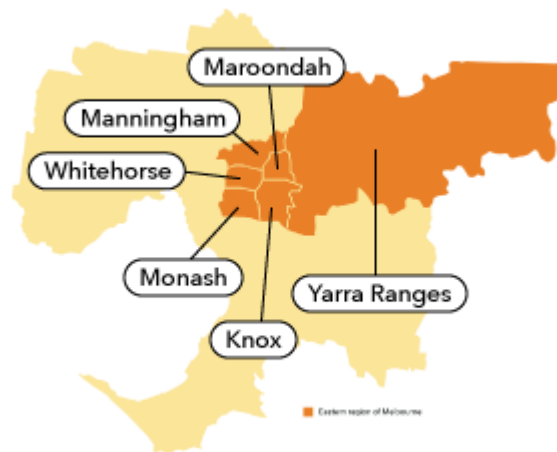
### Sector Advocacy

2.7 Recent media and industry commentary has intimated that the State Government is considering an increase in its direct role planning decision at a local level. In late April, the Municipal Association Victoria (MAV) received reassurance from the Minister for Planning that:

- *no decisions on the planning reform program (beyond existing initiatives) have been made and that local government will be part of the conversation.*
- *the Minister is open to engaging with councils and with the MAV on planning reform.*

2.8 The MAV has subsequently advised that it intends to assemble a working group of Councils to steer a process toward developing a sector wide position on planning reform. This will include engagement with elected representatives. Councils may also be requested to provide data and evidence to assist in forming a sector position and advocacy.

2.9 The Eastern Regional Group of Councils (ERG) is a regional group, with representation from six local eastern metropolitan authorities (see Figure 2). The ERG works collaboratively on matters of common significance that benefit communities within the eastern metropolitan region. It is recommended that Manningham continues to work in collaboration with these councils to advocate on any planning reform matters.



**Figure 2: Eastern Regional Group of Councils**

### 3. DISCUSSION / ISSUE

3.1 In carrying out its planning functions under the *Planning and Environment Act 1987*, a council has two key roles:

- As the Planning Authority, a council sets the strategic policy framework for the municipality and initiates changes (amendments) to the planning scheme.
- As the Responsible Authority, a council administers the planning scheme for its municipality and makes decisions on individual applications for a planning permit.

3.2 The objectives of the planning framework established in Victoria by the *Planning & Environment Act 1987* provide design principles that underscore the important role of Councils and local communities in the planning system. These design elements ought to continue to be a prevailing feature of the planning system in Victoria. The objectives include (with our underlying):

- *to establish a system of planning schemes based on municipal districts to be the principal way of setting out objectives, policies and controls for the use, development and protection of land;*
- *to provide for a single authority to issue permits for land use or development and related matters,*
- *to ensure that those affected by proposals for the use, development or protection of land or changes in planning policy or requirements receive appropriate notice*
- *to provide an accessible process for just and timely review of decisions without unnecessary formality.*

3.3 The call for greater State intervention, reduced third party appeal rights or removal of local planning powers often cites poor decision making and inefficient planning processes as the justification. Manningham is well placed to demonstrate that it fulfills its obligations as both a Planning Authority and a Responsible Authority in a sound, balanced, effective and efficient manner.

Strategic land-use planning (Planning Authority)

- 3.4 Manningham fulfills its obligations as a Planning Authority through:
- *Providing leadership and direction on key land use and development issues facing the municipality*
  - *Developing, monitoring, and reviewing the Municipal Planning Strategy (MPS) and local policies that make up the local clauses within Planning Policy Framework in the planning scheme*
  - *Undertaking studies into key issues emerging in the municipality that could lead to a change to the planning scheme to refine the MPS, or support the introduction or change to an existing zone or overlay, or a new policy*
  - *An analysis of the implications of state policy at the local level and the requirement for any changes to the planning scheme*
  - *The development of local policies to give effect to state policies; an example is the development of a housing strategy and related local housing policy to implement the directions in any Metropolitan Strategy.*
- 3.5 Council has adopted its Liveable City Strategy 2040 to provide a long-term vision for Manningham and an integrated framework to enhance Manningham's liveability by greening the area, creating vibrant activity centres, providing housing diversity, fostering social connections and sustainable transport options.
- 3.6 Manningham exercises its long-term strategic planning obligations in a balanced way that is informed by meaningful engagement with its local community, developers, and any other stakeholders. A Community Engagement Panel 2021 was assembled to inform the development of the Community Vision, Council Plan, Long Term Financial Plan and Asset Plan, as well as other strategic planning projects. In relation to the Manningham Planning Scheme, the Panel identified the need to plan for new development responsibly, maintain principles of protecting our environment, green and open space, environmental sustainability and maintaining a balance of country and city.
- 3.7 Manningham has a clear and effective strategy for managing residential growth which is aligned with the State Government policy which direct growth along our major transport routes and near shopping centres and other services. The number of private dwellings increased by 4,857 from 2017-2022 to 49,918 total dwellings in Manningham. This included an additional 1,259 separate dwellings and 2,290 new apartments. The greatest growth as a percentage was in new apartments, which represented 46% of additional dwellings being built. Council's policies for housing growth and change are facilitating the envisaged higher density outcomes. Doncaster accommodated the greatest percentage (37.3%) of the multi-dwelling approvals, followed by Doncaster East (25.1%). Attachment 1 identifies the location of planning permits issued for residential developments across the urban parts of the municipality between 2018-2022. This housing data map demonstrates the success of Manningham's existing policy in directing medium to high density development along our main roads (public transport routes) and around our neighbourhood activity centres.

- 3.8 The Manningham Planning Scheme Review 2022 (the Review) evaluated the performance and effectiveness of the Manningham Planning Scheme and identified 25 recommendations for its improvement. The Review identified that the Manningham Planning Scheme is operating effectively. Some gaps were identified in relation to design guidelines for incremental residential development, neighbourhood and local activity centres, and tree controls in urban areas. Further efficiencies and better outcomes can be gained by reviewing and revising schedules to the Residential Zones and Environmental Significance Overlay. Other priorities include the review of the flood mapping, development of an Integrated Water Strategy and development of a municipal wide Development Contribution Plan.
- 3.9 Work is commencing in 2023/24 on a 'Residential Strategy' and 'Neighbourhood Character Study' refresh to review the existing residential framework and identify how Council currently manages residential growth across the municipality. This will include a Housing Demand and Capacity Analysis which is an overview of the existing demographic and housing profile for Manningham, as well as a population forecast up to 2036 and the associated demand for housing type and location. The analysis will also assess the capacity of Manningham to accommodate the projected population and housing growth, and across which areas. A key component of this work will include engaging with our community throughout the preparation of the Residential Strategy to ensure that Council produces an updated Residential Strategy that resolves policy gaps and conflicts, responds to the contemporary needs of our community, and continues to balance growth and change with the valued character of Manningham.
- 3.10 Manningham has a forward land-use planning agenda to ensure that the Manningham Planning Scheme remains contemporary, is clear & concise and continues to serve its purpose in guiding appropriate development that balances State Government priorities and local community values.

#### Statutory Planning (Responsible Authority)

- 3.11 Manningham fulfills its obligations as a Planning Authority by making decisions on individual planning applications in a responsible and efficient manner that considers:
- The objectives and provisions of the Manningham Planning Scheme
  - All objections and submissions
  - Comments or directions from any referral authorities
  - Any significant environmental, social, and economic effects
  - Any strategic plan, policy statement, code or guideline adopted by the Minister, government department, public authority, or municipal council
- Attachment 2 provides key statistics on Manningham's planning application decision making.
- 3.12 Manningham facilitates appropriate development in accordance with State and local planning controls. Only 2% of planning applications lodged are refused, illustrating the collaborate approach taken by Council planners to facilitate outcomes that can be supported rather than simply refused.

- 3.13 Manningham is efficient in the management of planning applications. In 2022/23, 92% of planning applications at Manningham were decided within 60 statutory days. This compares to 59.34% as the metropolitan Council average. For Vicsmart planning applications, Council in 2022/23 determined 98.72% of applications within the 10-day timeframe. This compared to 79.22% as the metropolitan Council average.
- 3.14 Manningham planning delegations align with State Government best practice principles. The principles provide a proportional approach to delegations in planning decision making. These principles suggest that councillors should only be engaged in applications of significance or broad community interest, while council officers should have delegation to determine all other applications for planning permits as a default position for planning decisions. It also enables councillors to focus on strategic planning policy decisions and direction for the municipality.
- 3.15 Manningham makes responsible and balanced decisions in accordance with the Manningham Planning Scheme. In 2022/23, only 22 appeals were lodged in response to Manningham decisions. A total of 806 decisions were made during this period indicating a high level of acceptance of decisions by applicants and objectors.
- 3.16 In the instances where Council has refused applications and these are appealed (12 in 2022/23), Council has generally been seeking to achieve a higher design standard response to neighbourhood character or amenity concerns.
- 3.17 Of the 21 appeals determined by VCAT in 2022/23, only 6 of these have been set aside (overturned). This affirms that Council is making decisions in accordance with the requirements of the Manningham Planning Scheme. Noting that appeals to VCAT are often the most contentious and complex matters and are subject to the discretion of individual tribunal members.

*(Note: Data Source: 2022/23 PPARS)*

#### **4. COUNCIL PLAN / STRATEGY**

- 4.1 Goal 2.1 of the Council Plan 2021-25 identifies creating inviting places and spaces.
- 4.2 The relevant action areas include:

*Strengthen our principles to guide responsible planning for new developments by:*

- *Adoption of key strategic documents including our Liveable City Strategy 2040 by December 2021 and our Environmental Strategy by 30 June 2022*
- *review the Manningham Planning Scheme by 30 June 2022*
- *Investigate enhanced planning controls to enhance the protection of our environment (major initiative)*

**5. IMPACTS AND IMPLICATIONS**

- 5.1 The impact of State Government planning reform could be significant on Council and the community. At this point however the Minister has indicated, through the MAV, that there have been no decisions on planning reform (beyond existing initiatives) and that local government will be engaged in any consideration.

**6. IMPLEMENTATION**

## 6.1 Finance / Resource Implications

- The monitoring and response to any State Government planning reform proposals will be managed within existing budgets

## 6.2 Communication and Engagement

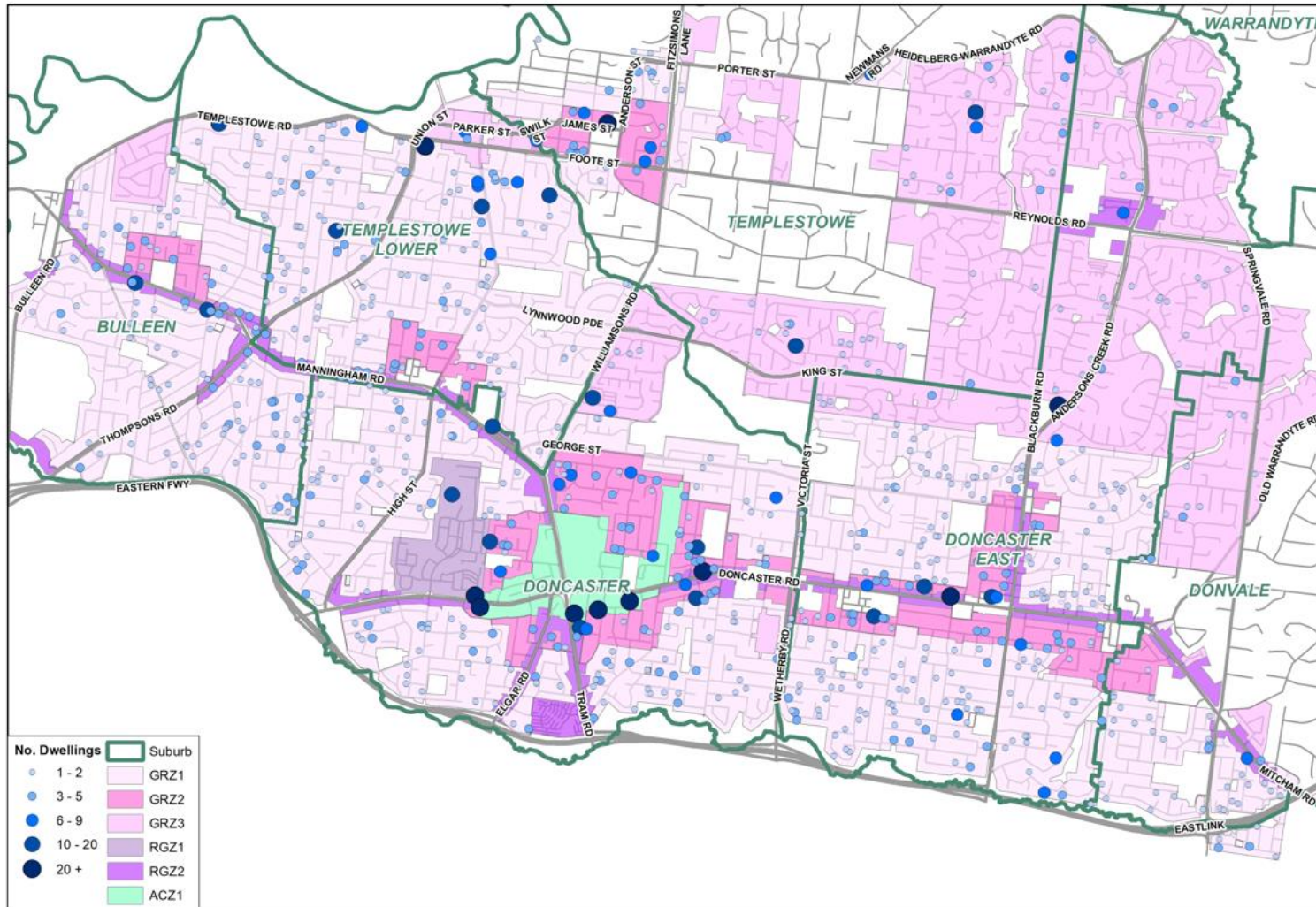
- Council officers will continue to engage through the MAV and ERG of Councils

## 6.3 Timelines

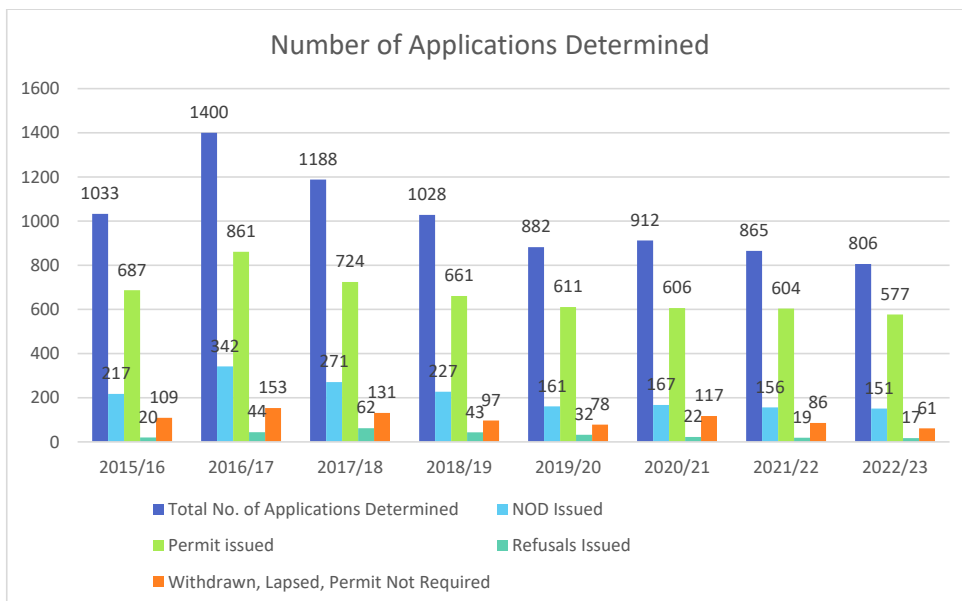
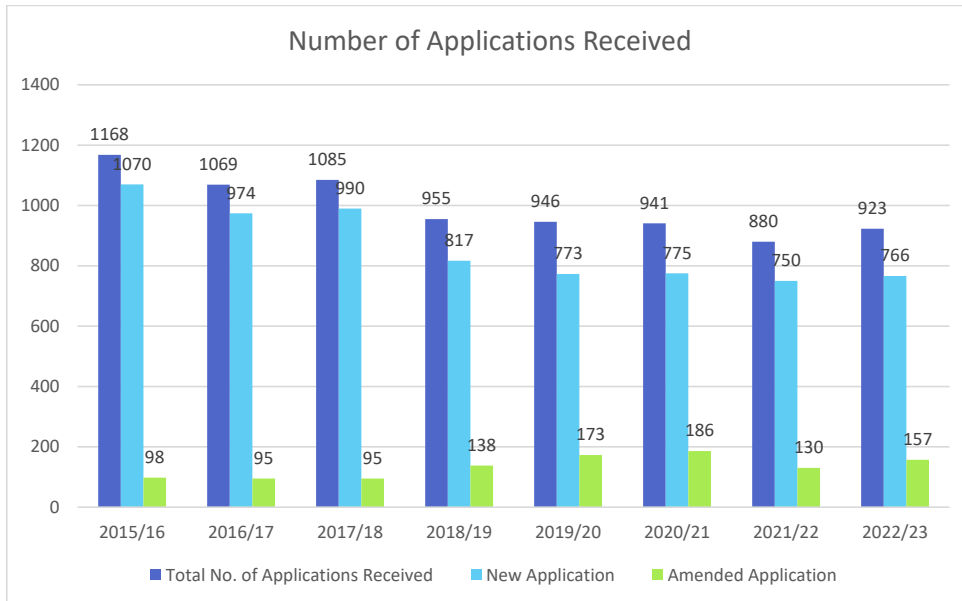
- No clear timeframes are available from the State Government.

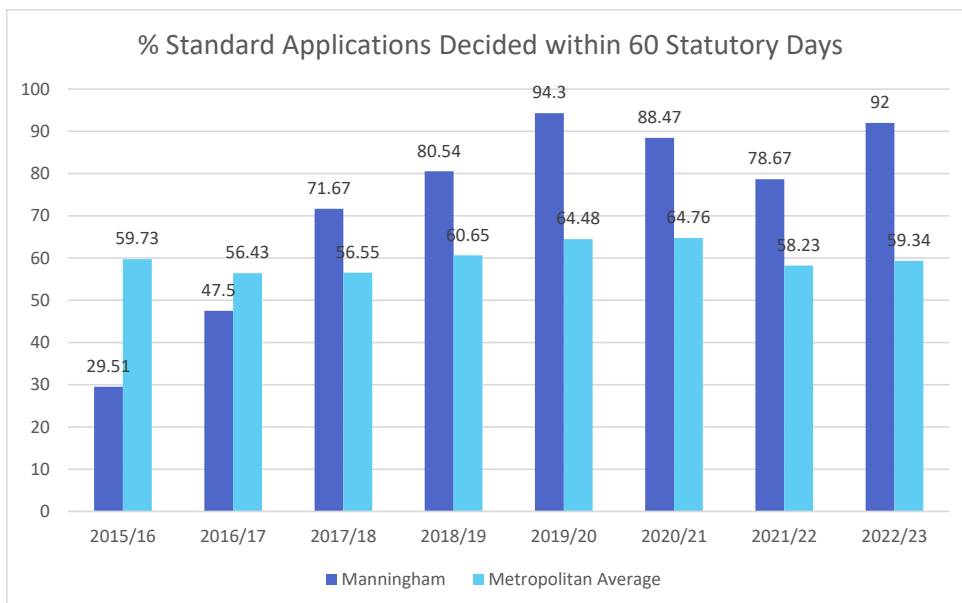
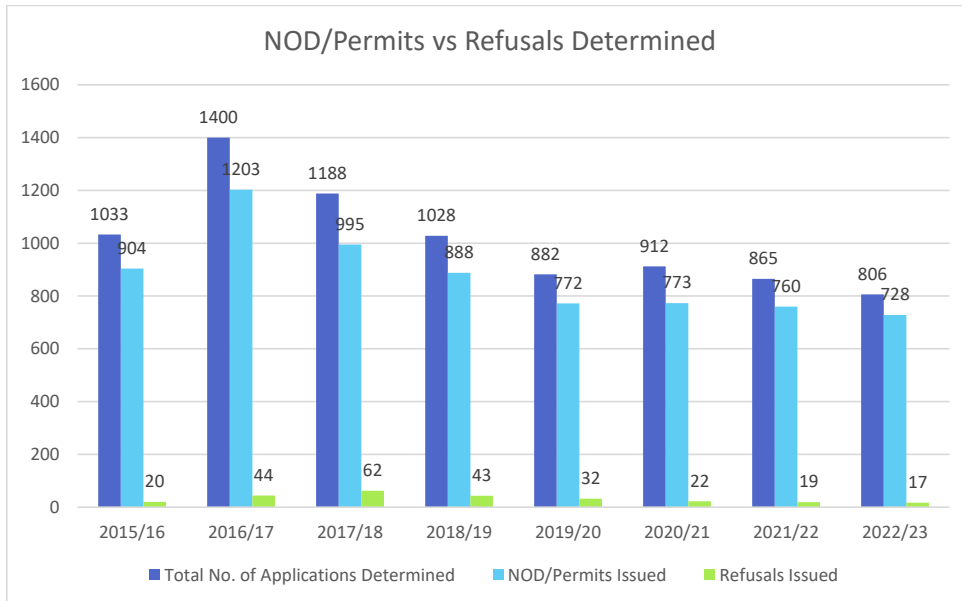
**7. DECLARATIONS OF CONFLICT OF INTEREST**

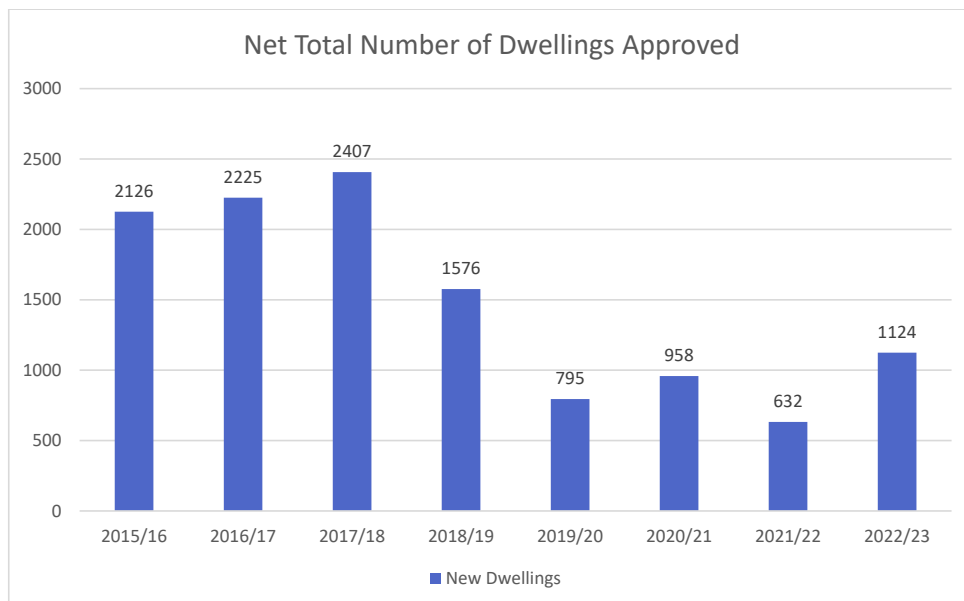
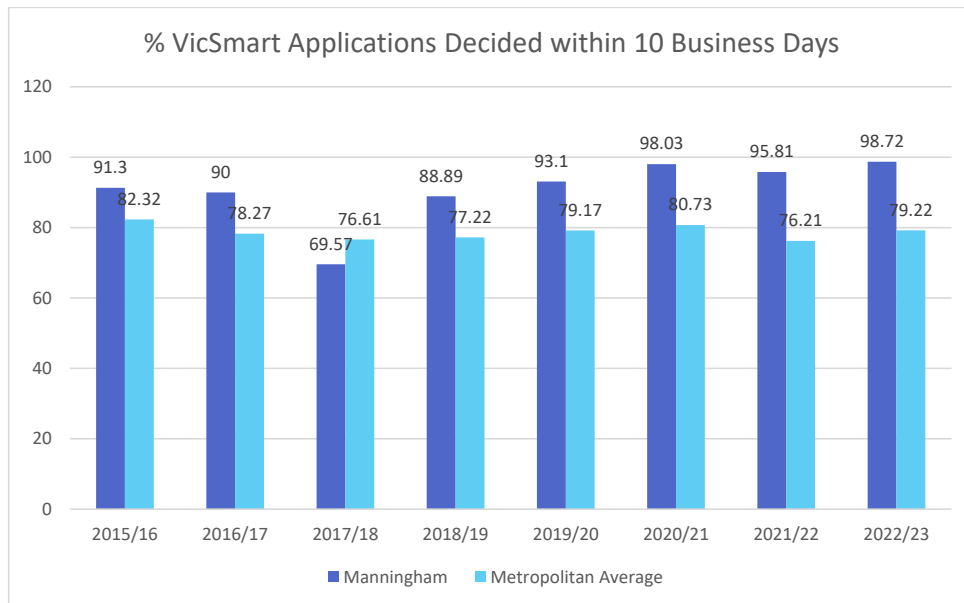
No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

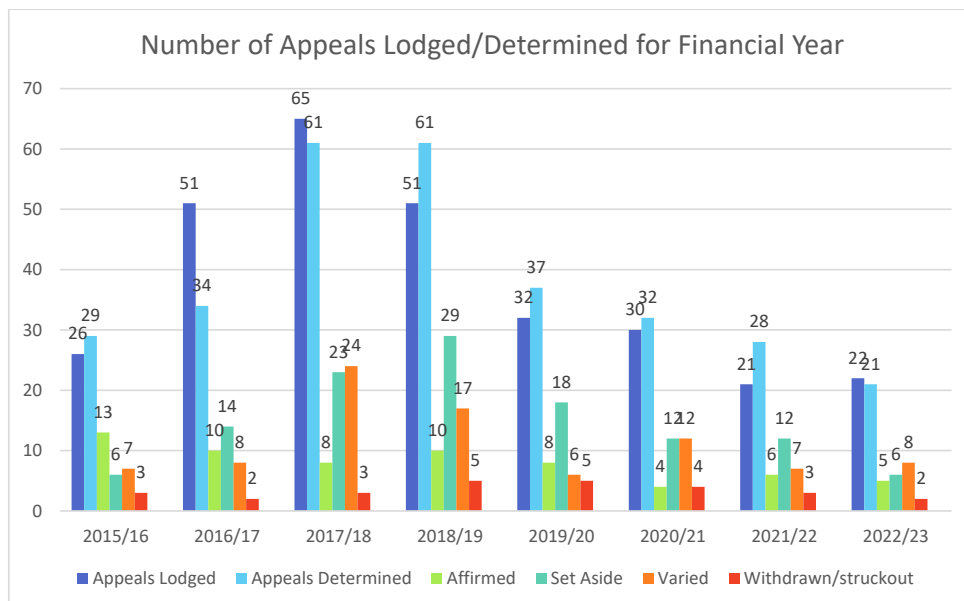
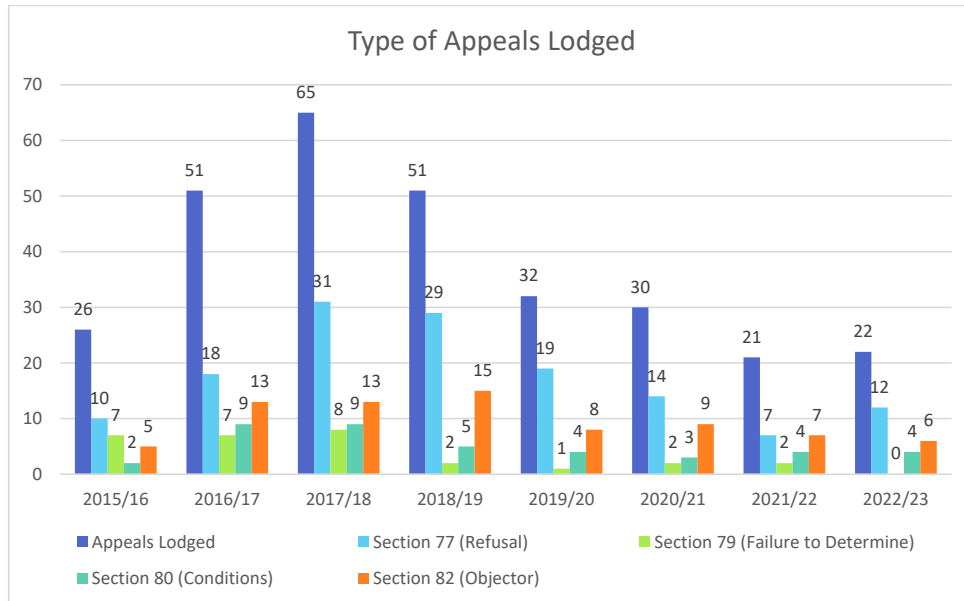












### 10.3 Residential Strategy Refresh - Project Plan

File Number:	IN23/401
Responsible Director:	Director City Planning
Attachments:	1 Manningham Residential Character Map 2023 <a href="#">↓</a>
	2 Timelines and Engagement Plan Overview <a href="#">↓</a>

#### EXECUTIVE SUMMARY

*The purpose of this report is to provide an overview of the preparation of a refresh of the Manningham Residential Strategy ('Residential Strategy') and Manningham Neighbourhood Character Study ('Neighbourhood Character Study').*

*Underpinning the Residential Strategy' and 'Neighbourhood Character Study' Refresh is a review of the existing residential framework identifying how we currently manage residential growth across the municipality (refer to Attachment 1).*

*As the existing residential framework is generally working well, it is considered that a wholesale review is not warranted. Notwithstanding the merits of the existing residential framework, several policy gaps, conflicts and opportunities have been identified through recent strategic work, namely, the Manningham Liveable City Strategy 2040 (2021) and the Manningham Planning Scheme Review 2022.*

*The 'Residential Strategy' will be informed by a Housing Demand and Capacity Analysis; and Neighbourhood Character Study. This work will then result in 2 key outputs for the project, namely the:*

- Issues and Opportunities Discussion Paper; and*
- Draft 'Residential Strategy'.*

*It is proposed to undertake two key stages of community engagement, as follows:*

- Stage 1 engagement – Issues and Opportunities Discussion Paper (early/mid 2024)*
- Stage 2 engagement – Draft Residential Strategy and Neighbourhood Character Study (late 2025).*

*The next report to be considered by Council will be in relation to seeking endorsement to proceed with community engagement for the Issues and Opportunities Discussion Paper (early 2024).*

#### 1. RECOMMENDATION

**That Council:**

- A. Endorse the overarching approach to the development of the *Manningham Residential Strategy and Manningham Neighbourhood Character Study Refresh* as outlined in Attachment 2.**
- B. Note that separate reports will be prepared for Council's consideration at key stages of the project, including prior to community engagement.**

## 2. BACKGROUND

- 2.1 Manningham City Council endorsed its first Residential Strategy in 2002 and Residential Character Guidelines in 2005. The aim of the Strategy at that time was to provide a policy framework to meet existing and future housing needs of the municipality until 2012. The Strategy and Guidelines were subsequently updated in 2012.
- 2.2 The current *Manningham Residential Strategy 2012*, set new goals and priorities to manage residential growth until 2030. The Strategy built on the strategic directions of the *Manningham Residential Strategy (2002)* and took into consideration Manningham's changing demographic profile and emerging residential issues.
- 2.3 The residential framework established by these two documents has been in place in the Manningham Planning Scheme since Amendment C50 (2007) and Amendment C96 (2014) and remains strategically sound. It aligns with the key directions of Plan Melbourne 2017-2050 in relation to directing growth toward activity centres and main roads and providing housing choice in areas that are well located to public transport and services.
- 2.4 Except for state-wide changes to the residential zones in 2013, no major Council-led amendments to the Manningham Planning Scheme have been undertaken to amend the current residential character framework. Translation of the Manningham Planning Scheme into the Planning Policy Framework (PPF) was approved in January 2023 as part of Amendment C133mann, as a generally policy neutral translation.

## 3. DISCUSSION / ISSUE

- 3.1 Notwithstanding the merits of the current residential framework, several policy gaps, conflicts, and opportunities have been identified through the *Manningham Planning Scheme Review 2022* and the *Manningham Liveable City Strategy 2040 (2021)* (LCS) and these warrant a current review of the existing residential strategy.

### Project Drivers

- 3.2 Several external and internal factors have influenced the need to undertake this project, including State Planning Policy context changes and population growth and change since 2012.
- 3.3 Key findings and recommendations from the Liveable City Strategy 2040 (2021) and Planning Scheme Review 2022 seek to address:
  - Strengthening the neighbourhood characters of the municipality through canopy tree planting and landscaping;
  - The spatial application of zones, including resolving conflicts in policy/zones;
  - Design of multi-dwelling development;
  - Detailed design, including development on slopes, ecologically sustainable design (ESD) principles;
  - Protecting amenity of open space from overshadowing;
  - Investigating specific areas and sites for review, eg. rezoning requests; and

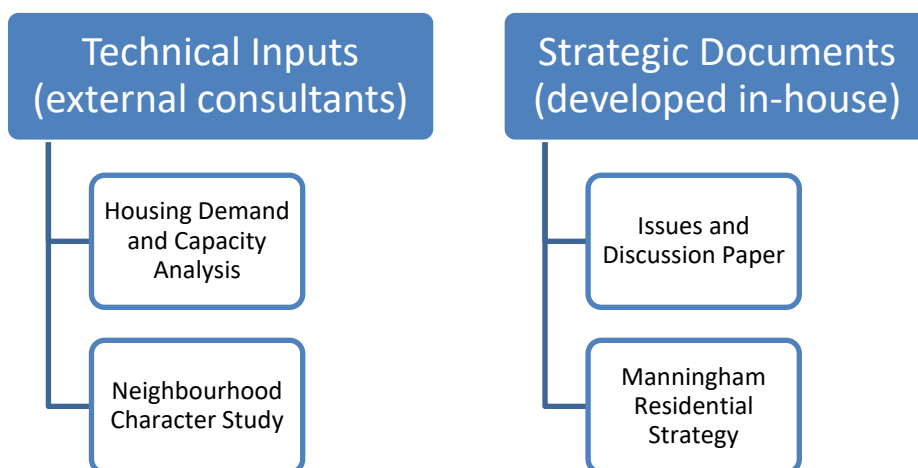
- Preparation of urban design guidelines for Activity Centres.
- 3.4 These factors will be addressed in detail as part of the *Issues and Opportunities Discussion Paper*.

### **Project Strategic Documents and Technical Inputs**

- 3.5 The preparation of the '*Residential Strategy*' Refresh will be informed by two pieces of professional research undertaken by specialist consultants, namely a:
- *Housing Demand and Capacity Analysis*; and
  - *Neighbourhood Character Study*.
- 3.6 These pieces of external technical work will then feed into the preparation of the two key outputs for the project namely the:
- *Issues and Opportunities Discussion Paper*; and
  - *Draft 'Residential Strategy'*.

These two key strategic documents will be prepared in-house by Council officers.

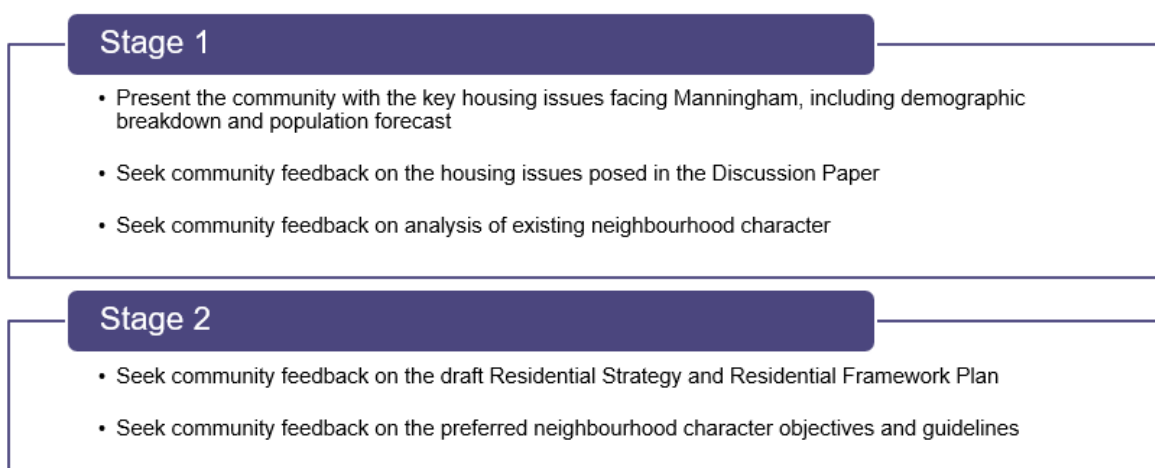
- 3.7 Figure 1 outlines the relationship between the technical and strategic outputs that will underpin the project.
- 3.8 In particular, the *Housing Demand and Capacity Analysis* will include an overview of the existing demographic and housing profile for Manningham, as well as a population forecast up to 2036 and the associated demand for housing type and location. The analysis will also assess the capacity of Manningham to accommodate the projected population and housing growth, and across which areas.
- 3.9 Planning for population growth to 2036 applies the State Government requirement of planning for a period of at least 15 years (as stated in Clause 11.02-1S of the Planning Policy Framework) taken from the 2021 Census data. This is reinforced in Planning Practice Note 90, which provides guidance to Council's on planning for housing growth. The 2036 planning horizon also aligns the publicly accessible demographic analysis available on Council's website.
- 3.10 The *Neighbourhood Character Study* will review the existing neighbourhood character across all residential areas in Manningham and identify no more than 10 Neighbourhood Character precincts to reflect the different character types across Manningham.
- 3.11 The second stage of the study will be to establish preferred neighbourhood character objectives and guidelines to support better design and amenity outcomes across all residential areas.



*Figure 1: Relationship between technical and strategic outputs Manningham Residential Strategy*

### Community Engagement

3.12 Engagement with Council and the community underpins how this project is progressed. It is proposed to undertake two stages of community engagement. (Refer Figure 2.)



*Figure 2: Community Engagement Plan*

#### Stage 1 community engagement – Issues and Opportunities Discussion Paper

3.13 Stage 1 of the community engagement will be based around consultation on the ‘*Issues and Opportunities Discussion Paper*’.

3.14 Specifically, the objectives of the Stage 1 community engagement will be to:

- Provide a detailed demographic analysis, population forecast and housing demand and capacity analysis for the municipality;
- Present the community with the key housing demand issues facing Manningham;
- Seek community feedback on the housing issues posed in the ‘*Issues and Opportunities Discussion Paper*’; and



- Seek community feedback on the analysis of existing neighbourhood character and precincts to determine what is valued by the community.

3.15 Through the Stage 1 engagement, the community and other stakeholders will have the opportunity to make submissions in relation to various housing and development themes, as outlined in the *'Issues and Opportunities Discussion Paper'*. This feedback will then help to inform the draft *'Residential Strategy'* and *'Neighbourhood Character Study'*.

#### Stage 2 Community Engagement

3.16 Stage 2 of the community engagement will be based around consultation on the draft *'Residential Strategy'* and *'Neighbourhood Character Study'*.

3.17 The objectives of Stage 2 community engagement are to:

- Seek community feedback on the draft ~~new~~ *'Residential Strategy'* and *'Residential Framework Plan'*;
- Seek community feedback on the 'preferred' neighbourhood character objectives; and
- Identify areas where further consideration is needed on the proposed recommendations and actions.

#### **Statutory Implementation**

3.18 The *'Residential Strategy'* will also identify recommendations regarding a suite of statutory controls to implement the recommendations of the strategy.

3.19 Subject to a Council resolution, following adoption of the *'Residential Strategy'* and *'Neighbourhood Character Study'*, officers will commence an amendment to the Manningham Planning Scheme to implement the recommendations of the *'Residential Strategy'*. A separate report will be prepared on this matter at an appropriate time in the future.

3.20 The ultimate decision on approving amendments to the Manningham Planning Scheme will be made by the Minister for Planning.

3.21 It is a requirement that Council officers engage regularly with representatives from the Department of Transport and Planning (DTP) throughout the project. Officers met with representatives from DTP on 1 June 2023 who have provided in-principle support for the project methodology and engagement plan.

#### **4. COUNCIL PLAN/ STRATEGY**

4.1 The project supports the following action areas of the Council Plan:

4.2 Goal 1.2 Connected and Inclusive community:

- Improve housing choice to meet community needs by reviewing the Affordable Housing Policy and Manningham Planning Scheme.

- 4.3 Goal 2.1 Inviting places and spaces:
- *Develop a preferred neighbourhood character to make sure our neighbourhoods are well designed as part of the Liveable City Strategy 2040.*
  - *Plan for development in a way that protects our environment and green open spaces;*
  - *Maintain a balance of city and country;*
  - *Neighbourhoods retain their distinct character and improved access to local services.*
- 4.4 Objective 3.2 of the Liveable City Strategy seeks to:
- *‘To increase the supply of affordable housing to ensure a diverse community and sustainable economy.’*
- 4.5 Recommendation 10 of the Manningham Planning Scheme Review 2022 is to:
- *“Progress the preparation of a Housing Strategy and Neighbourhood Character Study to identify preferred character precincts to guide residential growth and development across the municipality (recommendation 10).”*

## 5. IMPACTS AND IMPLICATIONS

- 5.1 It is expected that the implementation of the adopted *‘Residential Strategy’* and *‘Neighbourhood Character Study’* into the Manningham Planning Scheme will result in improved decision making on planning applications, including improved VCAT outcomes.
- 5.2 It is expected that that the *Residential Strategy’* and *‘Neighbourhood Character Study’* will build on the success of the existing Residential Strategy whilst addressing the conflicts and gaps that have been identified. These key strategic documents will provide clearer direction for future decision making in Manningham.

## 6. IMPLEMENTATION

### Finance / Resource Implications

- 6.1 Procurement processes are underway to engage external consultants to develop the following technical inputs:
- *Manningham Housing Demand and Capacity Analysis*
  - *Manningham Neighbourhood Character Study*
- 6.2 The development of the Manningham *‘Residential Strategy’* document (and associated *‘Issues and Opportunities Discussion Paper’*) will be undertaken in-house by Council staff.
- 6.3 The project will be funded through the existing Integrated Planning operational budget for 2023/24 and 2024/25.

**Timelines**

- 6.4 A high-level overview of the timing of the project, including the two stages of community engagement, factoring in the 2024 council election and caretaker period is outlined in Attachment 2.
- 6.5 Given the breadth of the project and the two-staged approach to community engagement, it will not be possible to complete the project before the Council election in late 2024. Officers have therefore considered how to gain the input of the current Council in the earlier stages of the project prior to the election. This allows for some input from the current Council, while noting that the final project outputs will be adopted by the new Council.

**7. DECLARATIONS OF CONFLICT OF INTEREST**

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

# Manningham's residential character areas

February 2023

<b>ACZ1: Doncaster Hill</b> <small>(substantial change)</small>  0.6% 4.8% The Activity Centre Zone includes increased housing opportunities particularly large scale apartment buildings with mandatory heights.	<b>RCZ: Residential Growth Zone</b> <small>(substantial change)</small>  1.5% 9.0% Residential areas fronting main roads. This zone in conjunction with DDO8-1 encourages three storey apartment development on larger size lots.	<b>GR2Z: General Residential Zone</b> <small>(moderate to substantial change)</small>  2.5% 9.6% Residential areas around activity centres. This zone in conjunction with DDO8-2 and DDO8-3 encourages two storey units (9m) on smaller lots and three storey apartment development on larger lots. Development must comply with mandatory height requirements.	<b>GR3Z: General Residential Zone</b> <small>(moderate change)</small>  8.7% 20.4% Residential areas with more recent housing that enable moderate housing growth while maintaining neighbourhood character. Areas generally located away from main roads and activity centres that provide some opportunity for additional dwelling density within non mandatory height limits.	<b>GRZ1: General Residential Zone</b> <small>(incremental change)</small>  15.0% 42.9% Residential areas removed from activity centres and main roads. The area is protected from substantial change through open space requirements to retain the landscape and spacious character. Mandatory heights apply.	<b>NRZ1: Neighbourhood Residential Zone</b> <small>(minimal change)</small>  2.7% 3.5% Residential areas subject to minimal change because of environmental/landscape qualities. There are fewer opportunities for additional housing and this area is protected through subdivision limits and mandatory heights.
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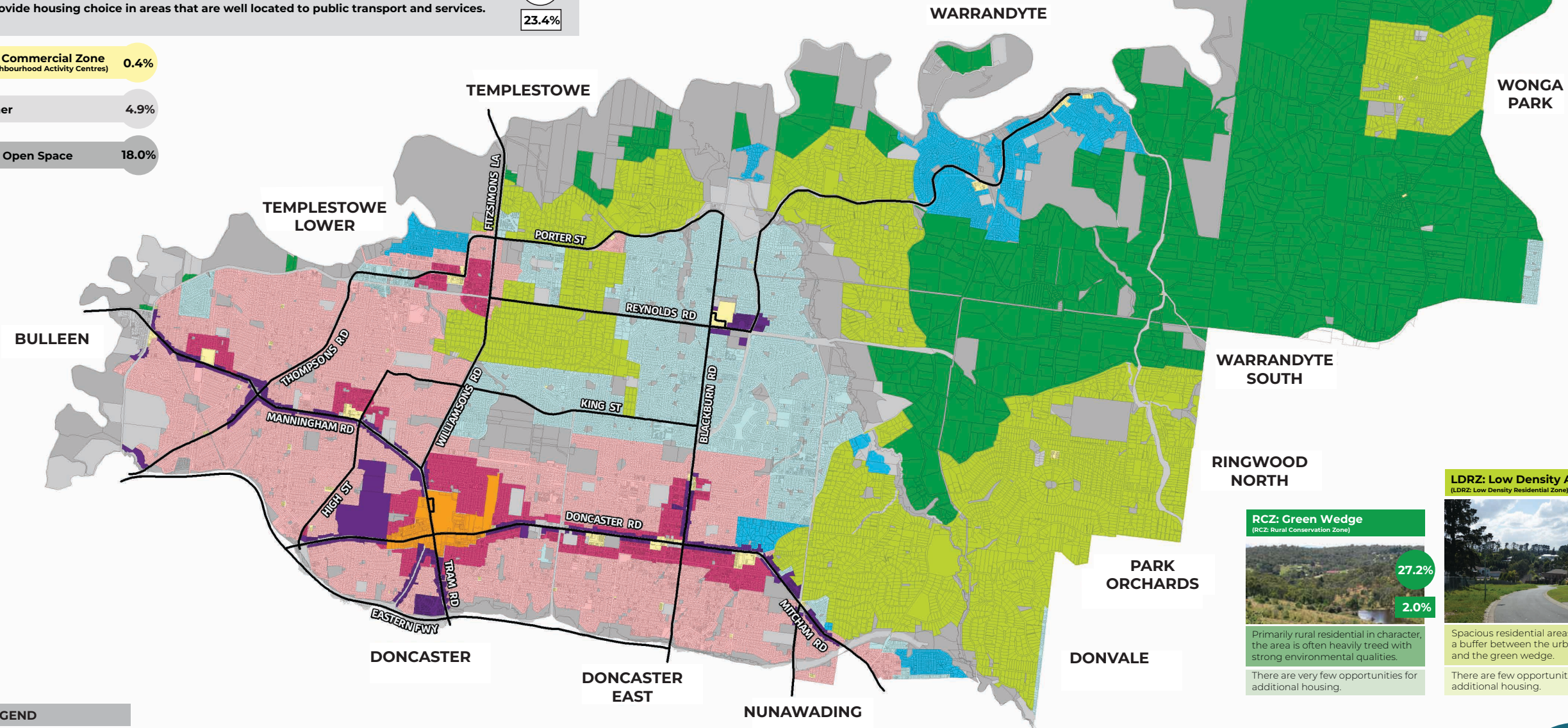
These three zones:  
 • direct growth along main roads and activity centres; and  
 • provide housing choice in areas that are well located to public transport and services.

4.6%  
 23.4%

**CIZ Commercial Zone**  
(Neighbourhood Activity Centres) 0.4%

Other 4.9%

OS: Open Space 18.0%



**LEGEND**

⊘ Percentage of total area of municipality

⊘ Percentage of residential properties

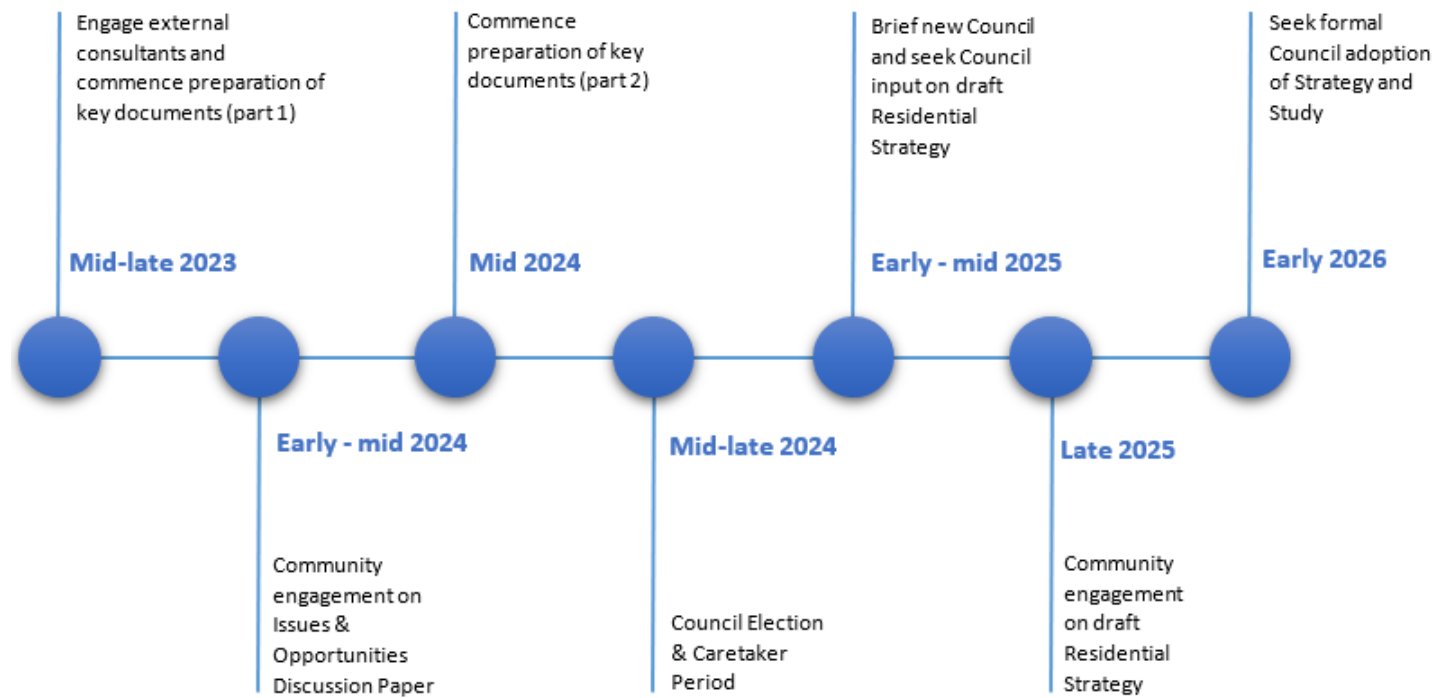
— Smart Bus Route

<b>RCZ: Green Wedge</b> <small>(RCZ: Rural Conservation Zone)</small>  27.2% 2.0% Primarily rural residential in character, the area is often heavily treed with strong environmental qualities. There are very few opportunities for additional housing.	<b>LDRZ: Low Density Areas</b> <small>(LDRZ: Low Density Residential Zone)</small>  18.5% 8.6% Spacious residential areas providing a buffer between the urban areas and the green wedge. There are few opportunities for additional housing.
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Attachment 2

**Residential Strategy Refresh – Timelines and Engagement Plan Overview**



**11 CONNECTED COMMUNITIES**

**11.1 Welcoming Cities Progress Report**

File Number: IN23/392  
Responsible Director: Director Connected Communities  
Attachments: 1 Welcoming Cities Snapshot of Actions 2023 [↓](#)

**EXECUTIVE SUMMARY**

*The purpose of this report is to provide an update on the progress and key achievements of Council since becoming accredited in progressing the Welcoming Cities Standard.*

*Welcoming Cities provides a framework to support local councils to become more welcoming and inclusive of their diverse communities, especially multicultural, refugee and First Nations communities. Manningham Council became an accredited Welcoming City in August 2021.*

*Key achievements include:*

- *the establishment of the Multicultural Communities Advisory Committee;*
- *the establishment of a calendar of significant dates and associated community events and communication plans;*
- *implementation of the anti-racism project including the Racism Not Welcome campaign;*
- *the establishment of the Manningham Inclusive Language Guide.*

**1. RECOMMENDATION**

**That Council notes:**

- A. the progress of the implementation of the Welcoming Cities Standard.**
- B. Council’s participation in the *Racism Not Welcome* campaign between March and May 2023, which has now concluded.**

**2. BACKGROUND**

- 2.1 Welcoming Cities, an initiative of Welcoming Australia, is a national network of cities, shires, towns and municipalities who are committed to an Australia where everyone can belong and participate in social, cultural, economic and civic life.
- 2.2 Supported by the Scanlon Foundation, Welcoming Cities supports local councils and their communities to become more welcoming and inclusive, with a focus on migrant populations. ‘Welcoming’ is the means by which local councils, businesses and communities can embrace and integrate migrant communities for greater social cohesion. ‘Inclusion’ is a process by which all people can develop a sense of belonging; and, when people feel welcome, they will actively participate in, and contribute to, community life.

- 2.3 Manningham committed to participate in the Welcoming Cities network in September 2018 and became an accredited Welcoming City at the 'established' level in August 2021.
- 2.4 There is no obligation or requirement for participating councils to progress through the accreditation levels. However, accreditation expires (and can be renewed or progressed) every three years. To demonstrate good practice, we will continue to use the Welcoming Cities Standard to guide our work and progress social and cultural inclusion.

### 3. DISCUSSION / ISSUE

- 3.1 The Welcoming Cities Standard is organised under six categories. Each category contains principles, criteria and indicators that can be applied by a local government through existing or new policies and practices. The Standard is also framed around the council as a facilitator of community stakeholders. It is expected that criteria will often be met through the support of, or in collaboration with, local stakeholders.
- 3.2 The six categories include: Leadership; Social and Cultural Inclusion; Economic Development; Learning and Skill Development; Civic Participation; Places and Spaces.
- 3.3 Achievements from the past year can be found in Attachment 1, and include:
  - 3.3.1 the establishment of the Multicultural Communities Advisory Committee;
  - 3.3.2 establishment of a calendar of significant dates and associated community events and communication plans;
  - 3.3.3 implementation of the anti-racism project including the *Racism Not Welcome* campaign;
  - 3.3.4 establishment of the Manningham Inclusive Language Guide.
- 3.4 In relation to the *Racism Not Welcome* campaign, this is a grassroots initiative which local governments across the country have joined. The campaign of street signs acknowledges the existence of racism, validates people's lived experiences with racism and engages people in conversations about racism. Our involvement in the campaign originated from a Notice of Motion on 28 September 2021 with good intentions to promote a harmonious community.
- 3.5 Following our participation in the campaign between March and May 2023, we heard from some residents that the signage wording had the opposite effect and as such the campaign has concluded. A media statement was released on 17 May 2023 to this effect.
- 3.6 While our best endeavours were made to install all signs during the campaign, only twelve of the thirty signs were installed.
- 3.7 We will continue to use the Welcoming Cities Standard to guide our efforts in supporting a culturally diverse and inclusive community. We will promote a sense of belonging through a range of actions.

#### 4. COUNCIL PLAN / STRATEGY

- 4.1 The Welcoming Cities Standards align with the Manningham Council Plan 2021-2025 theme, Healthy Community, and the two goals that sit under this, which are:
- 4.1.1 A healthy, safe, and resilient community; and
  - 4.1.2 A connected and inclusive community.
- 4.2 The Welcoming Cities initiative supports the delivery of the *Health and Wellbeing Strategy 2021-2025*, Priority 5: Reduced injury and harm - Reducing incidents of racist behaviour.

#### 5 IMPACTS AND IMPLICATIONS

- 5.1.1 With almost half of the Manningham population being overseas born, it is important that Council is working hard to ensure all people are considered in the development of policies, plans and services. Community expectations of inclusion have also increased in recent years.
- 5.1.2 Welcoming Cities activities will continue to deliver on Council's vision that "Manningham is a peaceful, inclusive and safe community. We celebrate life with its diverse culture, wildlife and natural environment. We are resilient and value sustainable and healthy living, a sense of belonging, and respect for one another".

#### 6 IMPLEMENTATION

##### 6.1.1 Finance / Resource Implications

Implementation of the Welcoming Cities activities listed in this report and future actions will continue within existing budget commitments and the acquisition of external funding.

##### 6.1.2 Communication and Engagement

This progress report was presented to the Multicultural Communities Advisory Committee at its June 2023 meeting.

An Action Plan will be established in collaboration with the Multicultural Communities Advisory Committee to continue to progress the Welcoming Cities Standards.

##### 6.1.3 Timelines

The current accreditation ends August 2024. At this time officers will review the accreditation requirements and consult with key stakeholders to ensure there is ongoing benefit of our involvement in the initiative to Council and the community.

#### 7 DECLARATIONS OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.



### Welcoming Cities - Snapshot of Achievements

In the reporting period from May 2022 to May 2023 the following actions have contributed towards Manningham being a Welcoming City.

Activity	Achievement
<b>Acknowledgement of Significant Dates</b>	<p>National Sorry Day (26 May 2022) – Community Post with call to action to attend Serving Country exhibition. Sorry Day event for multicultural community.</p> <p>Reconciliation Week (27 May – 3 June 2022) – Community Post – call to action attend the Serving Country exhibition.</p> <p>NAIDOC week (2 – 9 July 2022) – Community Post</p> <p>Harmony Week (21-27 March 2022/23) – Internal staff event</p> <p>International Day for the Elimination of Racial Discrimination (21 March 2023) – Community posts</p> <p>National Sorry Day (26 May 2023) – Community Post – call to action attend the Unfinished Business exhibition.</p> <p>Reconciliation Week (27 May – 3 June 2023) – Community Post – call to action attend the Unfinished Business exhibition.</p>
<b>Community events</b>	<p><b>Sorry Day Event 2022:</b> The intent of this event was to bring multicultural communities together to better understand First Nations culture and practices. Over 70 people, predominantly from multicultural communities attended.</p> <p><b>Mental wellbeing and multicultural communities' event</b> assisted in breaking down the stigma in many multicultural communities of mental health. This event was a partnership with <i>Mental Health Foundation Australia</i>. Over 80 people attended. Conducted October 2022.</p>
<b>Build internal capacity across Council</b>	<p><b>The Inclusion Project</b> supports Council staff and Councillors to consider inclusion of diverse cohorts (including multicultural and First Nations communities) in the community and within the workplace as <i>Business As Usual</i>.</p> <ul style="list-style-type: none"> <li>• <i>Inclusive Symbols</i></li> <li>• <i>Universal inclusive training</i></li> <li>• <i>Accessible and Inclusive infrastructure</i></li> </ul> <p><b>Manningham Inclusive Language Guide</b> to support staff in using the preferred language when naming specific community groups.</p>
<b>Reconciliation Action Plan 2023-2025</b>	<p>The Innovate Reconciliation Action Plan guides a whole-of-council approach in actions towards reconciliation. Endorsed February 2023.</p>

<b>Anti-racism project</b>	<p><b>Healing Ceremony</b> in collaboration with the Wurundjeri Woi-wurrung this event assisted people in learning from the past and moving forward together. Conducted 26 January 2023.</p> <p><b>Racism Not Welcome campaign</b> participated from March to May 2023, which has now concluded.</p>
<b>Support community initiatives</b>	<p>Council supported community partners through:</p> <ul style="list-style-type: none"> <li>• Eastern Community Legal Centre's <i>Amplifying their Voices</i> project by sitting on the steering committee, promoting the program, and attending the outcome event.</li> <li>• Victoria Police <i>Prejudice Motivated Crimes</i> initiative by promoting through the community.</li> </ul>
<b>Engaging with Community</b>	<p><b>Multicultural Communities Advisory Committee</b> continues to advise Council on items of importance to the multicultural communities. Established June 2022.</p> <p><b>Manningham Multicultural Network</b> established in 2021, this Network is steadily growing with over 30 members is a partnership between Council and community. It provides intercultural opportunities between people from multicultural backgrounds, and opportunities for Council to engage informally with leaders of diverse multicultural and multifaith communities. The network is supported by Council for four meetings per year and meets monthly, independently of Council. Guest speakers this year, include the CFA, Access Health and Doncaster Junior Football Club.</p>
<b>Community of Practice</b>	<p><b>Welcoming Cities Network</b> provides access to evidence-based research and resources, opportunities to develop multi-sector partnerships, and access to all levels of the Welcoming Cities online accreditation portal.</p>

11.2 Draft Economic Development Strategy

- File Number: IN23/404
- Responsible Director: Director Connected Communities
- Attachments:
  - 1 Economic Development Profile Report [↓](#)
  - 2 SWOT Analysis Manningham [↓](#)
  - 3 Manningham Needs Analysis Report [↓](#)
  - 4 Draft Economic Development Strategy 2023-2026 [↓](#)

EXECUTIVE SUMMARY

The purpose of this report is to provide Councillors with the draft Economic Development Strategy 2023-2026 (the draft Strategy -Attachment 4) and seek endorsement to place on public exhibition for the period 27 July – 18 August 2023.

Desktop research has been completed along with consultation consisting of targeted business owners, officers, a Councillor workshop and individual feedback sessions.

An Economic Development Profile Report (Attachment 1) and a SWOT Analysis Manningham (Attachment 2) were developed.

Based on this work, the Manningham Needs Analysis Report was completed. (Attachment 3). The Needs Analysis articulates the highest economic development needs for Manningham based on the research, statistical analysis, and stakeholder engagement. The needs are based on meeting gaps and local business needs, providing maximum public value, being deliverable within existing resources, and meeting economic development best practices.

The draft Strategy was presented to SBS on 4 April 2023. At that time, Councillors expressed a preference for further targeted engagement with the business community to refine actions and outcomes.

Following this feedback and discussion, officers have undertaken targeted engagement with the business community. Further consultation was conducted with Councillors prior to the SBS on 4 July 2023.

The draft Strategy is updated to include six themes which incorporate the identified needs as objectives and have an accompanying action plan based on delivering outcomes that respond to the objectives.

**1. RECOMMENDATION**

**That Council:**

- A. Notes the draft Economic Development Strategy (2023-2026).**
- B. Endorses the draft Economic Development Strategy (2023-2026) for public exhibition for the period 27 July – 18 August 2023.**
- C. Notes officers will report back to Council with consultation feedback and the completed Economic Development Strategy (2023-2026) for final endorsement in September 2023.**

## 2. BACKGROUND

- 2.1 The previous Economic Development Strategy 2011-30 was last reviewed in 2018. Given the dramatic shift in the economic landscape for local business due to the impact of COVID-19, Council recognised the Strategy was redundant.
- 2.2 The new (draft) Economic Development Strategy 2023-26 (the draft Strategy) is intended as a four-year plan with a focus on reinvigorating and supporting existing businesses, together with the development of opportunities to attract new industry precincts. The Strategy will be focused on key themes, which were determined through research and consultation process.
- 2.3 After a competitive tender process, SGS Economics & Planning (the consultant) was appointed to undertake the project.
- 2.4 The consultant prepared several preparatory documents which set the scene for the current and future potential of Manningham's economy.
- 2.5 The Economic Development Profile Report (Attachment 1) captures the current economic status of Manningham's economy as well as a scorecard comparison against Greater Melbourne. This report also includes analysis of the impact of the COVID-19 pandemic and other macro trends.
- 2.6 Following this, targeted engagement was undertaken with key business owners, workshops with Councillors and officers, and one-on-one sessions between Councillors and officers. A SWOT analysis (Attachment 2) was developed from the findings in the profile and scorecard and through the engagement process.
- 2.7 A Needs Analysis (Attachment 3) was also developed which identified nine needs as follows:
  - 2.7.1 Local enterprise support and business networks.
  - 2.7.2 Place development to support local business and local enjoyment.
  - 2.7.3 Support opportunities for community to shop and pursue recreation locally instead of elsewhere.
  - 2.7.4 A compelling tourism offer.
  - 2.7.5 A night-time economy.
  - 2.7.6 Room for growth.
  - 2.7.7 Sustainable economy leaders.
  - 2.7.8 Landscapes, liveability, and responsible development in the green wedge.
  - 2.7.9 An inclusive economy.
- 2.8 A draft Strategy was prepared and presented to SBS on 4 April 2023. At that time, councillors expressed a preference for further targeted engagement with the business community to refine actions and outcomes.
- 2.9 The draft Strategy is now updated to include an action plan within each theme.
- 2.10 Officers subsequently undertook further engagement with the business community which comprised:
  - 2.10.1 Engaging with businesses via the Manningham Business Network breakfast.

- 2.10.2 Established a Your Say campaign which included a dedicated survey which was promoted through direct contact, the Business e-news and social media.
  - 2.10.3 Engaged with Councillors in small groups to broadly discuss the draft Strategy and gain further insight.
- 2.11 The most recent engagement above has been collated, along with feedback from with recent Councillor feedback.

### 3. DISCUSSION / ISSUE

- 3.1 The draft Strategy (Attachment 4) has been developed in response to the reports and SWOT, extended community consultation and feedback from Council. The draft Strategy focuses around six themes, developed from the nine Needs, as follows:
- 3.1.1 **Local businesses and their networks:** Fostering local enterprise and building business networks to support economic growth and development.
  - 3.1.2 **Accessible vibrant places:** Creating vibrant and high-quality centres that support local businesses and attract visitors.
  - 3.1.3 **Landscapes and lifestyle:** Promoting the sustainable use of green spaces and preserving Manningham's environmental assets while enhancing residents' lifestyles.
  - 3.1.4 **Room for growth:** Providing suitable commercial and industrial land for industry growth and expansion.
  - 3.1.5 **An economy for climate change:** Embracing de-carbonization and circular economy trends to adapt to climate change and foster sustainable industry development.
  - 3.1.6 **Inclusive economy:** Creating an economy that offers pathways into employment and promotes equity, diversity, and community engagement.
- 3.2 The draft Strategy has been developed to identify a future state for our economy informed by a range of evidence and strategies such as the Council Plan, Imagine Manningham 2040, Liveable City Strategy, Vibrant Villages Action Plan, and the Climate Emergency Action Plan.
- 3.3 Each theme contains relevant objectives developed from the nine identified needs. The objectives are as follows:
- 3.3.1 To foster local enterprise and build business networks.
  - 3.3.2 Create vibrant, high-quality centres to support local businesses.
  - 3.3.3 Derive economic benefit from shifts to working from home as residents choose to shop and pursue recreation locally instead of elsewhere.
  - 3.3.4 Develop an evening-time economy with restaurants, bars and events and celebrate local creativity, arts and culture.
  - 3.3.5 Develop a compelling visitor offer.

- 3.3.6 Support the sensitive and sustainable use of the green wedge while celebrating and retaining its environmental assets and liveability.
- 3.3.7 Ensure a supply best-practice commercial and industrial land for industry growth.
- 3.3.8 Take advantage of de-carbonisation and circular economy trends for industry development and adapt to climate change.
- 3.3.9 Support an inclusive economy with pathways into employment.
- 3.4 The action plan for each theme is based on the objectives and key outcomes underneath the following considerations:
  - 3.4.1 To support and develop local business.
  - 3.4.2 To responsibly attract investment.
  - 3.4.3 To enable innovation and embrace opportunities.
- 3.5 Each action includes Council's role under the following terms:
  - 3.5.1 **Provider** – To implement projects, programs, and campaigns for use by businesses and community for a vibrant and prosperous economy;
  - 3.5.2 **Facilitator** – To establish partnerships and collaborate with stakeholders, to create economic participation opportunities; and/or
  - 3.5.3 **Advocator** – To support economic and regional investment through promotion and influencing decision-making, rather than direct involvement.
- 3.6 The consultation period is proposed for 27 July – 18 August 2023 and will be supported by a comprehensive engagement and communications plan.
- 3.7 The final Strategy will then be presented to SBS on 5 September 2023 prior to the Council meeting on 26 September 2023.

#### 4. COUNCIL PLAN / STRATEGY

- 4.1 The **Council Plan** supports the establishment of a new Economic Development Strategy.  
Theme: Vibrant and Prosperous Economy  
Goal 1: Grow our local business, tourism and economy

#### 5. IMPACTS AND IMPLICATIONS

- 5.1 The Strategy development has been based on sound evidence and consultation with key stakeholders. The Strategy will provide a roadmap for COVID-19 economic recovery, provide the framework for strategic advocacy, potential investment attraction and improve economic development opportunities in Manningham.
- 5.2 The Strategy will also provide direction to inform Council's support for the existing business community and identify local employment pathways for residents.
- 5.3 This, in turn, will support the health and wellbeing of the local community through improving the liveability of Manningham, building a strong economy with employment opportunities, and creating vibrant activity centres.

**6. IMPLEMENTATION**

6.1 Finance / Resource Implications

6.1.1 The new Strategy is being designed to be delivered within existing budgets. However, new initiatives and resource requirements may result in future budget requests.

6.2 Communication and Engagement

6.2.1 The process to develop the new Strategy has involved targeted consultation with business leaders within the community, Councillors and officers.

6.2.2 The consultation of the draft Strategy will be promoted through Council’s digital channels, prior to returning to Council for final endorsement. A Communications and Engagement Plan has been developed by Engaged Communities and we will use the Your Say Manningham platform to manage the majority of the consultation.

6.3 Timelines

6.3.1 Following approval for public exhibition, the timeline for the final development of the Strategy is proposed:

27 July – 18 August 2023	Public exhibition, Gender Impact Assessment
5 September 2023	SBS – consider final Strategy
26 September 2023	CM – seek adoption

**7. DECLARATIONS OF CONFLICT OF INTEREST**

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

OCTOBER  
2022



Manningham Economic Development  
Strategy

**ECONOMIC PROFILE AND  
SCORECARD**



Prepared for the City of Manningham



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OFFICES IN CANBERRA, HOBART, MELBOURNE, AND SYDNEY ON THE COUNTRY OF THE  
NGAMBRI/NGUNNAWAL/NGARIGO, MUWININA, WURUNDJERI, AND GADIGAL PEOPLES.

01

Introduction

## Introduction

SGS Economics & Planning Pty Ltd (SGS) is assisting the City of Manningham to prepare a new Economic Development Strategy (EDS) for Council.

Manningham has a current EDS, last updated and adopted in 2018, with a nominal horizon year of 2030. But, due to major changes in the business and employment environment with the COVID-19 pandemic, Council has determined to renew the Strategy early.

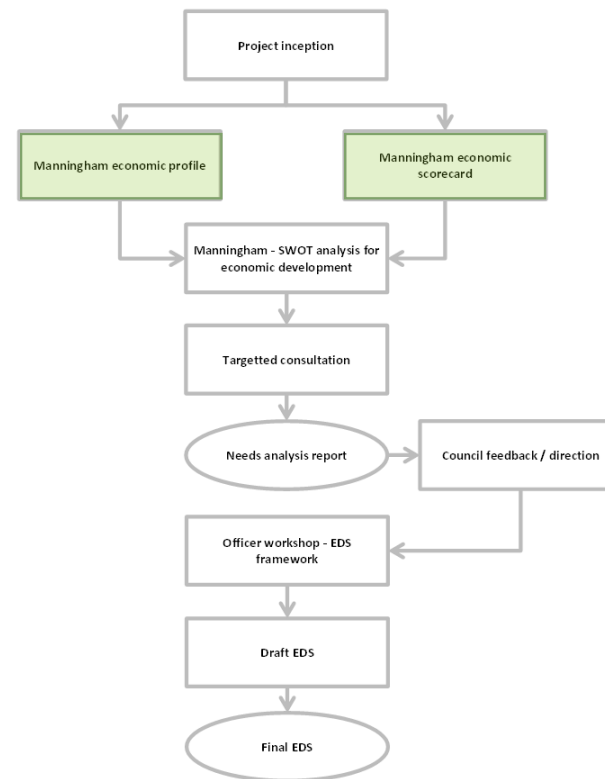
### This report

This report captures the first steps in the project, providing an economic profile and economic scorecard for the Manningham economy (see Project Method figure). These steps provide direct input into preparing a SWOT analysis for renewing the economic development strategy. Both the profile and scorecard are couched in the context of Manningham's location in the eastern metropolitan region of Greater Melbourne, as well as the economic impacts of the COVID-19 pandemic.

The report contains:

- Chapter 1: An **introduction** (this chapter)
- Chapter 2: An overview of **how the Manningham economy functions**
- Chapter 3: Discussion and analysis of the **changed economic context**
- Chapter 4: A **scorecard** comparing performance with the wider region
- Chapter 5: **Conclusion and next steps**

FIGURE 1: PROJECT METHOD



02

How the  
Manningham  
economy functions

## How an economy functions

Economic development typically refers to growing a local economy. This means growth in economic activity such as more exports of manufactured products or more tourists spending money. Growth, in turn, allows businesses to invest in new equipment, hire more people and pay higher wages. Greater economic activity also means higher government revenues and more money to spend on better quality services for the community. **Economic development enables a higher standard of living for people in a region.**

SGS applies a particular model of the local economy (see figure). Starting on the left of the diagram, 'exports' are a major player in economic performance. Exports refer to any product or service traded to anyone outside of Manningham. This includes dollars spent by other Melbournians visiting the area, such as coming to use Manningham's health services or retail centres. Income injected into the local economy creates a multiplier effect as exporting firms draw on local suppliers and workers to meet the demand from external customers.

External private investment provides capital to finance new industries and enhance existing industries, boosting infrastructure and productivity and creating

employment opportunities in the process. External private investment also brings new businesses with connections in different markets into the area, opening additional export opportunities. External public investment is similar but provided by State or the Commonwealth government to invest in services, infrastructure or businesses in Manningham.

As well as money injected into the economy the other side of the diagram shows that income can leak back out. Income leaks back out as local firms import inputs to production (for instance, using suppliers from interstate). Similarly, consumers also import goods and services, like buying clothing or products in nearby areas or online. These leakages dilute the multiplier effect from export sales and other injections of income. Another leakage occurs when the local economy is dominated by firms owned elsewhere, which sees the wealth generated (as profits and dividends) flowing to shareholders and investors outside of the local economy.

**An objective for good local economic performance is therefore to maximize inter-regional export income and the associated employment by identifying opportunities for export industry growth while also minimising income leakage.**

**FIGURE: SGS MODEL OF A LOCAL ECONOMY**



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## Economic structure

In 2020/21 the Manningham economy was worth \$4.82 billion measured by Gross Regional Product (GRP). Even accounting for the impacts of COVID-19, the economy has been growing at an average speed of 4 per cent per annum since 2015.

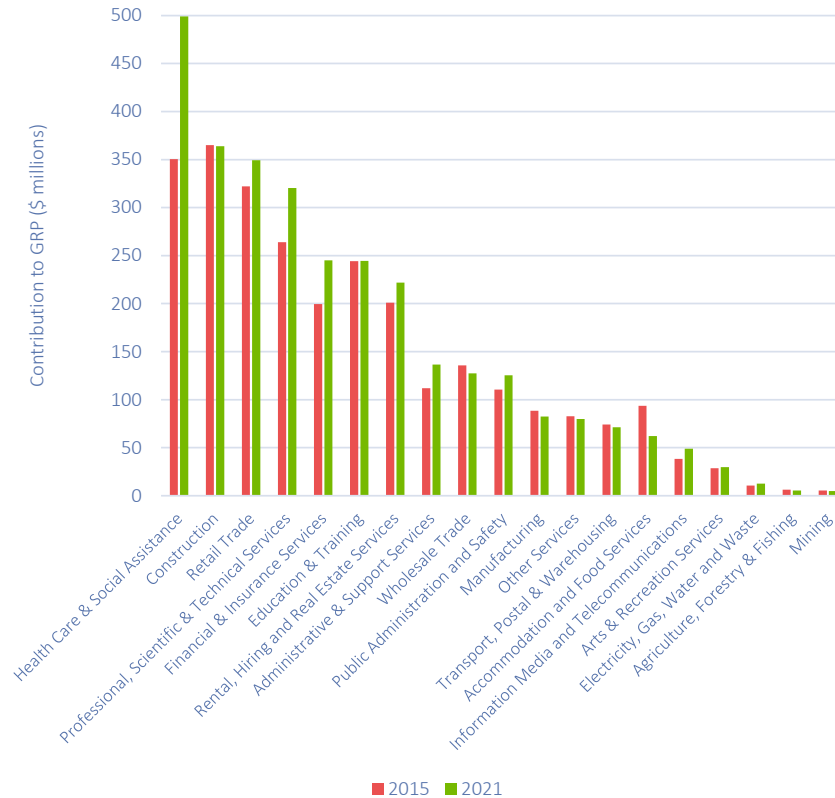
Economic structure refers to the sector breakdown of economy and what parts of the economy are driving overall economic growth. Ways to measure this could be in terms of total output, trade (i.e. exports/imports), gross value added (GVA) or employment. Typically, economic structure is discussed in terms of GVA by ANZSIC industries (an Australian Bureau of Statistics categorization systems).

In Manningham health care, construction, retail trade and professional services make the most considerable contributions by GVA. Financial services, education and real estate services also make large contributions. While Manningham is highly urbanised, there is a large portion of the LGA covered by Greater Melbourne’s Green Wedge, where there is some limited agriculture and tourism uses. Nonetheless there is little agriculture, forestry and fishing, nor mining, activity in Manningham, as would be expected given its urbanised nature.

Over the past five years, there has been significant increase in GVA for health care (up 6 per cent per annum since 2015). Health care is the fastest growing sector in Australia as well, linked to an aging population and other factors. There are also large increases in GVA also for professional and financial services. However, accommodation and food services has seen a decline in GVA over the last five years, but all of that decline came in 2020/21 and 2021/22 due to the impacts of the COVID-19 lockdowns experienced.

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FIGURE 2: GROSS VALUE-ADDED BY INDUSTRY IN 2021 AND 2015 (\$ MILLION)



Source: SGS Economics and Planning: Australia’s Economic Wellbeing ([link](#)) dataset derived from ABS State Accounts, Cat. No. 5220.0

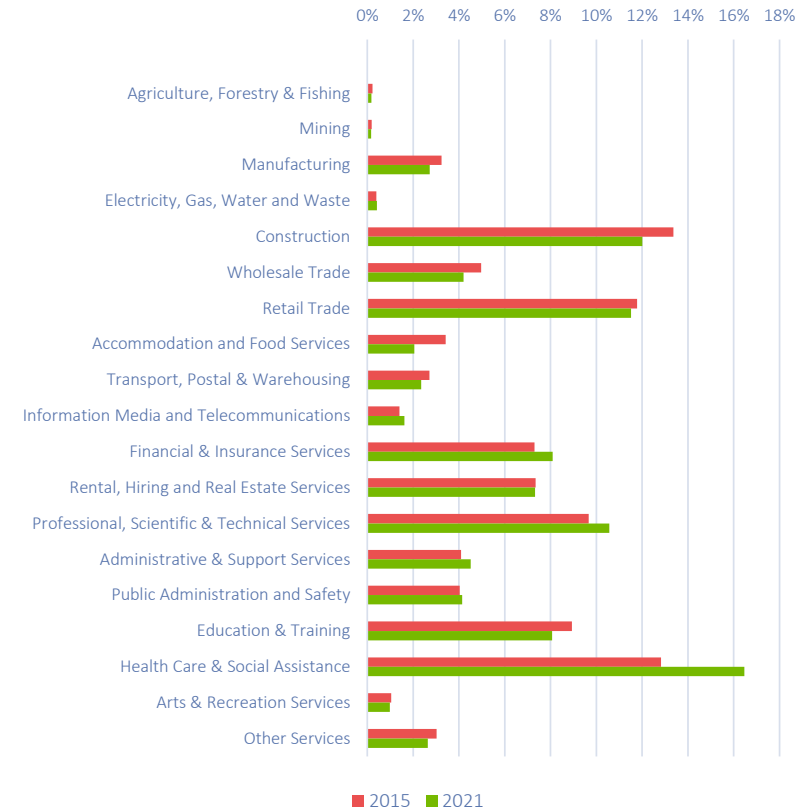
### Economic structure

The dominant trend in Manningham’s changing economic structure over the past 5 to 6 years has been the shrinkage of construction and accommodation and food services (as a share of the economy) and smaller decreases in education, wholesale trade and manufacturing. As shown on page 11, much of the impact on these industries have come over recent years, due the impact of the pandemic.

Meanwhile, the health and education sectors, plus professional, scientific, and technical services, and financial services have grown in local prominence. This reflects the growing dominance of the knowledge economy in Manningham.

Today’s structure represents the shift in the economy from ‘building things’ and tourism to becoming more concerned with a broad portfolio of service-based industries. This shift is driven by the health care and knowledge services, though construction does remain a prominent sector from a GVA perspective.

**FIGURE 3: STRUCTURE OF THE MANNINGHAM ECONOMY (INDUSTRY VALUE ADD AS A SHARE OF TOTAL)**



Source: SGS Economics and Planning: Australia’s Economic Wellbeing ([link](#)) dataset derived from ABS State Accounts, Cat. No. 5220.0



### Economic structure – ownership of dwellings

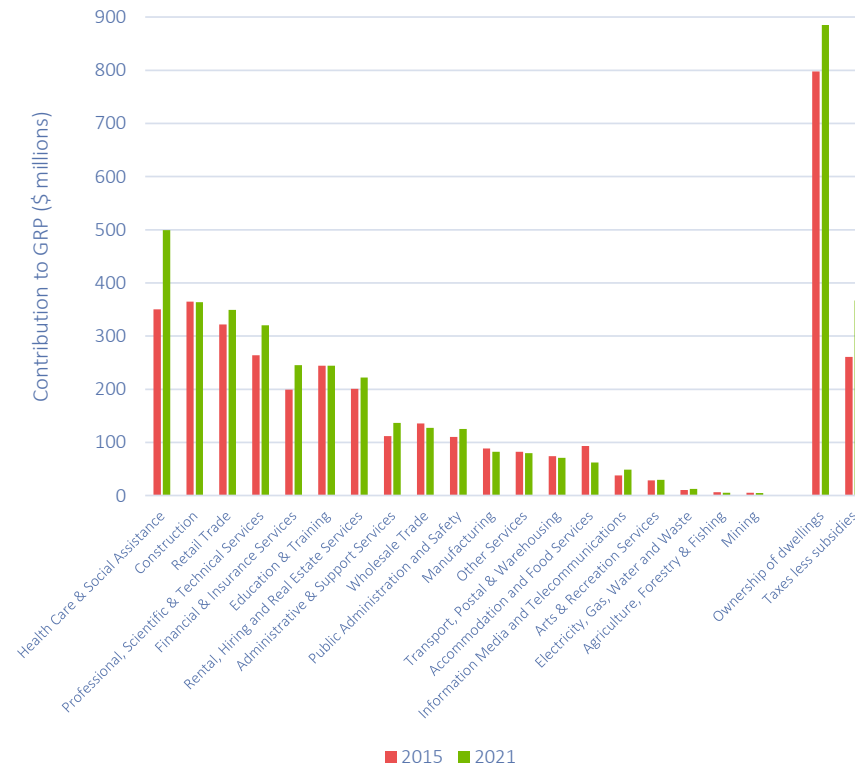
An interesting component of the GRP figures for Manningham is the large contribution the ownership of dwellings makes to the economic value created in the municipality, as well taxation less subsidies.

Ownership of dwellings consists of landlords and owner-occupiers of dwellings. For the generation of GVA statistics, owner-occupiers are regarded as operating a business, receiving rents (from themselves as consumers), paying expenses, and making a net contribution to the value of production which accrues to them as owners. Similarly, landlords receiving rents from tenants is counted as generating economic value.

In total it is estimated that 18 per cent of the value created in Manningham is via the ownership of dwellings, compared to around 9 per cent across Greater Melbourne. This points to the small size of the economic base in the municipality compared to the number of dwellings.

Another way to consider this is GRP per capita. Across Greater Melbourne the GRP per capita derived from industry production (excluding ownership of dwellings) is \$64,000. In Manningham it is only \$26,000.

FIGURE 4: GROSS VALUE-ADDED IN 2021 AND 2015 (\$ MILLION)



Source: SGS Economics and Planning: Australia’s Economic Wellbeing ([link](#)) dataset derived from ABS State Accounts, Cat. No. 5220.0

### Time-series performance of main industries

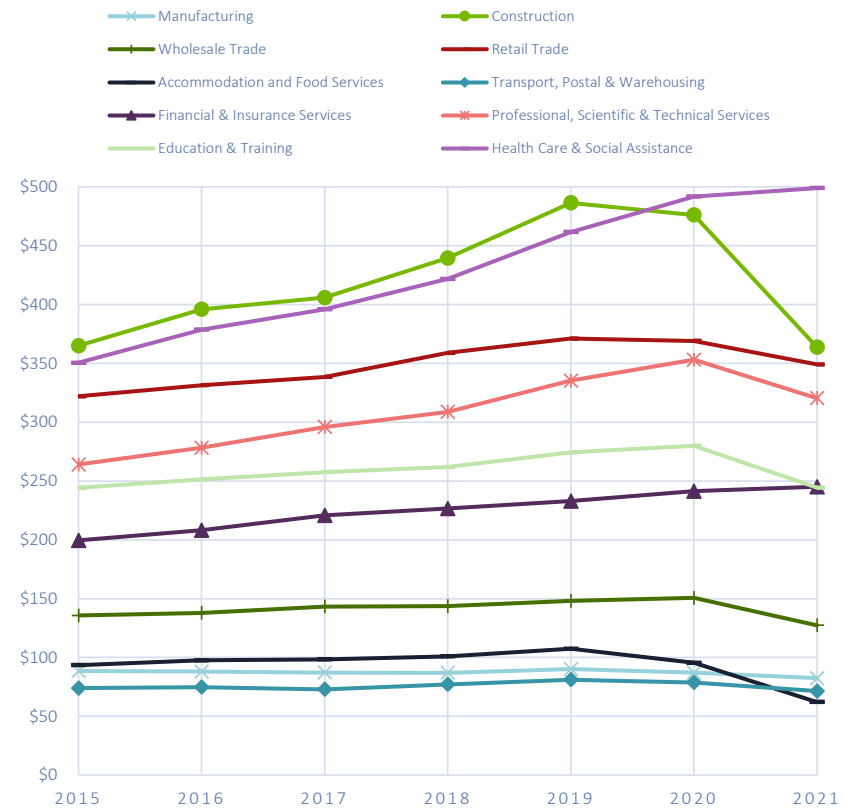
This figure shows the performance of the most prominent industries by contribution to GVA since 2015. It again demonstrates the growing contribution of health care and social assistance industry.

The healthcare sector is one of Australia’s highest-performing sectors, growing at double the pace of Australia’s GDP. With an ageing population, new technology innovations and new investments post-pandemic, the healthcare sector can only continue to grow.

The chart also shows the impact of the COVID-19 pandemic. The construction, retail, professional services, education, accommodation and food services and wholesale trade sectors all contracted in size across 2020 and 2021. As explored further in chapter 3, the industries were some of the hardest hit by the pandemic and associated lockdowns.

It is most likely that when GVA results for 2022 are available, these industries would have rebounded back to pre-pandemic levels, supported by the fact that there are now more jobs in Manningham than before the pandemic (as shown in the chart on page 41). The number of pay roll jobs in Manningham is 3 per cent higher now than in March 2020, prior to the pandemic.

FIGURE 5: TIMESERIES PERFORMANCE ON MAIN INDUSTRIES (GVA, \$ MILLIONS)



Source: SGS Economics and Planning: Australia’s Economic Wellbeing ([link](#)) dataset derived from ABS State Accounts, Cat. No. 5220.0

## Manningham's core economies

Another lens to consider the structure of the economy is through SGS’s core and supporting economies approach. Manningham has three interacting ‘core’ economies, each offering different opportunities for local economic development. These economies are:

- **The household services economy:** Made up of businesses that provide goods and services to the local community and tourists such as retailers, cafes, bars, entertainment venues, accommodation and beauty and personal services. Other businesses in this category include libraries, gyms, community and sports clubs, faith-based organisations, municipal services, cleaning and repair services that more predominantly service local households. These businesses provide employment and generate activity and contribute to making Manningham a great place to live, work, and visit. Critically, they also lock-in and circulate wealth around the local economy (reducing leakages)
- **The care and learning economy:** Consists of businesses and institutions like schools, universities, TAFE, hospitals, health clinics, aged care providers, employment agencies, police and emergency services, courts, public housing providers who teach and care for residents. These businesses and institutions make Manningham a healthier, smarter, and safer place, while also providing employment and local income, and flow-on business opportunities.
- **Traditional exporters:** These businesses have been the traditional export earners of regional economies across Australia and include agriculture, mining and manufacturing. These industries have provided much of Australia’s economic prosperity over the past 200 years but are experiencing economic restructuring and declines in employment (but not necessarily economic performance) due to structural changes in the economy.

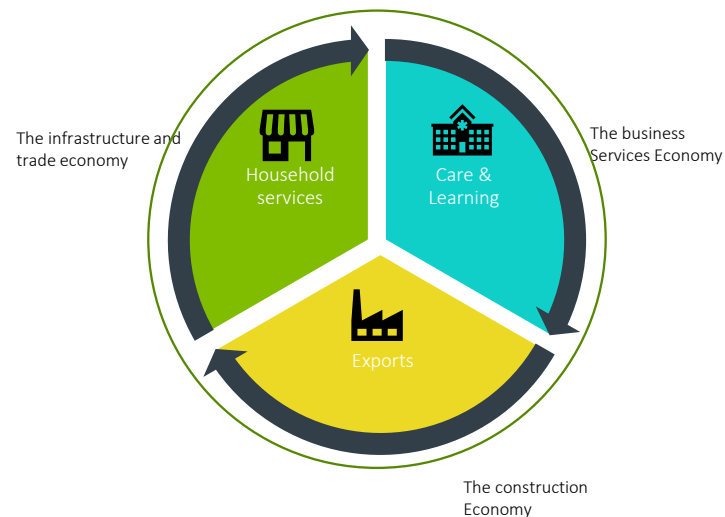
These core economies are the foundational components of regional economies as they draw in and recirculate money and wealth.

In addition, these three core economies are backed by three supporting economies. These supporting economies are also critical to the economic performance and include:

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- **The business services economy:** Businesses with a sales focus to other businesses such as banks, insurance agencies, law firms, financial advisors, engineers or accountants.
- **The construction economy:** Businesses in the construction sector, including builders, material suppliers, construction services, or developers.
- **The infrastructure and trade economy:** Businesses or government enterprises that provide utilities such as water, waste, telecommunications, and energy providers, or build and manage transport systems (roads, ports, airports etc.), or store and transport goods to and from markets.

The main difference between the core and supporting economies is that growth in the supporting economies is typically dependent on growth in the core economies. If household services or the care and learning economy are growing, they will demand goods and services from businesses related to construction, or the provision of wholesale trade or utilities, to support that growth.



### Manningham's core economies

The top figure reveals the structure of the Manningham economy based on the core and supporting economies idea. The figure also provides the structure of regional Australia and Australia's major cities for a comparison on how the economy functions.

More than 21 per cent of the Manningham economy is concerned with providing goods and services to households. Another 25 per cent is concerned with care and learning functions that support the local community. The Manningham economy has a more significant share of both these core economies than areas of Australia's major cities, pointing again to the dominance of servicing households in the local economy. Much of the City of Manningham comprises relatively low density residential and associated service uses.

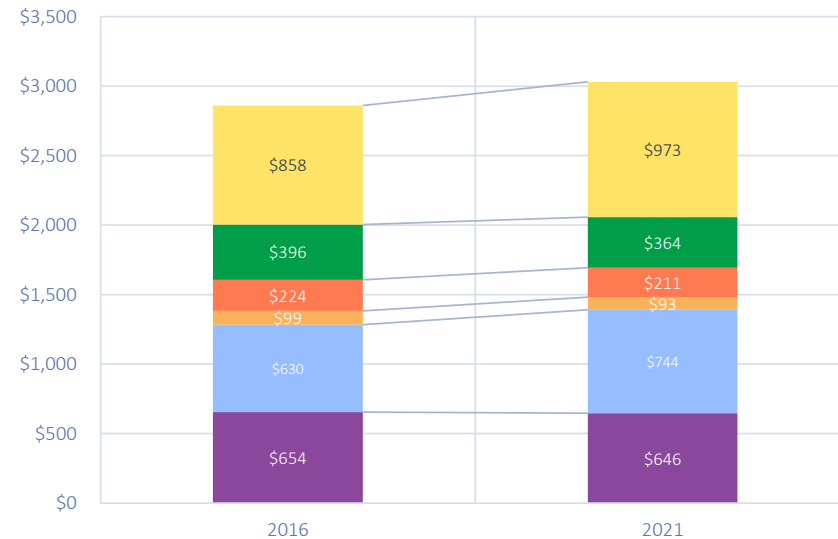
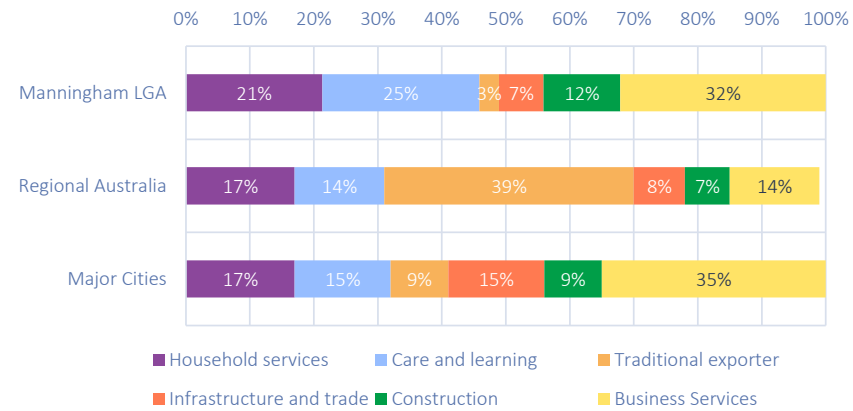
Manningham has a much smaller share of industries related to export and their trade. Manningham does not have legacy or the infrastructure for extensive involvement in manufacturing, logistics and similar industrial uses, though, no doubt, there will be some significant businesses in the City connected to these activities. As a mostly population serving economy, Manningham's employment structure has limited diversity.

The bottom shows the size of the core and supporting economies over time, from 2016 to 2021. One area of growth is the business services sector, which grew by 2.1 per cent between 2016 and 2021.

These changes again represent shifts from an economy driven population growth and construction, to a more knowledge-intensive economy led by business and professional services. Over time the business services economy could be transitioning from a supporting role to a driving role in Manningham's economy.

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**FIGURE 6: SHARE OF GVA 2021 BY CORE AND SUPPORTING ECONOMY (TOP) AND SIZE IN MANNINGHAM IN 2016 AND 2021 (BOTTOM)**



Source: SGS Economics and Planning: Australia's Economic Wellbeing ([link](#)) dataset derived from ABS State Accounts, Cat. No. 5220.0

## Manningham's core economies – location

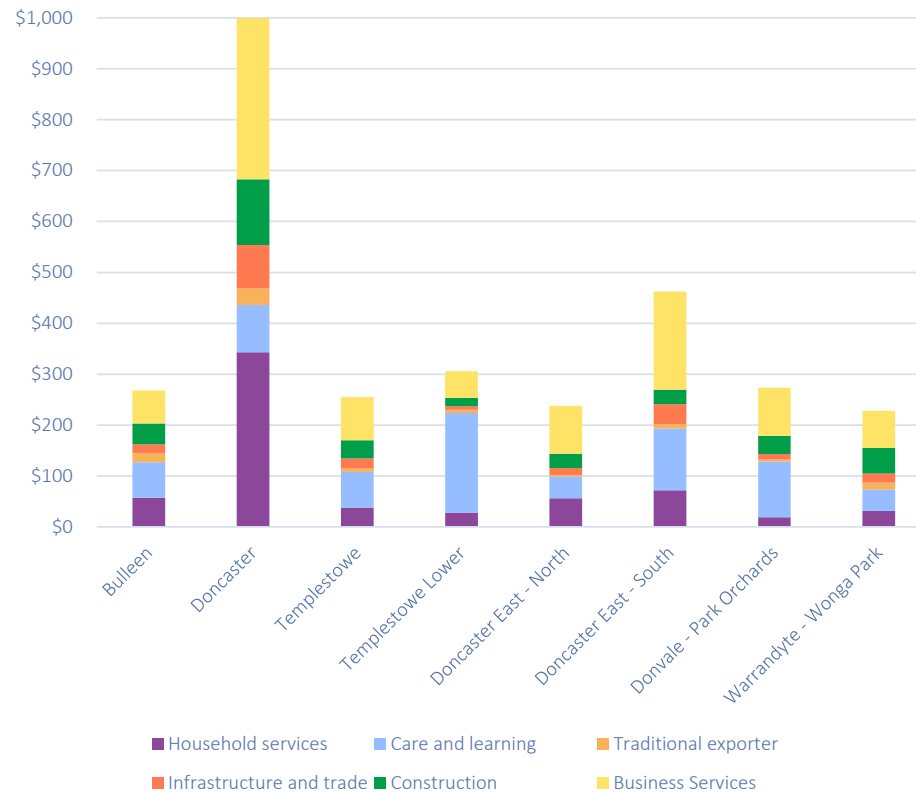
The Manningham economy can also be considered as a series of smaller local suburban economies. Using the core and supporting economy categorization again, it's clear that Doncaster is the economic engine of the municipality, contributing \$1 billion to GRP. Doncaster is the largest centre for the household services economy, construction and business services. Doncaster also has the most value created in the traditional exports economy related to manufacturing.

The care and learning economy is dispersed across the municipality in line with the distribution of schools and medical services. There is no major health precinct.

The maps on the next three pages show the distribution of jobs across the six categories. These maps again show the economic power of the Doncaster centre. From Doncaster, economic activity decreases the further north and east travelled as these areas are more suburban or part of the Green Wedge.

The preparation of a Doncaster Hill Framework Plan (still confidential), and designation as a major activity centre in Plan Melbourne, Doncaster will continue to be the key economic centre for Manningham.

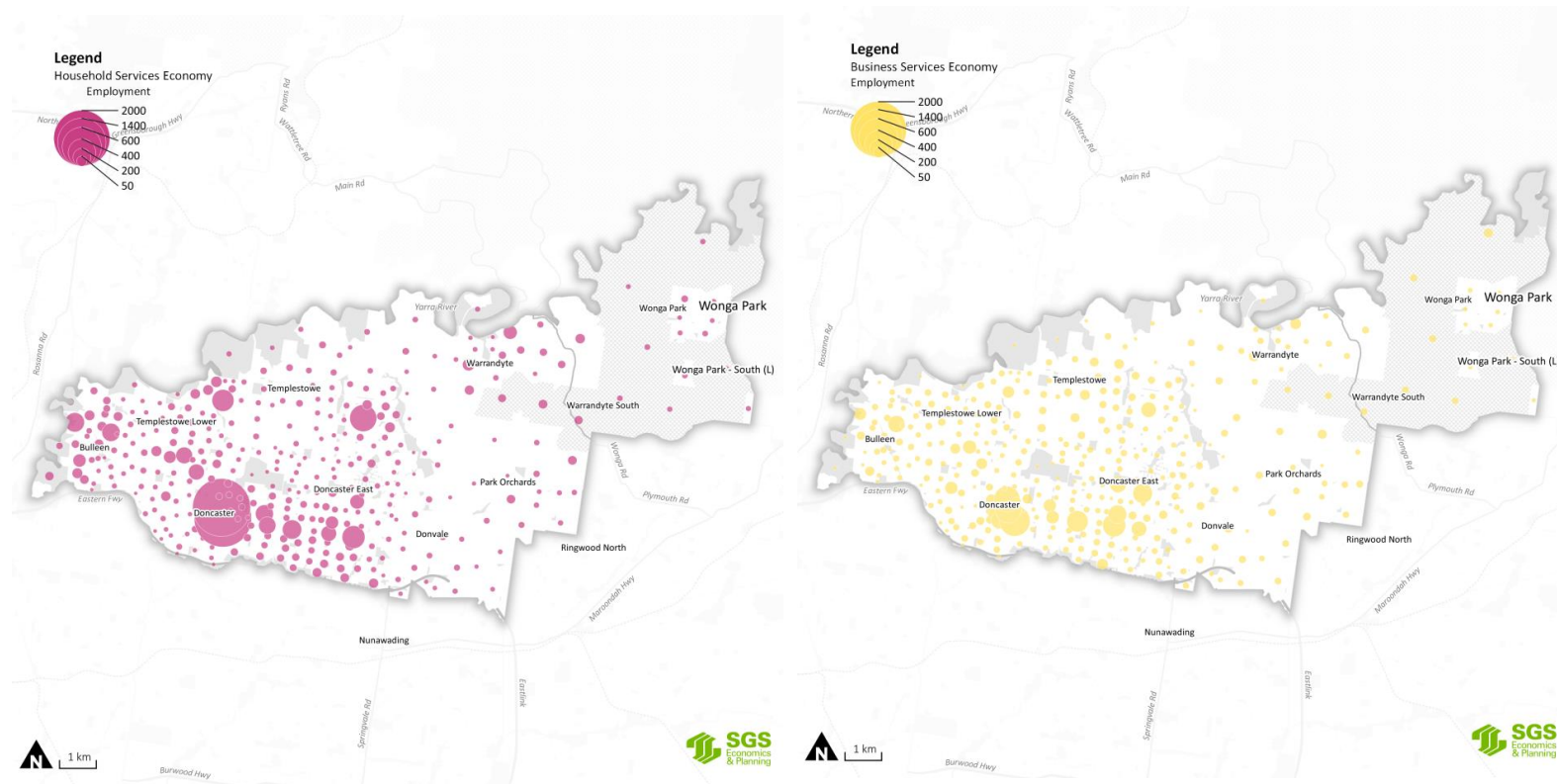
FIGURE 7: GROSS VALUE-ADDED (2021) BY SUBURB AND CORE/SUPPORTING ECONOMY (\$ MILLION)



Source: SGS Economics and Planning: Australia's Economic Wellbeing ([link](#)) dataset derived from ABS State Accounts, Cat. No. 5220.0

### Activity centre and employment land network in the City

FIGURE 8: DISTRIBUTION OF JOBS – HOUSEHOLD SERVICES ECONOMY (LEFT) AND BUSINESS SERVICES (RIGHT)

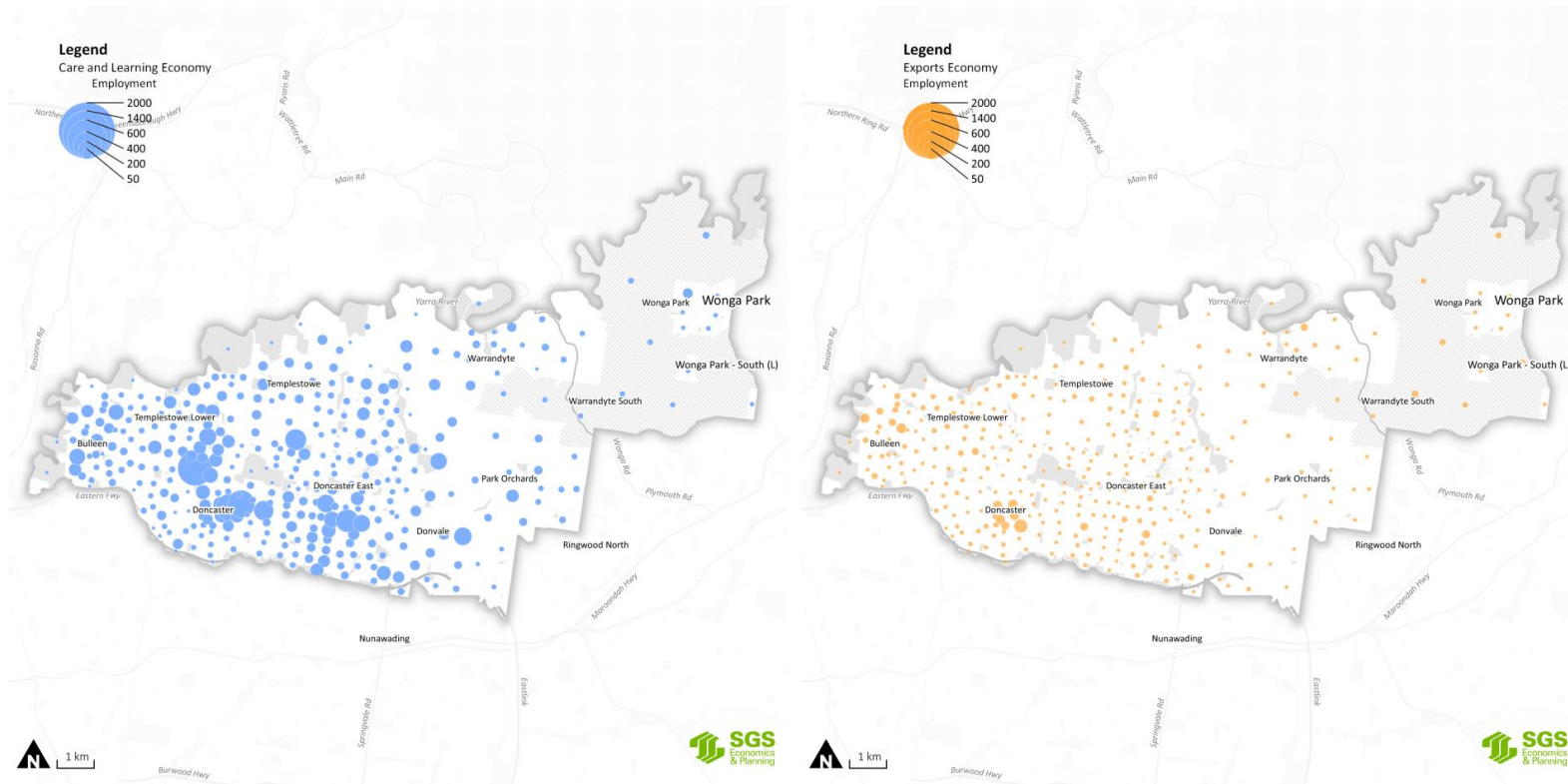


Source: SGS Economics and Planning from SALUP19 data

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### Activity centre and employment land network in the City

FIGURE 9: DISTRIBUTION OF – CARE AND LEARNING (LEFT) AND TRADITIONAL EXPORTERS (RIGHT)

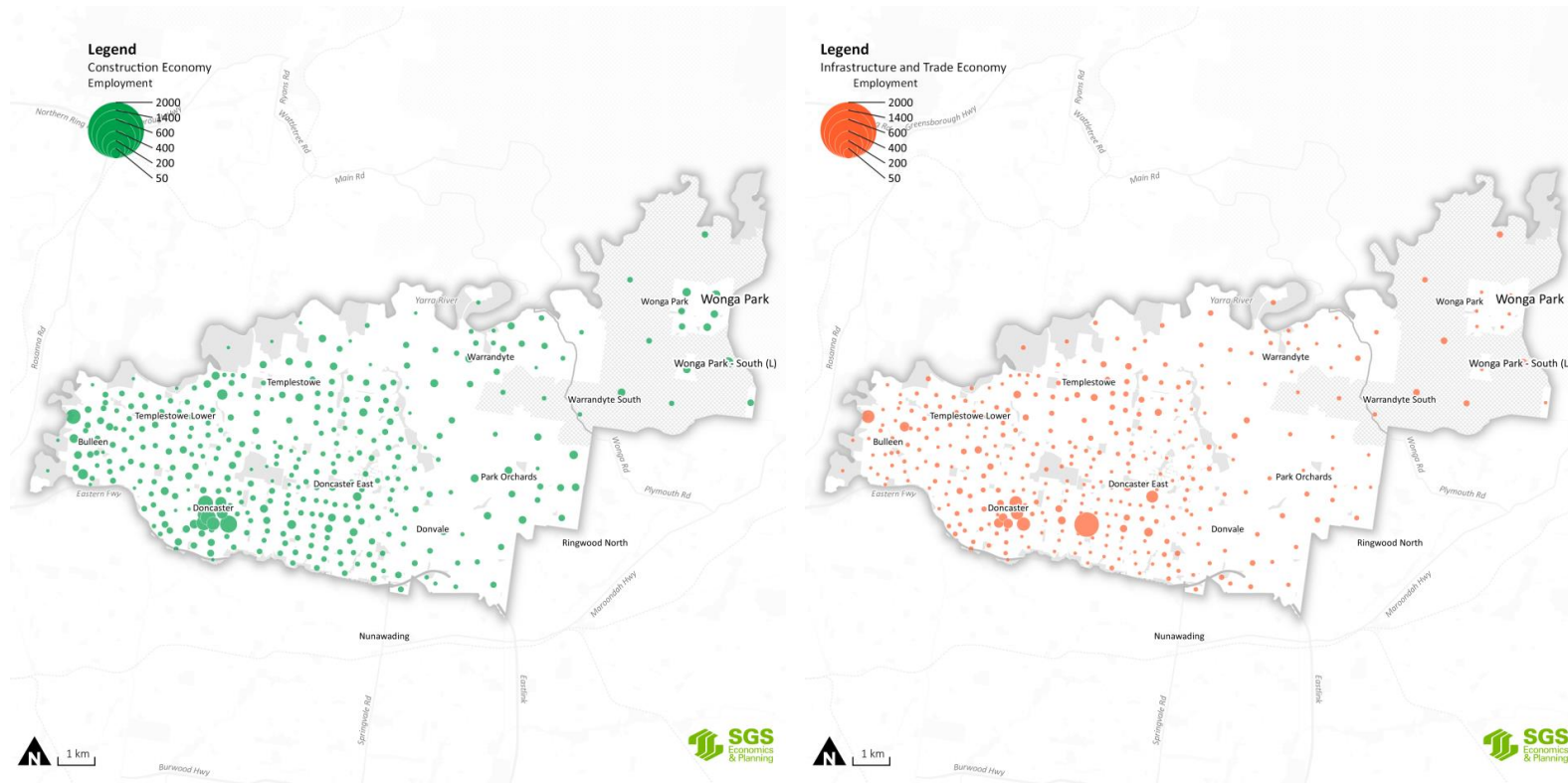


Source: SGS Economics and Planning from SALUP19 data

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### Activity centre and employment land network in the City

FIGURE 10: DISTRIBUTION OF JOBS – CONSTRUCTION (LEFT) AND INFRASTRUCTURE AND TRADE (RIGHT)



Source: SGS Economics and Planning from SALUP19 data

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## An exporter of workers

Although Manningham accounts for almost 2% of Victoria’s population, businesses in Manningham generate a little less than 1% of the State’s income, measured in Gross Regional Product.

This underlines one of the City’s distinguishing features as an exporter of workers. Indeed, well over three quarters of Manningham’s workers find employment outside of the City.

Given the residential nature of the municipality and the small economic base, it is not surprising that most residents leave each day for work. From an economic perspective it is beneficial to have jobs close to residents for productivity reasons and reduce commutes, which can have social and environmental costs, particularly if there is a heavy reliance on cars.

In Manningham 50 per cent of residents drove to work on census day 2021 (either as a driver or passenger), a similar rate to the rest of Greater Melbourne.

The bus network is important to residents, with 3 per cent of residents using to get to work, which is higher than Melbourne generally. Train use is much lower than the rest of Greater Melbourne, due to there being no train station in the municipality. Active transport (walking and cycling) is also lower. It is worth noting that pandemic restrictions in 2021 may have impacted public transport usage and active transport, though similar patters (like lower train use) were also evident in the 2016 census.

A third of workers worked from home on census day 2021. This is a significant increase on 2016, where only 6 per cent of residents worked from home on the day of the census. The COVID-19 pandemic has changed the pattern of where Manningham residents work, with many more working from home or splitting time between workplaces and their home.

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FIGURE 11: MANNINGHAM RESIDENTS’ LOCATION OF WORK (TOP) AND TRAVEL METHOD (BOTTOM)



Source: ABS Census Data, 2021

## The Eastern Region

The metropolitan area of Melbourne operates as 6 interconnected regional economies. Manningham is located on the northern edge of the Eastern Region. Manningham is a member of the Eastern Region Group of Councils (Manningham, Knox, Maroondah, Monash, Whitehorse and Yarra Ranges).

In the region, Monash is identified as a National Employment and Innovation Cluster (NEIC) and Box Hill and Ringwood are designated as Metropolitan Activity Centres (MACs). These centres are or will be the suburban focal point for services, employment, housing, public transport and social interaction in the coming decades.

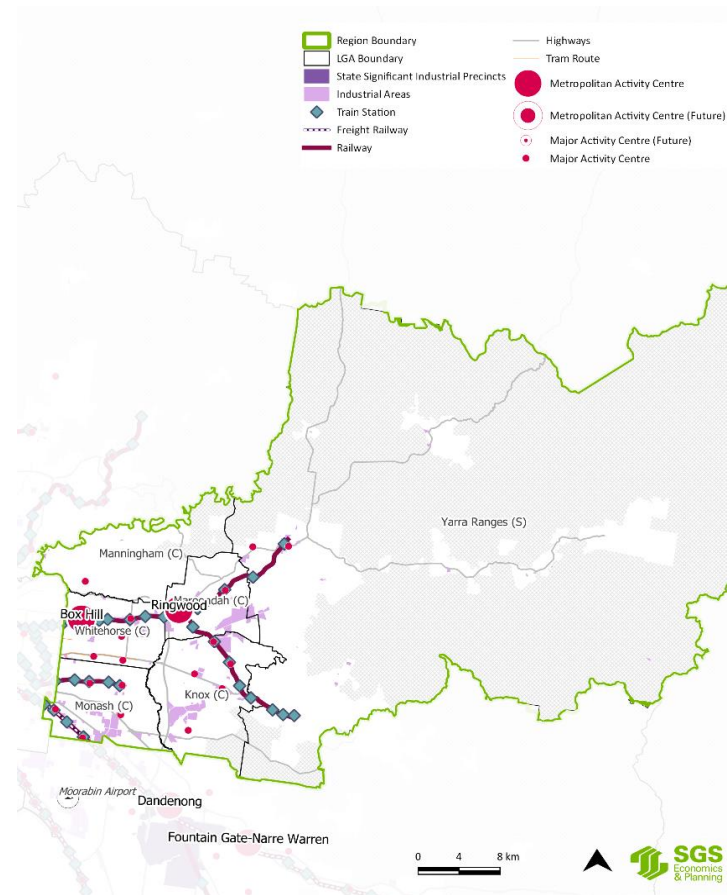
The eastern region’s urban area consists primarily of residential zone land, with centres of knowledge-intensive and population servicing industries. Owing to the scale of its institutions, health and education is the most concentrated broad sector in the Region (Monash University and the Monash NEIC, Deakin University, Box Hill TAFE, Box Hill and Maroondah Hospital, Monash Medical Centre, and Knox Private Hospital). The Eastern Region has less industrial land compared to other regions of Melbourne. Major freight and road networks include the Monash Freeway, Princess Highway, Maroondah Highway, Burwood Highway, EastLink, and the Eastern Freeway.

The region’s economy is underpinned by the growing knowledge-intensive and health and education sectors. These industries contribute to the uplift of the region’s current and future economy. Melbourne’s Eastern Region is rapidly accumulating know-how and human capital making for a high-income, high-growth regional economy.

In terms of rail infrastructure, presence of metropolitan activity centres, and industrial land, Manningham is less endowed with these economic assets as their regional neighbors. In addition, Manningham is facing major disruption to employment lands due to the North East Link Project (NELP). An Employment Land Study investigated opportunities to mitigate the loss of the Bulleen Industrial Precinct, which has been acquired for NELP and its construction.

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FIGURE 12: KEY ECONOMIC FEATURES OF THE EASTERN METRO REGION



## Effective job density

Effective job density (EJD) is a measure of agglomeration that indicates the accessibility to workers for businesses in a given area. Accessibility is based on how long it takes workers to get to jobs. EJD is strongly linked to accessibility to large clusters of jobs and the provision of public transport and road networks.

In Manningham, effective job density is middling. It is higher than some of its neighbors (Maroondah and Nillumbik), but lower than Whitehorse and Banyule which have better access to the Melbourne CBD.

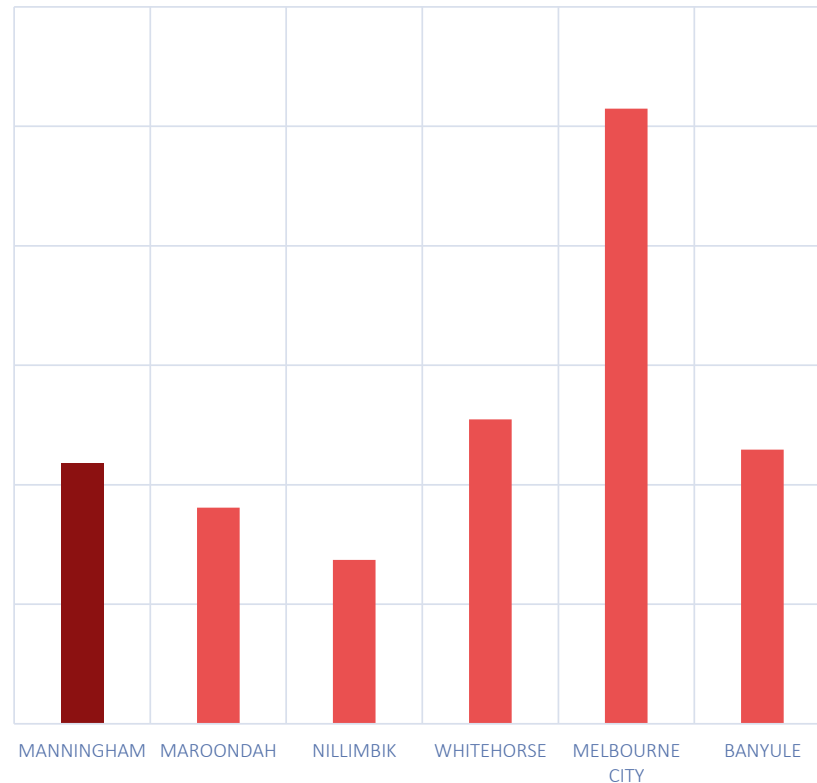
From a business perspective, higher levels of connectivity mean that businesses enjoy scale and productivity advantages through better access to skills, suppliers and complementary enterprises. It is this access – referred to as ‘agglomeration’ - that drives new knowledge and innovation in modern economies. Given the centrality of the Melbourne CBD to Melbourne’s transport networks it has a clear advantage.

Given the EJD scores in the figure on the right, businesses located in Manningham are at a slight locational disadvantage compared to other areas of Melbourne, and a large disadvantage compared to the CBD (as would be expected).

State Government infrastructure projects like North East Link will have large positive impacts on EJD scores in the municipality. The proposed Suburban Rail Loop (station at Doncaster) would too if it is developed.

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FIGURE 13: EFFECTIVE JOB DENSITY SCORES



Source: SGS Economics and Planning (2022)

### The business community

Manningham has a strong business constituency to work with. Manningham has approximately 4,200 small businesses (those employing 1 to 20 staff, an increase of approximately 750 from 2020). There are very few large companies with over 200 employees registered within Manningham, with only 6 in total, with no change between 2020 and 2021.

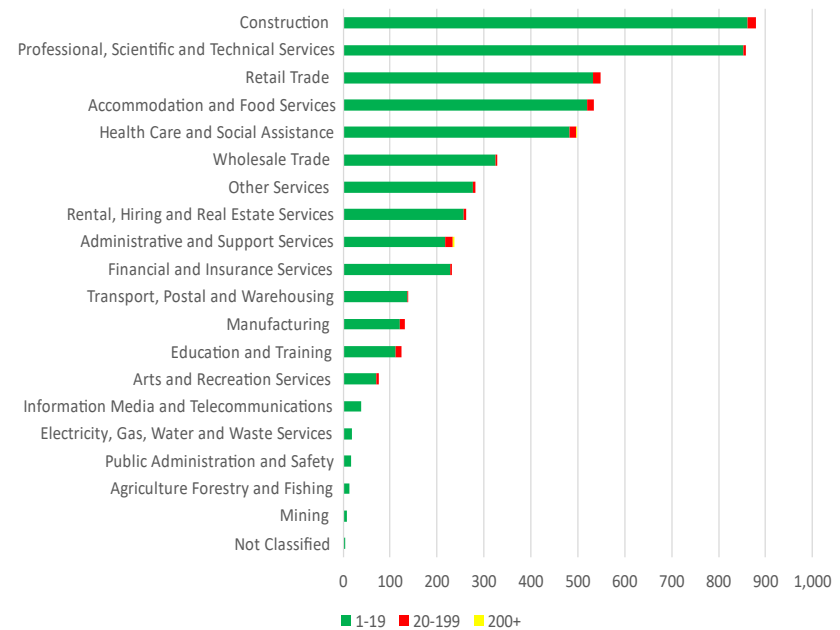
Small businesses play an essential role in any economy and account for the bulk of business in Manningham. They do reflect a level of entrepreneurship and experience which will stand the local economy in good stead as it adjusts to a new trading environment.

Locally owned firms (large and small), small businesses and community enterprises are important because they are more financially generative for the local community (instead of extractive), locking wealth into the City and minimising leakages.

A lot of growth can come from positive change in current firms, plus the emergence of new local firms while reducing the loss of existing firms. New firms include businesses from outside Manningham moving in (aided by business attraction); start-ups and new entries are borne locally through entrepreneurship plus social enterprises and community projects.

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FIGURE 14: COUNTS OF BUSINESSES REGISTERED IN MANNINGHAM



### Injections of income: exports

As outlined earlier, exports are a major player in economic performance and prosperity. Income injected into the local economy creates a multiplier effect as exporting firms draw on local suppliers and workers to meet the demand from external customers.

This figure shows the value of exports for each industry group (green bars), ranked from largest to smallest. The total output of the industry is also included. Total output is the value of the goods and services produced by the industry, and is quite a different measure to value-add which extracts the cost of production. The data reveals that Manningham’s largest-value export output is construction. This points to Manningham’s construction firms servicing customers across Greater Melbourne, not just locally.

Other large industries, in terms of export value, are rental, hiring and real estate, manufacturing, professional scientific and technical services and retail. The data also reveals that while education and training and health care and social assistance are important industries in terms of output (and employment), they contribute less from an export point of view.

A strong economy needs export earners (like manufacturing) and local industries supporting growth by trapping and circulating income locally (like health care and retail). Both types provide local employment and business opportunities. But an economy without export earners will decline as little money is being injected into the economy to initiate the multiplier effect (as shown in the framework on page 7).

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**FIGURE 15: VALUE OF EXPORTS FROM THE MANNINGHAM ECONOMY BY INDUSTRY, 2020/21 (\$ MILLIONS)**



Source: Remplan, Regional Exports and Economic Output 2021

### Leakages of income: imports

Economic performance can be reduced if income leaks out of the region as local firms import inputs to production. Similarly, consumers also import goods and services, like buying clothing or products in nearby areas or online, or residents (not always by choice) choosing to work or pursue leisure outside of the local area. These leakages dilute the multiplier effect from export sales and other injections of income.

Imports by industry are sales of goods and services from industries located outside Manningham’s boundaries to resident households, businesses and other organisations within the area. The figure shows the value of goods and services imported from industries outside of the LGA (with the local output again shown for context).

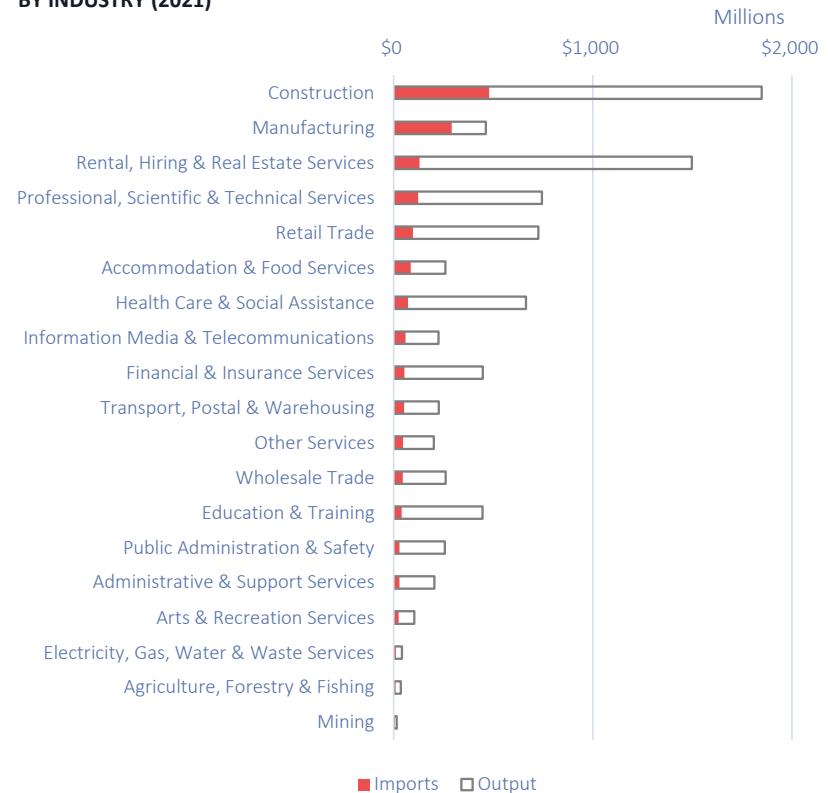
Across all industries in Manningham, imports are low compared to the size of the industry locally. This is an indication that there is a high level of local, self containment. Manufacturing has the highest share of imports compared to output, which is expected for that sector.

In many cases, imports are required to fill gaps in local capabilities and resources. However, it is important to consider what imports can be encouraged to be provided locally, a process known as import substitution. Global supply chain shortages present opportunities for more local manufacturing and sourcing locally to reduce leakages.

Manningham currently sources around \$1.7 billion worth of imports per annum from outside the LGA. If this can be reduced by 10 per cent, that equates to an additional \$1.7 million in the local economy each year, which can make a large difference to local suppliers like grocers, bakeries, accountants, retailers or creatives and so forth.

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**FIGURE 16: GOODS AND SERVICES IMPORTED BY BUSINESSES AND HOUSEHOLDS BY INDUSTRY (2021)**



Source: REMPLAN regional imports and exports, 2021

### Manningham’s comparative advantages

A location quotient (LQ) analysis is shown here. An LQ provides insight into some of the competitive strengths and weaknesses inherent in the economic structure of the city. The LQ score for a sector is given by its proportional representation in the region divided by its proportional representation in Greater Melbourne as a whole.

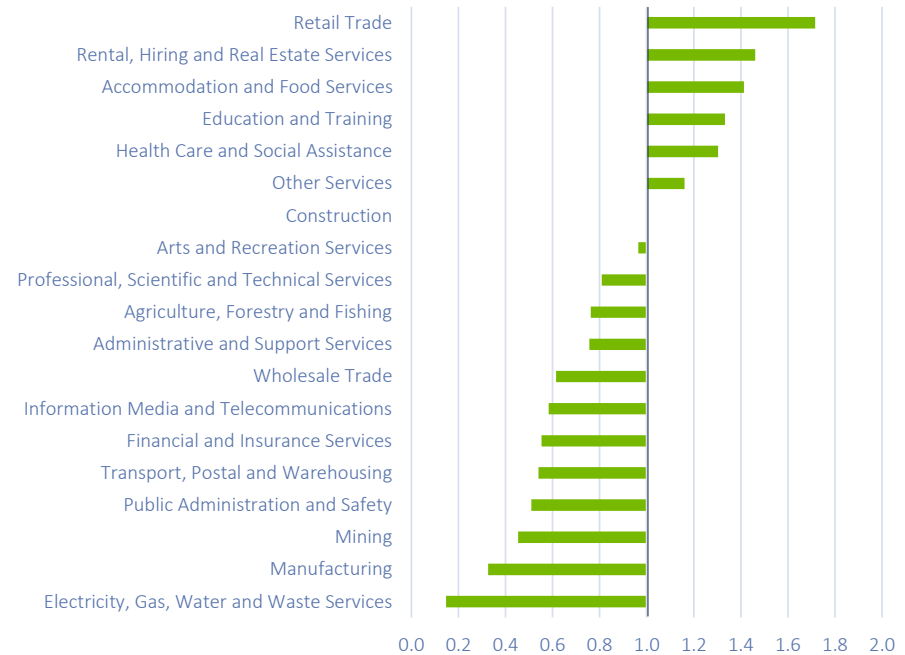
An LQ score of greater than 1.0 signifies that the sector in question is over-represented in Manningham compared to Greater Melbourne. An LQ score of less than 1.0 signifies that the sector is under-represented. All regions will have some sectors greater than 1.0 and some less than 1.0.

Over-representation may suggest that these industries have a comparative (can produce products at a lower cost) or competitive (differentiation from a competitor) advantage and Manningham is exporting these services to other regions. This includes *exporting* services to tourists that might visit Manningham.

The chart shows that Manningham has apparent comparative strengths in retail trade and rental, hiring and real estate services, accommodation and food services and health care and social assistance. Other marginal advantages include other services.

These strengths reflect Manningham’s position as a population serving centre. These strengths should be nurtured, but it’s also important not to become over reliant, or focused, on a few key strengths at the expense of a more diversified and resilient economy.

FIGURE 17: LQ SCORES FOR MANNINGHAM INDUSTRIES



Source: SGS Economics and Planning using ABS Census Data, 2021

## Manningham’s comparative advantages

This figure expands the LQ analysis. While the vertical axis indicates LQ, the horizontal axis shows the LQ growth rate in employment in Manningham. Growth indicates a growing advantage. The quadrants formed in the chart by lines calibrated to an LQ of 1 and an industry growth rate of 0% per annum (in employment terms) creates a lens for judging the strategic value of sectors. The size of the bubbles corresponds with the size of each sector.

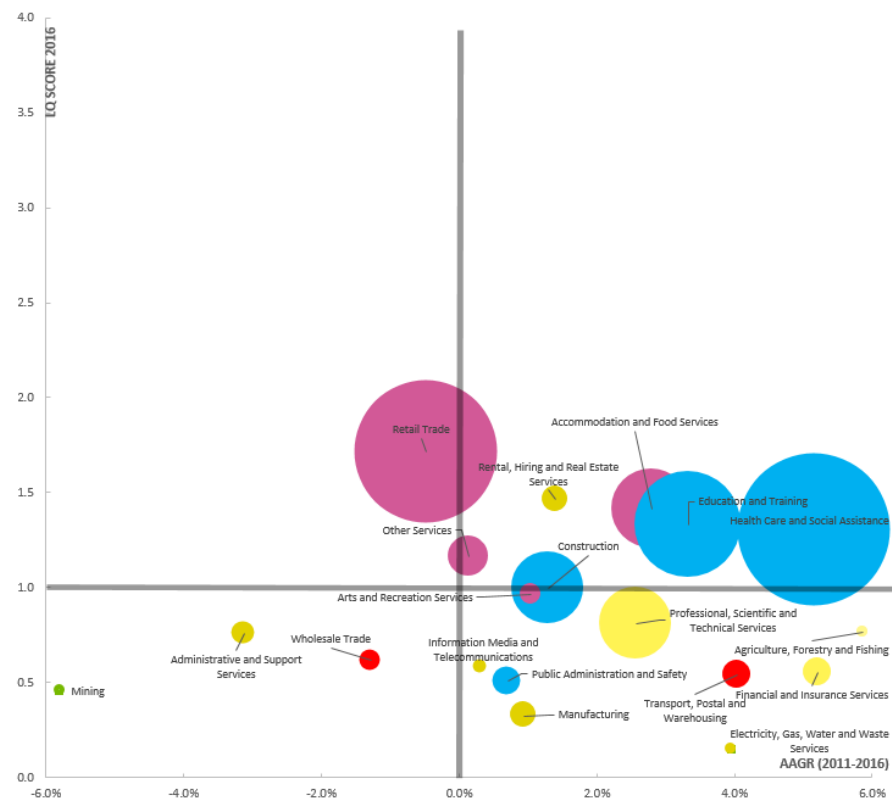
The top right-hand quadrant shows sectors that are both strongly growing and where the region has a specialisation or implied competitive advantage. On the face of things, these sectors reflect the region’s strengths and best future prospects. The bottom right shows emerging sectors growing in advantage but have yet to reach a comparative advantage in Manningham. The top left shows industries with a long-standing local strength but declining comparative advantage (i.e. the rest of the nation is catching up). The bottom left quadrant shows industries with no advantage and a declining LQ score.

Taking all the parameters into account, findings from the LQ are:

- **Expanding sectors with a traditional strength:** Accommodation and Food Services, Education and Training, Rental Hiring and Real Estate services, Health and Social Assistance and Other services
- **Emerging sectors:** Professional, Scientific and Technical Service, Construction, Arts and Recreation Services, Transport, Postal and Warehousing and Public Administration and Safety, Information Media and Telecommunications, Agriculture, Forestry and Fishing, Financial Insurance services, Electricity Gas, Water and Waste services and Manufacturing.
- **Industries with a traditional strength but declining in prominence:** Retail Trade
- **Industries without comparative advantage and declining in comparative advantage:** Mining, Wholesale Trade and Administrative Support services

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FIGURE 18: LQ SCORES FOR MANNINGHAM INDUSTRIES (2022)



Source: SGS Economics and Planning using ABS Census Data, 2021



03

The changed  
economic context

## COVID-19 impact scan

We are still in a time of uncertainty due to the COVID19 pandemic. Businesses and industries were shuttered to protect human life. The future of economies, and many facets of day-to-day life, will be disrupted for some time. There are negative impacts, but also opportunities and new ways of doing things.

In some industries the shock effects may be short lived (or even beneficial) before a quick reversion back to 'pre COVID', while other domains and sectors will experience more profound, permanent structural shifts.

This chapter considers the opportunities and risks that the pandemic disruptions present for the Greater Melbourne and Manningham economies.

## Global Trade and International Relations – Manufacturing & Global supply chains

### Where were we before COVID?

- Manufacturing in Australia is capital and skill/ knowledge intensive. Manufacturers need to ensure high efficiency and productivity if they are to compete in global markets.
- Manufacturing has been declining in prominence over the past decades (measured by gross value-added) through automation and off-shoring. These impacts have been experienced in Australia and the developed world more broadly. It has been cast in a poor light as a dirty and dying industry.
- A transition to advanced manufacturing has been stymied by government policy, skill shortages and ineffective TAFE sector .
- Melbourne’s industries operate in a regional and global supply chain. Though manufacturing makes a relatively smaller contribution to the economy than in previous decades, it remains the largest importer and exporter in the city’s economy, supporting many businesses up and down its supply chains.
- Manufacturing employment has also experienced an overall decline – but some of this has been due to changing structure and what are classified as 'manufacturing jobs'. Roles like designing, maintenance, marketing, accounting etc. which were once worked in-house, are now contracted out (or done online) reducing the size of manufacturing businesses.
- Melbourne manufacturers that employ the largest workforce has been in food and beverage production manufacturing, transport equipment manufacturing, and machinery and equipment manufacturing.

### Where are we now?

- Some businesses have pivoted into new manufacturing activity to respond to demand for health products like PPE, sanitizer, or screens. Some manufacturers may maintain these new product lines as demand is maintained as we learn to live with the pandemic.
- Reduced air freight globally impacted the delivery of both inputs and outputs. Some of these changes will be permanent as alternative supply chains have been established.
- Recently the federal government has announced a \$1.5 billion 'Modern Manufacturing Strategy' as part of the Government's JobMaker plan and response to the recession. The vision of this strategy is for Australia to gain recognition as a high-quality and sustainable manufacturing nation, whilst aiding the recovery. Six priority sectors were identified including resources technology & critical minerals processing, food & beverage, medical products, recycling & clean energy, defence, and space.

### What are the different potential impacts?

- Business demand for greater certainty in supply chains could support a resurgence in local manufacturing (less imports and more domestic production).
- It has been suggested that in response to the gap and lack of security in the supply chain that COVID has revealed, there is a need to 'diversify, re-engineer, and expand the internal economy to produce critical supplies locally through structural re-orientation
- Whether there is wholesale restructuring of the economy and workforce, and the overall impacts, remains uncertain.

## Global Trade and International Relations – Tourism & visitor economy

### Where were we before COVID?

- Over the five years preceding the pandemic, Victoria had outperformed the eastern region of Australia (NSW and Queensland) in growing the number of visitors. Tourist numbers has been fueled by the growing Asian markets.
- Melbourne is Australia's 2<sup>nd</sup> most popular destination for both international and domestic tourism. Visitors are drawn to Melbourne for its livability, activities and attractions. For example, Melbourne holds reputation as Australia's fashion capital, as well as the Culture and Sporting Capital.
- International education also makes a large contribution to international arrivals, both through the students themselves and their families visiting.
- Domestic Visitors make up of 52.6% visitor nights in Victoria
- Melbourne's largest international visitor markers are China followed by New Zealand and United Kingdom. Chinese visitors also spent the most per visitor in 2019.

### Where are we now?

- The sharp reduction in visitor numbers severely impacted tourism businesses including retail, accommodation, food services, arts and recreation.
- International tourism was put on hold and is yet to go back to previous levels any time soon - IATA reports that air passenger numbers will not return to pre-COVID levels until 2023-24.
- Domestic tourism has grown to regional areas of Australia.

Source: TRA (2019)

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## Global Trade and International Relations – International Students & Education sector

### Where were we before COVID

- Melbourne is renowned for its higher education system with seven Australian universities ranked in the top 100 in the world – Australia is the third most popular education destination in the world.
- Australia's research capabilities are also well regarded, with the universities accounting for 3% of global research output with less than 0.5% of world's population.
- International education has been Victoria's largest service export in the last decade.
- The international student market is a critical revenue source for Melbourne's universities. Some universities rely on fees from overseas student for 35% of their income (as reported by The Age, 2020).

### Where are we now?

- International students faced significant barriers in travelling to Australia.
- The loss of international students and subsequent revenue falls placed the university sector under great financial stress. This led to job losses and course reductions.
- The loss of international students has broader impacts on the wider economy. It has been reported that for every \$1 lost in fees, another \$1.15 lost in the broader economy from student spending (ABS).

### What are the different potential impacts?

- Mid- and low-ranking universities are most at risk, particularly those institutions with less prestigious brands that have nevertheless managed to attract international students (The Economist).
- Overall impacts on university sector will affect long term competitiveness. As a large sector in Melbourne, this will have significant economic impacts.
- The sector is suffering job losses which will impact their ability to teach the growing number of domestic students, their research productivity, their capacity to innovative and adjust to the new post-pandemic environment and their overall international market position through poorer performance.
- Once international travel resumed, it was hoped that Melbourne would be more attractive compared to European and US universities for safety reasons (Melbourne had lower case numbers through the first year of the pandemic). However, this has not been the case and enrollments are still below pre-pandemic levels.

## Retail and Local Economies – Retail and local economic activity

### Where were we before COVID?

- Greater Melbourne is renowned for shopping, evident with its identity as Australia's fashion capital. Big international brands (H&M, Muji, Uniqlo, etc) have chosen to locate their first Australia flagship stores in Melbourne. The city also houses five of the six largest shopping centres in Australia. Doncaster Hill and the Pines provide retail for the Manningham community.
- There had been an increase in total employment in sectors related to shopping prior to the pandemic.
- Retail trade is a vital sector to recreation, with shopping ingrained in the fabric of Melbourne culture. This is demonstrated by findings from a Goodman and Kroen report (2019), which indicated that going to the shops was the main destination for 35% of respondents outside of their regular workplace.

### Where are we now? Some key trends

- Due to the pandemic there has been a shift in spending patterns. As an example, with restrictions placed on retail stores online retailing has increased markedly (see next page for more information).
- Due to online retailing and reduced rates of population growth there will be a decrease in demand for traditional retail floorspace.
- More shopping activity will also occur close to where people live and be more dispersed activity across the city. This will see retail become less concentrated in the CBD and major retail-based centres.
- Retailers now see their virtual shop fronts as just as important as their

physical stores.

- Due to forced increase in online capabilities, more small and unique retailers now reach much larger markets.

### What are the different potential impacts?

- Retail formats had been changing, the pandemic speeds up these changes.
- Transactional retail will increasingly occur online. This will see an acceleration of an existing trend away from conventional 'bricks and mortar' retail spaces.
- In order to compete, store-based retailing will focus more on offering an experience to consumers.
- An increase in retail vacancies on high streets will also provide opportunities for alternative uses (if they can be found). Local government will need to consider how to revive any high streets that may be struggling.
- Some centres will benefit from localism and changed working patterns. With office workers working from home more often, they will spend more time in their local centres and places close to home. As a result, there will be increased demand for shops in local centres.

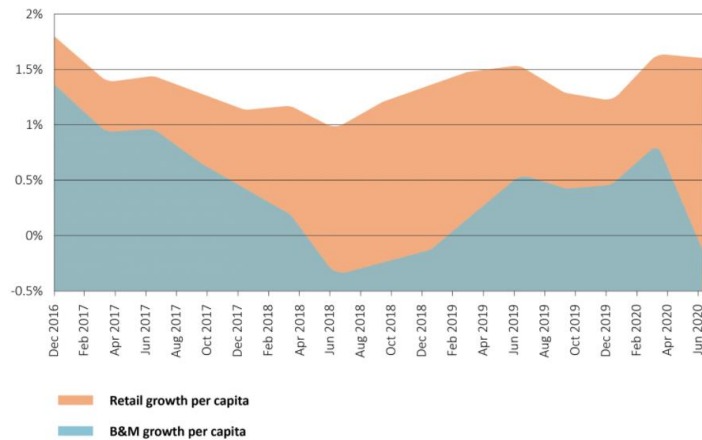
### Economic impact - retail

Manningham’s dependence on retailing presents a key challenge for Council. The sector is highly exposed to structural changes which threaten the viability and vibrancy of ‘high street’ shopping. This is evident in the following charts which demonstrate that while the shift away from bricks and mortar (B&M) retailing was boosted by pandemic lockdowns, these trends were well entrenched before COVID-19 hit. They also show that

the lion’s share of future growth in retail expenditure is likely to flow to on-line retailers.

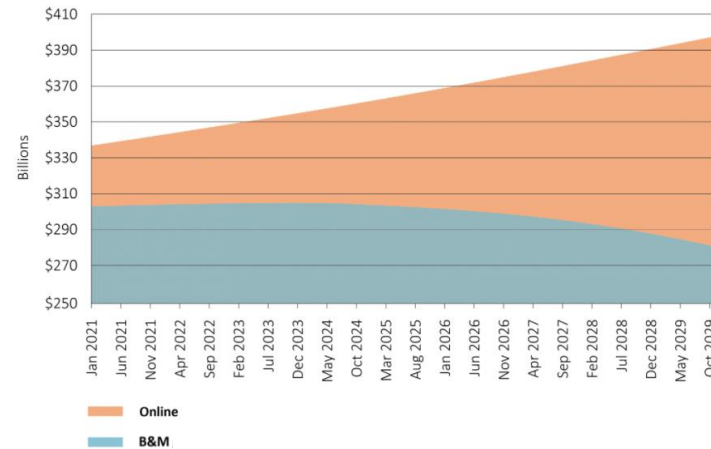
For Manningham’s retail centres to remain competitive in the face of these trends, they must offer a quality experience as well as quality products and convenience. Council can play an important part in this.

FIGURE 19: PER CAPITA GROWTH IN RETAIL SPENDING AUSTRALIA



ANNUALISED PER CAPITA GROWTH IN RETAIL EXPENDITURE, TOTAL VS 'BRICKS AND MORTAR', 2016 TO 2020. SOURCE: ABS

FIGURE 20: PROJECTED RETAIL SPENDING AUSTRALIA



PROJECTION OF TOTAL RETAIL EXPENDITURE, TOTAL, ONLINE RETAIL, AND BRICKS AND MORTAR RETAIL. SOURCE: ABS, SGS ECONOMICS AND PLANNING

## Commerce and workstyles

### Where were we before COVID?

- Most work occurred within employment centres; these locations generated about 60% of all jobs in Greater Melbourne.
- The Central City was by far the largest employment location, supporting over 240,000 jobs or 12% of Greater Melbourne's total jobs. 69% of which are knowledge-intensive jobs.
- Typically, firms situate within these high-density locations because higher-order knowledge-intensive firms need access to a broad and highly skilled labour force and opportunities for business-to-business interactions.
- The proximity of firms in these locations has allowed for economies of scale and scope. Innovation through knowledge spillovers between firms is another advantage.
- Even prior to the pandemic, where working from home (WfH) has been forced upon many, there was a large proportion of employed people who worked from (at least some of the time). In 2017, 45% of workers used the internet for working from home in Australia.
- WfH was most prominent in the professional, scientific and technical service (69%), education and training (66%), and financial and insurance services (61%) sectors. The lowest proportion of workers who worked from home was in the accommodation and food service sector (21%) and retail (30%).
- Spatially, there was a higher percentage of WfH in the inner suburbs compared to the outer metro regions of Melbourne.

### Where are we now? Trends

- The forced working from home arrangements demonstrated that many activities could occur remotely without any great loss in productivity (as often feared).
- Communications and collaboration was effectively supported by new engagement approaches and new and increased use of online platforms like Zoom or TEAMS. In some instances, workers are more productive.
- Workers have enjoyed a number of benefits including monetary savings (fewer takeout lunches, no commuting, lower wardrobe costs), more flexibility over use of time, and more opportunities for striking a better work-life balance
- A range of downsides are also frequently identified including:
  - For those without sufficient space, equipment and digital technology working from home has been challenging. Those with caring responsibilities faced additional burdens (though this has eased with the reopening of schools and childcare).
  - Many workers are experiencing a dissolution of their working hours into their home life. This blurring of boundaries can cause issues for some, while others enjoy the flexibility.
  - By not being in an office environment, workers are missing collaboration opportunities, informal conversations, and 'serendipitous encounters' which impact culture and knowledge transfer and productivity.
  - The physical distance between staff make accountability, performance management and similar tasks more difficult.



## Commerce and workstyles

### What are the potential medium – long term impacts?

- Working from home may be desirable for some but less so for others. Workers who value privacy or have long commutes will enjoy the benefits, while workers who prioritise social contact or have cramped living conditions will feel worse off.
- Workers value flexibility and adjusting their working arrangements to suit their needs. The pandemic has increased the breadth of options available and people will be unwilling to return to rigid working arrangements.
- Business that can take advantage and offer increased flexibility through WFH arrangements will benefit and be better at attracting and retaining staff.

### CBD and major commercial hubs

- The pull of agglomeration towards central areas is very strong. Prior to COVID-19, firms were willing to pay higher prices for central city office spaces over more affordable suburban office space due to the benefits of location. These benefits may no longer hold.
- While remote working can occur for short periods, and longer in some roles, face to face interactions are still highly valued. Office space will therefore be altered to provide more spaces to work collaboratively, problem solve and share knowledge, with workers coming in for these tasks and staying home for others.
- Businesses will still want to locate in highly accessible locations, where it is central for team members and easy to engage with clients and other businesses.

- There may be some shift to suburban or peri-urban locations, but CBD locations will still be desirable given the amenity and proximity to other services, businesses and clients.

### Suburban hubs and co-working space close to home

- There may be increased demand for office environments closer to home. Workers are released from the lengthy commutes but still desire a more structured environment. To respond to this, space must have well functioning technology capabilities and be easily accessible, particularly with opportunities for active transport.
- This could also see increased demand for workspaces out of major suburban hubs (e.g. co-working spaces), which may offer some benefits such as local, potentially shorter commute, as well as some interactions with colleagues.
- Conversely, if workers only need to commute a few days a week, they might demand the best possible location, even it is further, and still want to be in the CBD.

## Housing

### Where were we before COVID?

- Housing construction is a major part of the Melbourne and Manningham economies, with the aspiration of homeownership ingrained in Australian culture.
- Housing affordability is a major issue in Melbourne. This has resulted in falling home-ownership rates amongst all Australians younger than 65.
- Many young Melbournians have had to save much longer than previous generations to purchase a house. This has seen an increased share of individuals renting.
- The housing affordability crisis has impacted lower income earners more. In the search of affordable housing many move to the outer fringes of metropolitan Melbourne. The outer-urban fringes are becoming more concentrated with young people with lower incomes and education levels.
- These patterns have led to a large mismatch between affordable housing and the location of jobs. This leads to long commutes, less time with family and greater environmental impacts.
- There has been increases in housing development in middle ring suburbs, but not enough to meet demand. Australian's also tend to prefer separate housing to apartments.
- Government investment in social housing has also not kept pace with demand. The declining share of social housing stock has provided fewer options for people in extreme housing stress or at risk of homelessness.

- Melbourne is the fastest growing capital city in Australia. Much of this growth occurred in the central city and New Growth Areas in the Western Metro and South East metro regions.
- Based on 2021 Census data, most dwellings in Melbourne are low density but most of the city's housing growth in the last decade has been in medium to high density dwellings.

### Where are we now?

- Property prices did not experience a crash, as some economists predicted early in the pandemic. In fact, they became even more unaffordable as prices rose. Prices have started to decrease in 2022 though as interest rates rise to counter inflation. This will make house prices less expensive, but homeowners' mortgage repayments are rising steeply.
- Similarly rents, though decreasing early in the pandemic, have boomed and rental housing is at record levels of unaffordability.

### What are the different potential impacts?

- Some workers within WFH occupations will change their location preference. Less frequent commutes will make longer distances more feasible and so regional towns and cities will be more attractive for affordability and lifestyles.
- In terms of housing type, through the desire to comfortably work from home, homes with separate working spaces or spare bedrooms will be in higher demand (for those who can afford it).

## Transport Choices

### Where were we before COVID?

- The transport and logistics sector makes a significant contribution to Melbourne's economy, and a smaller but still important contribution to Manningham.
- The sector adds around \$73 million total GVA to Manningham. Its role is larger than that though as it has the vital role of supporting industries and other dependent economies through the movement of goods.
- Melbourne's mass transport system of trains, trams and buses is vital in moving passengers across the city. There was a total of 28.7 million trips made in 2018 (VISTA: Trips – method of travel).
- Pre-Covid around 13% of Manningham residents use public transport, while 72% typically use a private vehicle.
- The metropolitan region of Melbourne accounts for 54% of the total Victorian freight mass (Deloitte, 2020). The largest freight flows come from the export of manufactured products.
- In terms of flows in, Melbourne is heavily dependent on other states and countries for food and fibre and petroleum.

### Where are we now?

#### Freight

- There was less international and interstate freight movement at present due to increased quarantine, border closures and strict controls. These disruptions broke supply chains impacting on local business who need to find alternative suppliers or markets.
- With restrictions in place, there was an increase in local freight and local deliveries as people shopped online as opposed to in-person.

#### Personal travel:

- The pandemic drove a shift in transport modes for intercity travel. During the pandemic there was a decrease in daily trips due to the increased prevalence of WfH and the closure of businesses.
- As lockdowns eased there has been increased demand in local travel for recreation and holiday as people look to supplement international trips. Demand for regional travel increased.
- This shift may not hold now that overseas travel has reopened, and Australians are taking international holidays again.

### What are the different potential impacts?

#### Freight

- Shifts to online retail will increase in local freight demand.

#### Personal travel

- There will be fall in transportation dependence as people choose to WFH and stay in local places.
- There will be lower ridership for mass public transport
- Car use and congestion may increase initially as virus fears linger.
- Car-sharing services were on the rise prior to the pandemic. With less commuting there may be even less demand for car ownership.
- A move towards localisation will see more people utilising active modes of transportation, which will require suitable infrastructure to be developed.
- Shift to regional/suburb living preferences will require more public transport options in those locations, especially with the increase of congestion in regional/suburban roads.

04

Economic  
scorecard

### Introduction to scorecard

This chapter reviews the performance of the Manningham economy across a range of economic indicators to assess two key concerns:

1. How has the COVID-19 pandemic affected the economy, and are those effects short-term or likely to be a lasting change.
2. How is the Manningham economy performing compared to the East Metropolitan region and Victoria. Is performance leading, matching or lagging?

## Economic growth

Gross regional product (GRP) measures the overall size of an economy based on the total production of all goods and services sold (i.e. the total revenue of all parts of the economy). GRP is a measure of the net wealth generated by the local economy.

The GRP growth rate compares the year-over-year change in economic output to measure how fast an economy is growing.

The figure on the right shows headline GRP growth between 2015/16 and 2020/21. Changes in this figure over time can represent changes in employment, productivity or the types of industries in the area.

In Manningham, the GRP growth rate peaked at a very high rate of 6.5% in 2018/19. The Manningham economy was growing strongly for much of the 6-year period, including outpacing population growth, pointing to increasing prosperity. However, the pandemic in 2019/20 and 2020/2021 saw a sharp contraction in GRP.

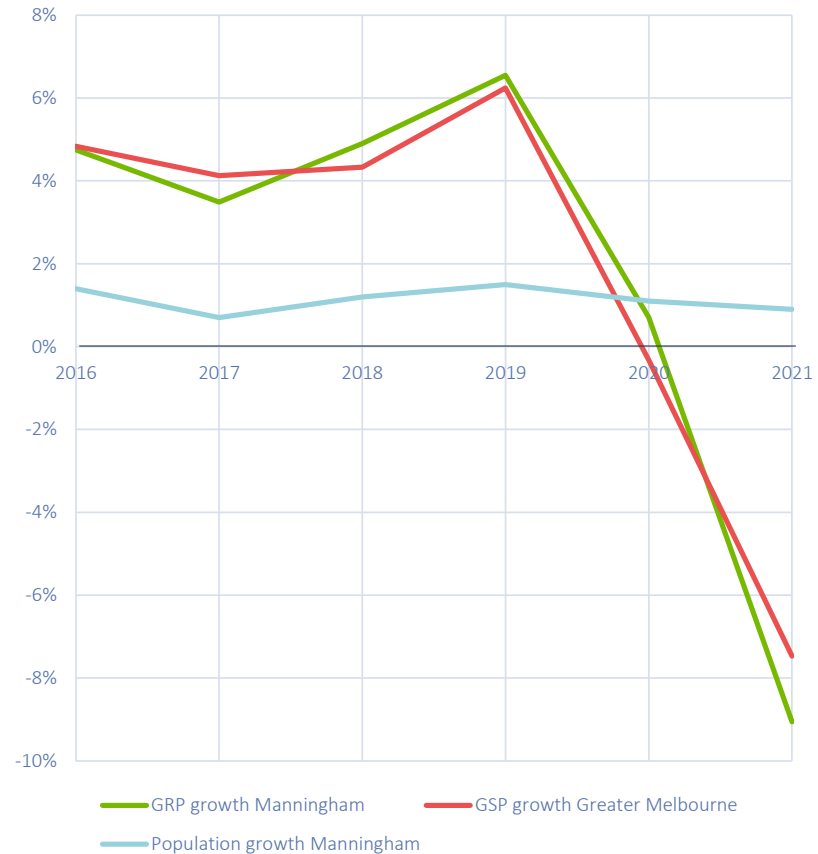
### SCORECARD

**C19 Impact:** The effects of the COVID-19 pandemic were acutely felt in 2019/20 and 2020/21, with growth bottoming out at -9%. However, the 2021/22 results will likely show a strong economic recovery, rebounding in a sharp V-shape. It can be assumed that the impact on GRP was temporary, with some exceptions as explored in the previous chapter (like the speeding up of a shift to online retail). Some businesses are likely to have taken on significant debts, and monitoring of the business community is still required.

**Benchmarked:** Economic growth in Manningham has been slightly higher than across Greater Melbourne in 2017/18, 2018/19 and 2019/20.

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**FIGURE 21: GROSS REGIONAL PRODUCT - ANNUAL GROWTH RATE 2015/16 TO 2020/21**



Source: SGS Economics and Planning: Australia’s Economic Wellbeing ([link](#)) dataset derived from ABS State Accounts, Cat. No. 5220.0

## GRP per capita

GRP per capita is a measure of how well the economy is performing compared to population. It is very important that an economy has a growing GRP per capita, as that indicates that economic growth is outpacing population growth and overall prosperity is increasing.

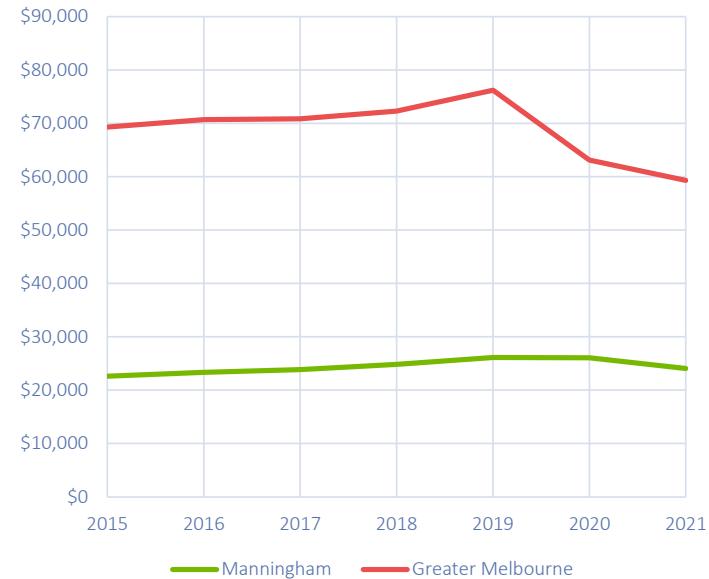
In Manningham GRP has been increasing, apart from the pandemic years.

### SCORECARD

**C19 Impact:** Per capita GRP fell in 2019/20 and 2020/21 during the pandemic. It hoped that per capita GRP growth returns in future years.

**Benchmarked:** GRP per capita is much lower than across Greater Melbourne. This reflects the small economic base in the municipality.

FIGURE 22: GRP PER CAPITA FROM LOCAL INDUSTRY VALUE-ADDED\*



Source: SGS Economics and Planning (2022) using ABS Weekly Payroll Jobs and Wages in Australia, Week ending 13 August 2022. Note: Payroll statistics across the full time series are revised each release due to the availability of more complete data ([link](#)).

\*Excluding incomes from ownerships of dwellings

### Job creation

One of the key outcomes from good economic development is job creation. This figure depicts the number of payroll jobs per week, indexed to March 2020, which equates to the beginning of the pandemic.

The figure shows that at the beginning of the pandemic, there was a 7% reduction in the number of local jobs, which was a slightly higher fall than across Greater Melbourne.

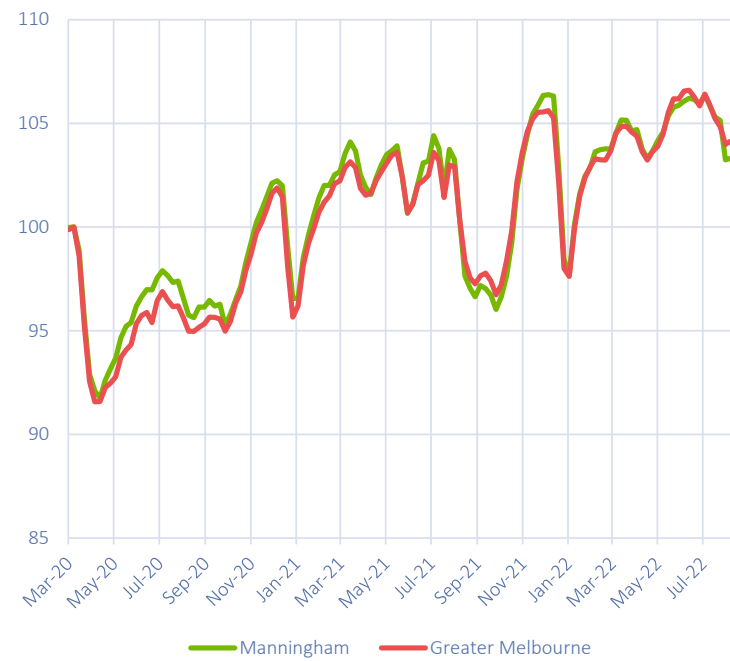
Since then, Manningham’s employment has gradually increased back to and exceeding pre-pandemic levels.

**SCORECARD**

**C19 Impact:** Employment has rebounded back and is now greater than pre-pandemic levels.

**Benchmarked:** The number of jobs created and lost in Manningham has matched Greater Melbourne over the length of the pandemic. In the early phases the recovery was slightly faster (May 2020 to September 2020)

**FIGURE 23: WEEKLY PAYROLL JOBS INDEX (100 = NUMBER JOBS AT BEGINNING OF PANDEMIC) – TO AUGUST 2022**



Source: SGS Economics and Planning (2022) using ABS Weekly Payroll Jobs and Wages in Australia, Week ending 13 August 2022. Note: Payroll statistics across the full time series are revised each release due to the availability of more complete data ([link](#)).



### Employment projections (employment growth)

According to employment projections, employment in Manningham is forecast to grow at a slower rate in comparison to Greater Melbourne. From 2021 to 2036 Greater Melbourne’s total employment is forecast to grow at an average annual growth rate of around 1.5%, whereas Manningham is forecast to growth at a significantly slower rate at just 1.2%.

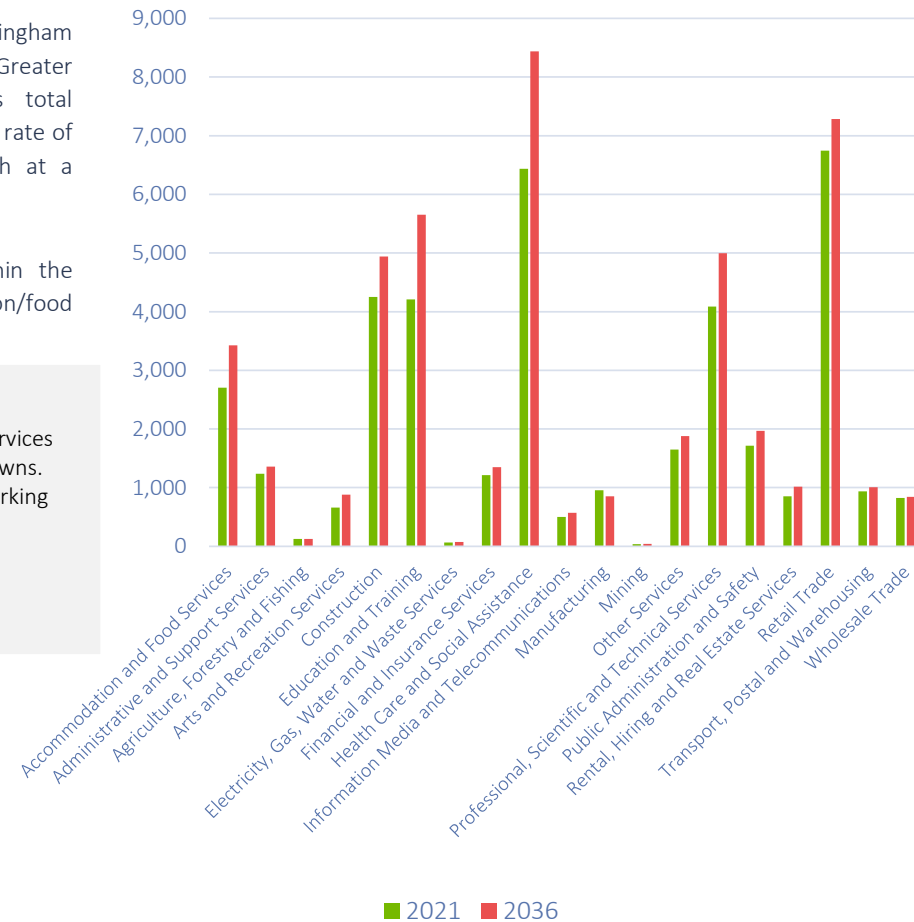
The largest growth within Manningham is expected within the healthcare, education, construction and accommodation/food services sectors.

#### SCORECARD

**C19 Impact:** As shown in chapter 2, accommodation and food services was particularly hard hit by COVID-19 and the associated lockdowns. Employment has rebounded strongly though, and trends like working from home will support the local hospitality scene.

**Benchmarked:** Employment growth is forecast to be slower (in percentage terms) than the rest of Greater Melbourne.

FIGURE 24: JOB GROWTH BY INDUSTRY TO 2036



Source: SGS Economics and Planning using SALUP Data

### Construction activity (building approvals)

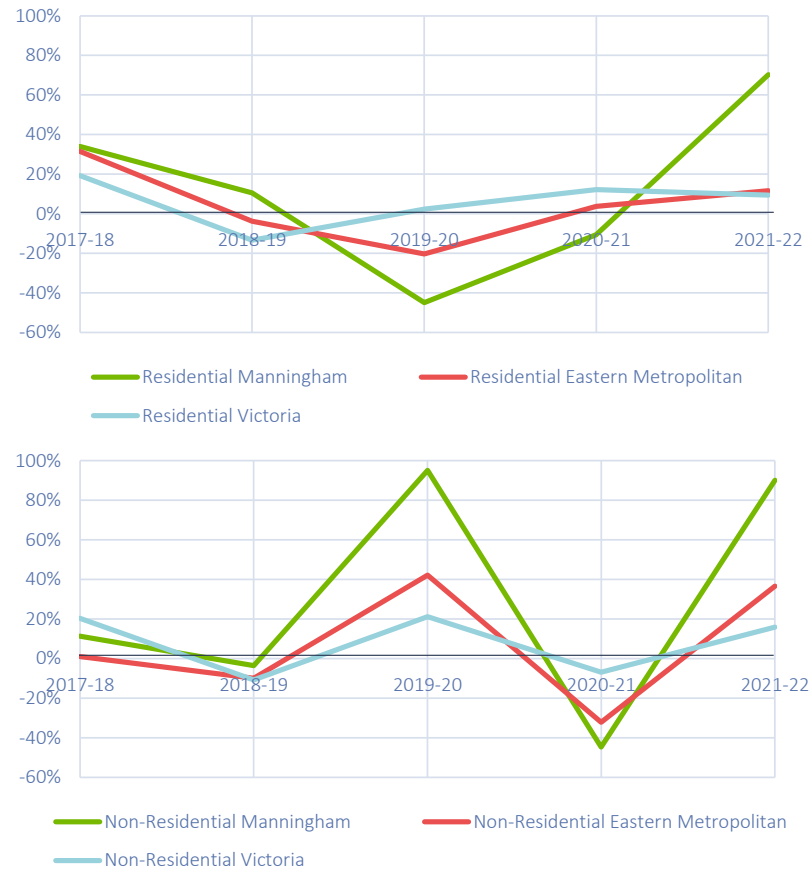
Building approvals are a measure of construction activity in the economy. Approvals provides an indicator of confidence in the business community and residents to invest in the City. The supply of available land is also a key determinant of the level of investment.

#### SCORECARD

**C19 Impact:** The value of building approvals fell for both residential and non-residential during 2020/21 in Manningham. Non-residential was initially more robust, still showing growth in 2019/20. Approvals in Manningham have bounced back sharply in 2021/22.

**Benchmarked:** In 2021/22 the value of building approvals in Manningham grew faster than the Eastern region and Victoria. The municipality often outperforms the region for non-residential approvals, pointing to a healthy level of business investment.

**FIGURE 25: CHANGE IN VALUE OF BUILDING APPROVALS – RESIDENTIAL (TOP) AND NON-RESIDENTIAL (BOTTOM)**



## Labour force

As of March 2022, there were around 66,690 people working in the City of Manningham. The size of the workforce has grown only marginally over the decade since March 2012, increasing by 1% per annum. This is slower than workforce growth more broadly across Metropolitan Melbourne (2.2% per annum) and Victoria (2% per annum). In particular, growth has slowed over the past 5 years, increasing at a rate of 0.6% per annum from 2017 to 2022 compared with 1.5% per annum from 2012 to 2017.

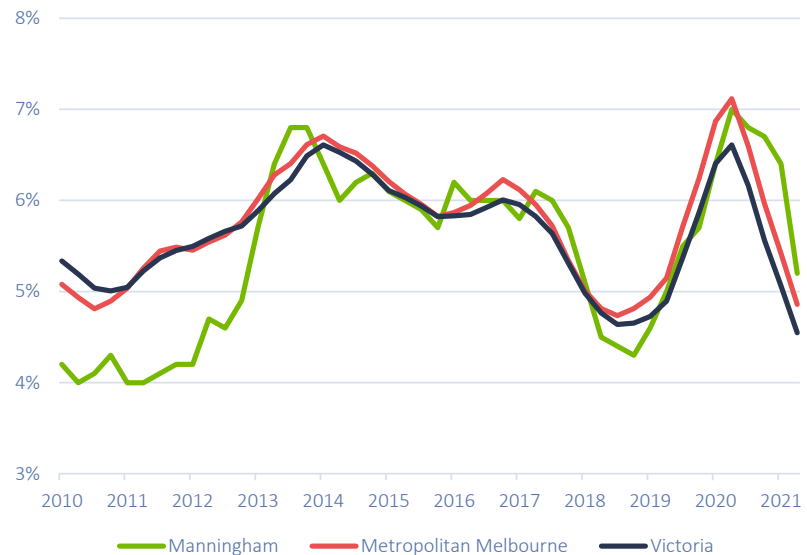
The unemployment rate in Manningham has generally been consistent with the broader Metropolitan Melbourne area and Victoria, but has been slower to recover since the pandemic peak. Of the employed persons within Manningham, 45% are employed full-time, while 47% work part-time.

### SCORECARD

**C19 Impact:** The size of the labour force growth stalled during the pandemic, with Manningham experiencing only a 0.35% per annum increase in the workforce between 2020 and 2022. Unemployment peaked at 7% in the March quarter 2021, and has since fallen to be 5.2% as of March 2022.

**Benchmarked:** As of March 2022, 5.2% of the Manningham labour force were unemployed, compared to 4.9% in Metropolitan Melbourne and 4.5% in Victoria.

**FIGURE 26: UNEMPLOYMENT RATE IN MANNINGHAM COMPARED TO METROPOLITAN MELBOURNE AND VICTORIA**



Source: SGS using ABS Labour Force and National Skills Commission Small Area Labour Market data

## Female participation, unemployment and gender pay gap

Increasing women’s workforce participation is an economic priority for Australia. At the individual level, the benefits include additional financial security for women and their families and increased savings for retirement. Encouraging more women to participate in the workforce, and breaking down gender segregation, also has clear economic benefits for business, allowing organisations to attract and retain high performing staff through access to a wider and more diverse talent pool. A Grattan Institute report has found that an extra 6% of women in the workforce would add up to \$25 billion, or approximately 1%, to Australia’s Gross Domestic Product (GDP).

The female unemployment rate in Manningham was 5% in 2021, which was comparable to the broader Metropolitan Melbourne area at 5.2%. Both the female and male unemployment rate has fallen since 2016, although female unemployment experienced the greater decrease (down 1.1 percentage points). Census data shows the female participation rate in Manningham has increased by only 1 percentage point since 2016 (from 55% to 56%), compared to a 3 percentage point increase across Metropolitan Melbourne. The male participation rate was unchanged from 2016 at 66%, 10 percentage points higher than the female rate.

### SCORECARD

**C19 Impact:** Across Australia, women experienced greater unemployment and more unpaid work as a result of the pandemic, partially due to being overrepresented in the industries which were hit hardest by the impacts of COVID-19.

**Benchmarked:** Female unemployment is 5% in Manningham, comparable to 5.2% across Metropolitan Melbourne. The female participation rate is 56% in Manningham, lower than the 63% rate across Metropolitan Melbourne.

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**FIGURE 27: FEMALE UNEMPLOYMENT (TOP) AND PARTICIPATION RATE (BOTTOM)**



Source: SGS from ABS 2021 Census and 2016 Census data

## Young person unemployment and participation

Young people are disadvantaged in labour markets in challenging times (for example during the Global Financial Crisis in 2008 and the COVID-19 pandemic in 2020) due to a lack of work experience and skills to meet employer needs. Young people need to compete for vacancies with more skilled workers with recent work experience. COVID-19 has had a significant impact nationally on young people aged 15-24 in terms of employment.

In Manningham, unemployment is higher among people aged 15-24 than people aged 25-34, a difference of 2.6 percentage points. Unemployment among both age groups has declined since 2016, down 1.3 and 0.8 percentage points, respectively.

People aged 15-24 in Manningham are more likely to be engaged in full-time study (66.8%) than full time work (14.5%), while people aged 25-34 are more likely to be engaged in full-time employment (54.7%), reflecting the transition out of high school and university.

### SCORECARD

**C19 Impact:** The youth labour market is characterized by higher levels of employment in consumer facing roles. During the pandemic, this meant that young people were more susceptible to loss of employment or loss of work hours.

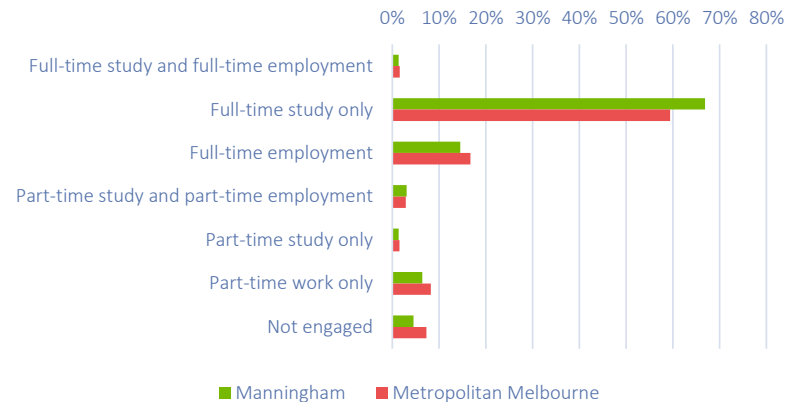
**Benchmarked:** Over 66% of young people in Manningham were engaged in full-time study only, compared to 59% in Metropolitan Melbourne. Over 14% were engaged in full-time employment only, less than the 17% across Metropolitan Melbourne.

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**FIGURE 28: YOUTH AND YOUNG ADULT UNEMPLOYMENT RATES (2016 AND 2021 CENSUS)**



**FIGURE: YOUTH (AGED 15-24) ENGAGEMENT IN WORK AND STUDY (2021 CENSUS)**



Source: SGS from ABS 2021 Census and 2016 Census data

## Incomes / household wealth

In Australia, economic insecurity, the casualisation of the workforce, and stagnating wages contribute to inequality and drag on economic performance. When residents have good incomes, security and the ability to create and hold wealth, they can spend money and invest in their local economies, leading to growth.

The figure shows that median income from employment in the City of Manningham is marginally lower than the median across Metropolitan Melbourne. Median employee income was \$51,501 in Manningham in 2019, compared to \$53,090 across Metropolitan Melbourne. From 2015 to 2019, growth in median employment income was consistent with Metropolitan Melbourne, with both areas growing at a rate of 3% per annum.

Individuals in Manningham earn more money from accumulated wealth compared to Metropolitan Melbourne medians. Income from wealth includes incomes derived from the ownership of businesses, as well as investments and capital gains. This points to a higher level of wealth in the local economy instead of incomes drawn from wages. For those who have retired, incomes from superannuation payments are higher in Manningham than across Metropolitan Melbourne.

### SCORECARD

**Benchmarked:** Compared to Metropolitan Melbourne, Manningham residents earn 3% less income from employment, but earn more income from business, investment, capital gains and superannuation.

FIGURE 29: MEDIAN ANNUAL INCOMES BY SOURCE (2019)



Source: ABS Data by Region

## Skills

The stock of knowledge, experience and skills in the economy is critical to economic performance. This is often referred to as ‘human capital’. Without a stock of knowledgeable and skilled people, businesses cannot function. An undersupply of skilled labour will impede economic growth and development. This figure using the LQ methodology, considers which occupation (and therefore skills) are most highly represented in Manningham. Overrepresented occupations in Manningham include salespersons, health and welfare workers, educational professionals, and hospitality workers, presenting an accessible skills base.

The red bars show the occupations that are most underrepresented in Manningham. These occupations are either not required by local industry, or are imported into the local economy by people living elsewhere.

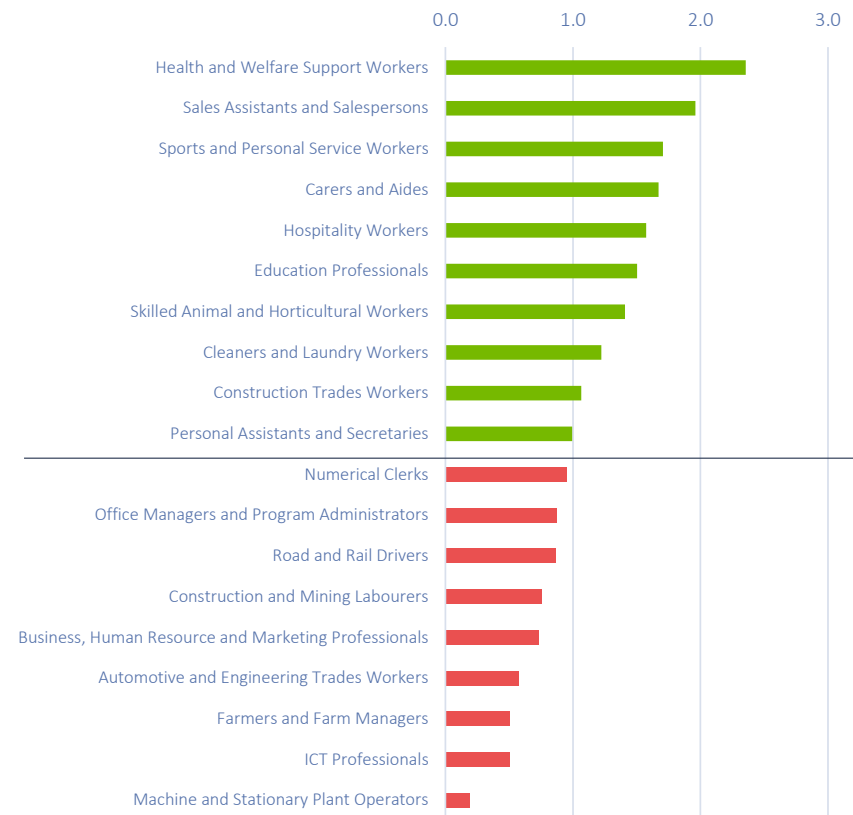
Skill shortages occur typically in growth periods when skilled workers are already employed, and the industry cannot find the labour it needs. A report released by the National Skills Commission on 6 October 2022 found that large skills shortages exist for a range of occupations across Australia, including educational professionals, nurses, general practitioner’s, road and rail drivers, electricians, and motor mechanics.

### SCORECARD

**Benchmarked:** Manningham has an overrepresentation in occupations such as health and support workers, salespeople, carers and aids, hospitality workers, education professionals and animal and horticultural workers. Skills where Manningham is underrepresented include machine operators, ICT professionals, engineering and automotive trades, road and rail drivers, and business, human resources and marketing professionals.

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**FIGURE 30: WORKFORCE SKILLS\* - STRENGTHS AND GAPS (COMPARED TO MELBOURNE)**



Source: SGS using ABS Census data on occupation by place of work (2021)  
 \*Note: Only top and bottom occupations shown

## Education and training

Education and training play a crucial role in preparing local job seekers for current and future employment opportunities. Schools, universities, vocational education centres and registered training organisations provide the necessary skill sets, qualifications and training pathways to respond to employer needs. Jobs themselves are also critical to skills development. Jobs should be opportunities for learning new skills and have clear progression routes to enable people to learn and progress.

Efficient and high-quality education and training pathways responsive to local driver industry needs ensure that a skilled workforce can develop and growth opportunities can be capitalised on. Some job seekers will also need to re-skill to ensure they have the skills required as industries evolve to respond to the post-COVID-19 needs of the domestic and international markets.

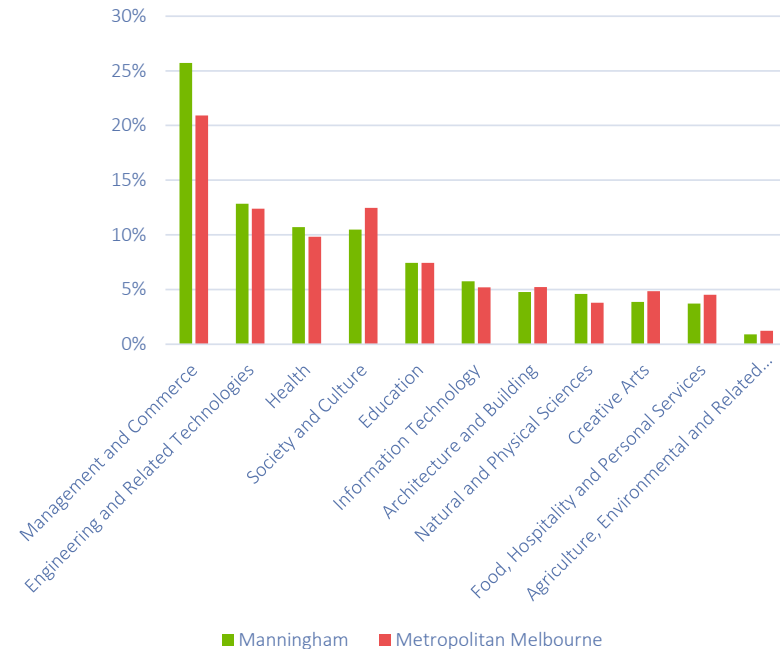
The City of Manningham is close to several higher education providers, including Deakin University, La Trobe University, and Box Hill TAFE. Almost a quarter of those in Manningham with a post-school qualification have a qualification in ‘Management and Commerce’, followed by ‘Engineering and Related Technologies’, ‘Health’, and ‘Society and Culture’

### SCORECARD

**Benchmarked:** Compared to Metropolitan Melbourne, Manningham was most overrepresented in qualifications in ‘Management and Commerce’ (25.7% compared to 20.9%) and Health (10.7% compared to 9.8%). Manningham was most underrepresented in qualifications in ‘Society and Culture’ (10.5% compared to 12.5%).

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FIGURE 31: SHARE OF PEOPLE WITH QUALIFICATIONS BY FIELD OF STUDY



Source: SGS using ABS Census data on qualification by field of study (2021)



## Population growth and forecast

Population growth in the City of Manningham has been lower than growth rates across the broader Metropolitan Melbourne area and Victoria. This likely reflects a ‘filling up’ of available residential land over recent decades and the age profile of Manningham.

The population in Manningham was 125,827 as of 2021. The impact of the COVID-19 pandemic is evident in the decline in population growth over 2020 and 2021, consistent with broader trends across Melbourne and Victoria following lockdown restrictions preventing the movement of people.

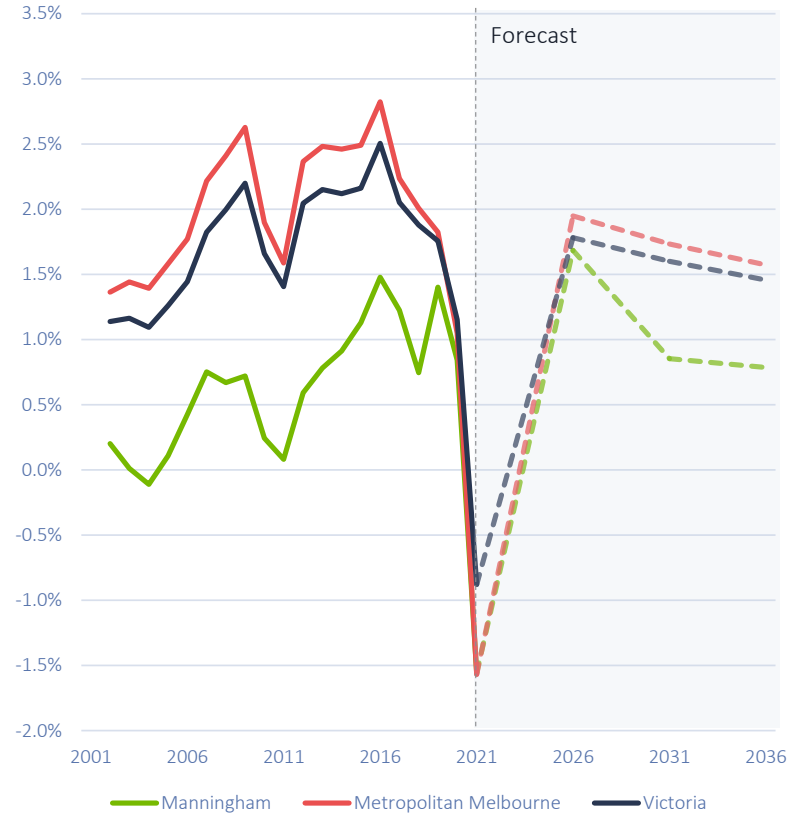
Population projections indicate growth rates will return to roughly pre-COVID levels by 2026, but will trend downwards to 2036. The impact of the pandemic in slowing growth in Australia’s biggest cities will likely be felt across Melbourne.

### SCORECARD

**C19 Impact:** Due to the impacts of the COVID-19 pandemic, Manningham’s population grew by only 0.8% in 2020 (down from 1.4% in 2019) and declined by 1.6% in 2021.

**Benchmarked:** Population growth in Manningham has followed similar trends as Victoria and Metropolitan Melbourne, although has generally been lower.

FIGURE 32: POPULATION GROWTH RATE AND FORECASTS TO 2036



Source: SGS using ABS Regional Population and Victoria in Future data.

05

CONCLUSION AND  
NEXT STAGE:  
SWOT Analysis

## Conclusion

Prior to the pandemic, Manningham's GRP growth rate had been strong, peaking at 6.2% in 2018/19 following consistently strong population growth and growth in health care, retail and professional services. The local economy was hit hard by the pandemic and its lockdowns. Economic growth was negative in both 2019/20 and 2020/21. The Manningham economy though exhibits strong signs of recovery from COVID-19, with employment levels back to pre-pandemic levels.

Though construction has been the top contributor to Manningham GRP, the economy has diversified in recent years with sectoral growth in health care and social assistance and professional services. Manningham's core economic performance is still in servicing local residents though, rather than as a producer of exportable goods and services.

The City also has low public transport connectivity compared to the rest of the city, hurting business attraction prospects, though there are significant improvements in the infrastructure pipeline.

The Manningham economy has an overall small economic base. Most residents work outside of the municipality and per capita GRP rates are much lower than Greater Melbourne. This does not necessarily point to poor economic outcomes, but there are opportunities and needs to grow the local economy and bring residents closer to employment opportunities.

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## Next steps

There are certainly good opportunities for economic development in the municipality, as well as weaknesses that require addressing.

The next stage of the projects sees SGS running an internal workshop to establish strengths, weaknesses, opportunities and threats confronting the Manningham City economy. These will be assessed from the perspective of Council 'agency', that is, those areas where Council might have greatest impact.

This workshop will build on the findings from this economic profile report.

SGS will then then implement a consultation process, structuring discussions around the briefing materials developed in this report and the SWOT analysis. The consultation process will draw out specific stakeholder needs and expectations, so as to provide a sharp focus for Council in the formation of the EDS.

# SWOT Analysis



Independent insight.

## STRENGTHS

WHAT DOES MANNINHAM DO WELL? WHAT UNIQUE RESOURCES AND ASSETS DOES THE AREA HAVE?

- A family orientated, friendly community
- Strong retail sector
- Great mix of urban and natural environments
- Great access to Melbourne CBD (by road)
- A multicultural community
- Highly skilled population (particularly in business management)
- A growing health services sector
- High rates of working from home means more spending locally
- A wide network of small local retail centres
- Location in the growing Eastern Region of Melbourne
- The presence of local learning centres
- A relatively prosperous community



## WEAKNESSES

WHAT DO WE LACK? WHAT NEEDS IMPROVING?

- Small economic base
- Exporter of high skilled workers, importer of low skilled
- Poor public transport connections
- Difficult to access health services
- Poor access to tertiary education
- Low supply of industrial and commercial land
- Lack of 25-44 year old residents
- High number of isolated elder residents
- Housing affordability (renting and buying)
- Car centric retail centres
- Limited night time economy
- Lack of strong, formal business networks and events



## OPPORTUNITIES

WHERE CAN DEVELOPMENT BE SUPPORTED? WHAT ARE THE FUTURE INDUSTRIES?

- Leveraging the skilled workforce locally
- A more decentralised Melbourne from Covid-19 (more residents staying local for work, study and recreation)
- The transition to an environmentally sustainable economy (renewables, design, electric vehicles, construction etc.)
- Build support for economic development in the community
- Support local leadership and develop business networks
- Improve the vibrancy of local centres to support retail, local services and hospitality
- Develop best-practice business support, planning and asset management programs at Council
- The development of creative industries and tourism
- Appropriate agriculture and tourism in the green wedge
- Expansion of health services in local centres to improve access and create jobs and business opportunities
- The development of employment land next to NE Link
- Improve business capacity and skills to innovate
- Continue to develop local learning opportunities fit for local business needs by supporting LLCs



## THREATS

OUTSIDE FACTORS WE NEED TO MANAGE?

- Interest rate rises and cost of living pressures
- Balancing local resident wishes with economic activity
- Climate change and natural hazards
- Competition for investment with other areas of Melbourne
- Loss of small service businesses (like mechanics)
- Acute worker shortages in some occupations
- A shrinking workforce (aging population)
- Shifts to online retail
- Residents (particularly young people and older single woman) need to leave the local community as they can't afford housing



# Manningham EDS: Needs Analysis Report (draft)

City of Manningham

25 | 01 | 2023





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# Needs Analysis

## Introduction

### The project

The City of Manningham Council is developing a new Economic Development Strategy. The Strategy is intended as a four-year plan from 2023-26 focused on reinvigorating and supporting existing businesses and developing opportunities to attract new industry precincts.

The outcome of the project is an enduring evidence-based Strategy. The Strategy will provide a roadmap for COVID-19 economic recovery, provide the framework for strategic advocacy and improve economic development opportunities in Manningham. The Strategy will also provide direction to inform Council's support for existing business community and identify local employment pathways for our residents. This, in turn, will support the health and well-being of the Manningham community.

The Strategy will be focused on key pillars, determined through statistical analysis, research and targeted consultation. The Strategy will be high-level, based on the identified pillars. Once endorsed, officers will formulate the Economic Development Action Plan in support of the Strategy

This report provides a needs analysis. The needs analysis informs Council, who will then determine the focus of the Strategy.

### This report

This report lists and articulates the greatest economic development needs for Manningham as determined by SGS from the proceeding research, statistical analysis, and stakeholder engagement. The needs are based on meeting gaps and local business needs, providing maximum public value, being deliverable within existing resources, and meeting economic development best practices.

In addition, the identified needs:

- Align with Manningham Council's public value approach
- Promote gender and cultural diversity
- Ensure environmental sustainability; and
- Are evidence-based.

### Council Plan context

The Council Plan 2021-2025 also sets the direction for the economic development strategy. The Council Plan's goal is for a vibrant and prosperous economy. More specifically, Goal 4.1 of the Plan is to *grow our local business, tourism and economy*. Actions the Council is already taking are:

- Support the development of local creative industries.

- Collaborate with regional partners to foster the growth of the greater Melbourne East economy and create a mix of land to stimulate diversity in the region.
- Encourage and support tourism and employment opportunities by implementing recommendations in the Doncaster Hill Strategy and Economic Development Strategy.
- Support local businesses through:
  - Demonstrating leadership to increase procurement with Social Enterprises, Aboriginal Enterprises and Australian Disability Enterprises (collectively known as Social Benefit Suppliers) and local businesses.
  - Capacity building and support through the Business Development Program.
  - Exploring local opportunities to support local businesses to collaborate via a hub or co-working space.
  - Implementing the Doncaster Hill Strategy and Economic Development Strategy recommendations to encourage and support tourism and employment opportunities. (Major initiative).

### The needs

The needs identified are:

1. Manningham needs to foster local enterprise and build business networks.
2. Manningham needs to have vibrant, high-quality centres to support local businesses.
3. Manningham needs to economically benefit from shifts to working from home as residents choose to shop and pursue recreation locally instead of elsewhere.
4. Manningham needs to develop a compelling visitor offer.
5. Manningham needs to develop a night-time economy with restaurants, bars and events and celebrate local creativity, arts and culture.
6. Manningham needs to supply best-practice commercial and industrial land for industry growth.
7. Manningham needs to take advantage of de-carbonisation and circular economy trends for industry development and adapt to climate change.
8. Manningham needs to support the sensitive and sustainable use of the green wedge while celebrating and retaining its environmental assets and liveability.
9. Manningham needs to have an inclusive economy with pathways into employment.

The rationale for why these needs were chosen and their economic benefit is laid out in the remainder of this report.

### Next steps

The purpose of this needs list is to initiate debate around priorities. The list will be refined, shortened, reworked or bundled together to form an outline for the Strategy. The needs will become pillars or focus areas for the Strategy. Under the pillars will sit the strategies and actions pursued by Council.



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**NEED ONE: LOCAL ENTERPRISE SUPPORT AND BUSINESS NETWORKS**

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**Need**

Manningham needs to foster local enterprise and build business networks.

**Economic rationale**

Manningham has 9,285 locally registered businesses with a turnover greater than \$50,000 per annum (ABS, 2022). Most of these (94%) are small and medium enterprises (SMEs) with a turnover between \$50,000 and \$2 million. There are also 91 businesses registered in Manningham with over \$10 million turnover, which act as vital economic anchors.

Economic development depends upon the skills of these thousands of local business owners and entrepreneurs. Businesses' health and ability to grow, employ people, and develop products is critical to local economic development. Much of the desired economic growth can come from positive change in current firms already in Manningham. These businesses can become larger, more innovative, productive or export into new markets. The emergence of new local firms is also critical. New firms include businesses moving into Manningham (aided by business attraction and facilitation), start-ups and new entries created locally through entrepreneurship or community projects.

Local government has a unique role in economic development as the level of government that deals most closely with the community and businesses. Local governance, leadership and the quality and diversity of business support services are enablers of economic prosperity. Services can range from assisting businesses to find land for expansion, working with businesses with export potential to grow their markets or assisting at-risk businesses to survive. Access to funding and finance is another vital element.

Business support is already a core responsibility undertaken by the Economic Development team at Council. Council can continue and improve their support for local enterprise, through best-practice business support services and integrated client management.

Engagement with businesses revealed that they view the local retail areas as being 'nice', there is a friendly trader community, and Council is supportive of local businesses. A shortage of formal business networks was identified as a challenge, though. Opportunities exist to develop better connections between local businesses and between businesses and government. Networks are essential because they facilitate the sharing of information, provide promotional opportunities and peer-to-peer support. In addition, networks for local businesses can lead to innovation and local supply chain development.

An economy's vibrancy depends greatly on the trust, norms and sense of reciprocity developed within the business community. These characteristics are created when strong relationships are fostered. Improving business networks and increasing awareness and knowledge will help to strengthen Manningham's local business community.

A broad array of businesses should be supported on their growth journey. From the largest construction company to the high street retailer or local bakery. Or solo entrepreneurs building a business from home, community organisations and artistic endeavours. There is a role for all stakeholders in Manningham's economic future to support local businesses with the skills, knowledge, and networks to grow and expand their local operations for local prosperity.

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**NEED TWO: PLACE DEVELOPMENT TO SUPPORT LOCAL BUSINESS AND LOCAL ENJOYMENT**


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**Need**

Manningham needs to have vibrant, high-quality centres to support local businesses.

**Economic rationale**

Foundational urban amenity, social infrastructure, transport and placemaking can make Manningham an attractive place to live, visit and work. Local centres with high footfall driven by quality placemaking support entrepreneurship and new and thriving businesses.

A strength of Manningham is that there is a well-dispersed and diverse range of existing centres, from local neighbourhood shopping strips to major regional shopping malls. Activity centres provide access to local services, community facilities, public transport and employment. The Pines and Doncaster Hill are identified as Major Activity Centres, and there are ten Neighbourhood Activity Centres (Bulleen Plaza, Donburn, Doncaster East Village, Jackson Court, Macedon Square, Park Orchards, Templestowe Village, Tunstall Square, Warrandyte Goldfields and Warrandyte Village). In addition, Manningham has identified 28 local activity centres which service a local catchment with basic needs.

Place Development can include:

- Improving place amenity through streetscape enhancement and greening
- Developing branding and place identity to distinguish between various centres
- Encouraging and delivering better-built forms and architecture
- Delivering both formal and informal performance spaces, creative art and lighting
- Place activation through programming and events
- A night-time economy to activate spaces and improve safety (see need five)
- Make it easy for residents to travel to and between centres via methods other than cars
- Work with businesses, residents and artists and encourage street activation

A challenge identified in engagement was poor public transport around the community (rather than into the Melbourne CBD). Poor transport links impact residents' ability to access the things they need locally. If residents find it challenging to access local centres, there is an increased chance they will access services and retail offerings elsewhere, creating leaks in the local economy. Another challenge is that the retail sector is exposed to structural changes threatening the viability and vibrancy of 'high street' shopping. For Manningham's retail centres to remain competitive, they must offer a quality experience, products, and convenience.

Great local centres put people at their heart. By creating localised working and living patterns (see need three) and shifting urban life away from the dominance of cars, liveability is improved (already a strength of Manningham), greenhouse gas emissions are lowered, and meaningful communities are built. A trip to the shops doesn't just need to be out of necessity but also for the joy of urban living and community.

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**NEED THREE: 20-MINUTE ECONOMIES**


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**Need**

Manningham needs to economically benefit from shifts to working from home as residents choose to shop and pursue recreation locally instead of elsewhere.

**Economic rationale**

Although Manningham accounts for almost 2 per cent of Victoria's population, businesses in Manningham generate a little less than 1 per cent of the State's income, measured in Gross Regional Product. This underlines one of the City's distinguishing features as an exporter of workers. Indeed, well over three-quarters of Manningham's workers find employment outside of Manningham.

Given the residential nature of the municipality and the small economic base, it is not surprising that most residents leave each day for work. But, how and where people work is undergoing significant structural changes.

With the rise of communication technology, the use of flexible labour (consultants/freelancers, crowdsourced labour) and workers seeking more flexible lifestyles, where people work has been slowly changing for many years. But COVID-19 catalysed the shift with the forced experimentation of working from home. This has manifested in a spatial redistribution of work across Melbourne by eliminating the 5-day-a-week commute for many workers. Even if residents are employed by employers outside of Manningham, they will spend more time and money in the local economy.

In Manningham, a third of workers worked from home on census day 2021. This is a significant increase on 2016. In 2016 only 6 per cent of residents worked from home on census day. Manningham also has a higher share of people working from home than across Melbourne through a high share of workers in professional, scientific and technical service, education and training, and financial and insurance sectors. These industries all have high rates of remote working and are all expected to grow in size to 2036.

A shift in the working location from the CBD to suburban areas (at least some days a week) is causing a spreading out of economic activity. As residents work online, there will be an increased demand for local healthcare, education, personal services (hairdressers, mechanics etc.), hospitality and retail. Therefore, as fewer people leave the local area for work each day, combined with a growing population, the need for local household serving industries will rise. The shift to working from home also increases the demand for co-working spaces and satellite hubs for large businesses, which Council can look to develop and support. From these trends, there should be an economic base to support vibrant 20-minute economies – where most residents' needs can be accessed within 20 minutes of non-car transport.

From an economic perspective, there is benefit in having vibrant local economies of small local businesses, as this supports income and wealth retention. Reducing income leakages through localised spending patterns and dense local supply chains is an opportunity to grow the local economy.

A 20-minute economy will be significantly assisted by developing high-quality centres (need two).

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**NEED FOUR: A COMPELLING TOURISM OFFER**

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**Need**

Manningham needs to develop a compelling visitor offer.

**Economic rationale**

Tourism relates to people spending money in places they don't usually live or work. This includes residents of Greater Melbourne (not just interstate or international arrivals) travelling to Manningham for day trips. For example, they might visit natural areas, shop, visit arts or hospitality venues, or use local services like health care or education. An example is that people visit Manningham for its natural attractions and do a walk or bicycle ride with friends. They then visit a local café for coffee or lunch, spending money in the local economy.

The attraction of tourists generates income for businesses across many sectors, including accommodation, hospitality, retail, transport and agricultural producers (wineries, farm stays). The creative industry also plays a role in tourism by increasing the attractiveness within an area and increasing visitation.

Currently, tourism plays a small role in the Manningham economy. Manningham has just over 1,200 people employed in tourism-related industries, 4 per cent of total employment. However, building Manningham's tourism sector to maximise its unique location and natural assets is an opportunity for growth in the Manningham economy. There are opportunities to develop and bring together Manningham's unique environmental, cultural, and historical selling points. A cohesive brand and itinerary of attractions can be developed.

From an artistic and cultural standpoint, Manningham is already home to the Heide Museum of Modern Art. There is an opportunity to further build Manningham's culture, historical and creative tourism offerings, and night-time economy (need five), including celebrating First Nations' culture and traditions. Manningham also has the potential to develop its considerable natural tourism assets, especially within the green wedge (need eight).

Building cultural and environmental tourism aligns with changing consumer demands. Consumers are shifting their spending from goods retailing to a greater focus on experiences. The uniqueness of the offer is essential, and it must be authentic to place.

The Victoria Tourism Industry Council's 2022 Local Government Health Check found that Manningham Council has a higher capacity than its peers in some areas of sustainable tourism management objectives. Areas of high capacity include that Council has a tourism portfolio and municipal strategic statement, works well with tourism agencies, and tourism has been identified as a priority industry. Areas for consideration for economic development include developing a tourism strategic plan, encouraging more tourism development, and providing more funding and support.

**NEED FIVE: A NIGHT-TIME ECONOMY**



**Need**

Manningham needs to develop a night-time economy with restaurants, bars and events and celebrate local creativity, arts and culture.

**Economic rationale**

Nightlife is one of the most important parts of a place’s culture. A night-time economy consists of all activities as the traditional ‘business day’ ends – after 6pm, but in particular, extending economic activity beyond 9pm. It is an opportunity to grow economic output, including employment, tourism, and creative and cultural export earnings. But more importantly, there are flow-on benefits, including place-making, liveability, community vibrancy and the attraction and retention of young people (and the young at heart).

The night-time economy is diverse, consisting of artistic and non-artistic sectors, commercially driven businesses, start-ups, not-for-profit community organisations, and cultural institutions. The offer covers three critical components – entertainment, food and drink. There are also supporting businesses that can stay open late to have more people on the street. Public transport and on-demand services like taxis and Uber are also essential.

Entertainment	Food	Drink	Supporting businesses
<ul style="list-style-type: none"> <li>•Performing arts, music and culture</li> <li>•Live sports</li> <li>•Cinema</li> <li>•Night clubs</li> <li>•Galleries and cultural institutions</li> </ul>	<ul style="list-style-type: none"> <li>•Cafes</li> <li>•Restaurants</li> <li>•Food trucks</li> <li>•Food markets</li> </ul>	<ul style="list-style-type: none"> <li>•Bars</li> <li>•Pubs</li> <li>•Hotels</li> <li>•Liquor retailing</li> <li>•Wine tasting</li> </ul>	<ul style="list-style-type: none"> <li>•Grocery and convenience stores, book, clothing and music stores, gyms and pharmacies</li> <li>•Public transport and on-demand services</li> </ul>

Manningham’s night-time economy was recognised as an economic weakness through consultation. There is a limited range of venues, and there is difficulty in attracting younger residents to settle in Manningham. The lack of a night-time economy and reputation for being a quiet suburban area are thought to be drivers, alongside housing affordability (need nine) and a lack of educational institutions.

There are current offerings, such as the Warrandyte Festival and Heidi Museum, that can be built on. In addition, Manningham’s Liveable City Strategy 2040 Framework Plan also identifies a growing night-time economy as an objective. Manningham’s culturally diverse community is another asset to celebrate through food and entertainment.

Council can facilitate a range of entertainment options (live music, performances, festivals, and food trucks) through Council-owned facilities. Other options include encouraging retail clusters, restaurants, and bars to stay open later (after 9pm). Safety, street lighting and public transport must also be considered. A night-time economy has strong links to developing great local places (need two), 20-minute economies (need 3) and tourism (need 4).

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**NEED SIX: ROOM FOR GROWTH**


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**Need**

Manningham needs to supply best-practice commercial and industrial land for industry growth.

**Economic rationale**

Protecting and securing sufficient employment lands is necessary to service Manningham's growth. The efficient and sustainable provision of industrial land and office/business space allows new businesses to set up and for existing businesses to expand and grow.

Land and building space should be available at different price points, with good access to transport infrastructure and allow for a precinct or clusters of compatible economic activity to form. The clustering of businesses has proven beneficial for economic development as it allows for specialisation and comparative strengths to be developed.

Manningham's activity centres, from local to major, should be managed to allow commercial businesses to easily explore their options and find suitable premises or land, and be supported through the approvals process if the development meets appropriate guidelines.

In terms of industrial land, Manningham does not have any significant precincts. In recent years, Manningham has seen dramatic changes in the industrial land supply with the loss of Manningham's largest industrial precinct, Bulleen Industrial Precinct, due to the North East Link Project (NELP). A total of 90 businesses across the 9.7ha industrial precinct were affected. As a result, a lack of industrial and commercial lands has been identified as a weakness in Manningham's economy through consultation and Council workshops.

Once the NELP project is completed, industrial and commercial land supply will become available. This presents an opportunity to boost the supply of well-serviced and developed industrial and commercial land. It can be the aspiration of Council that the precinct is a destination of choice for national and international businesses looking to relocate or expand.

For best practice, it's important to understand how industrial and commercial land use is becoming more diverse, adapting to the shifts in employment, the nature of work and technology. Commercial and industrial lands are increasingly used for mixed-use developments, accommodating many purposes such as retail, warehouses, manufacturing, office spaces and hubs, and sometimes even residential uses.

Disruptions to supply chains, automation, climate change, the growth of bottom-up community enterprises, and micro and small businesses present demands for new and flexible floor space, land development models, and industry clusters.

Ensuring enough industrial and commercial land supply will be critical to growing Manningham's economy. Adaptable industrial and employment precincts, particularly compared with the relative inflexibility of CBDs, are vital for nurturing emerging sectors in more suburban parts of Melbourne like Manningham and is supported by overarching planning documents like Plan Melbourne.

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**NEED SEVEN: SUSTAINABLE ECONOMY LEADERS**

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**Need**

Manningham needs to take advantage of de-carbonisation and circular economy trends for industry development and adapt to climate change.

**Economic rationale**

The Australian and international economy is moving towards zero carbon emissions and circular models, with many cities and states developing circular economy strategies, setting net zero targets or declaring climate emergencies in recent years. In Victoria, the state is aiming to be net zero by 2045.

The move towards net zero and circular production models will impact businesses, particularly those with high emissions, resource use, waste or energy use. But these necessary shifts will drive investment and innovation. Climate adaptation and managing climate risk and natural disasters will also drive investment to make industries, infrastructure and communities resilient.

Many leading economists, like Ross Garnaut, see the transition to a net-zero economy as a massive opportunity, creating an array of economic opportunities for new products, processes and industries. Places and businesses that act first can take advantage of the economic opportunity that comes from developing new technology and new ways of thinking.

The investment will flow to the development and deployment of local renewable energy technology (like rooftop solar), implementing manufacturing processes that are carbon neutral, the development and manufacture of climate-resilient products, retrofitting buildings and infrastructure to be climate-resilient, and implementing new technology (for example electric vehicle charging). These investments will create local business opportunities and jobs. There are also opportunities in climate-resilient and regenerative agriculture. It will be important to ensure Greater Melbourne has food security in the face of the uncertain impacts of climate change on global supply chains.

The circular economy model provides an alternative to the current economic models that follow a linear extraction, consumption and disposal process and assumes inputs are infinite and relatively cheap. This model, which places no cost on waste, is inherently unsustainable and will be replaced over the coming decades.

The circular economy model considers waste instead as a future resource. Increasing the 'circularity' of the economy profoundly influences everything from precinct development, supply chain processes, and design and manufacturing. It is, therefore, a concept that should underpin economic development that can sustain prosperity. For example, businesses can treat waste as a resource rather than a problem. In that case, it has the potential to drive new industry and innovation and reduce the impact of growth on the environment in Manningham.

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**NEED EIGHT: LANDSCAPES, LIVEABILITY AND RESPONSIBLE INVESTMENT IN THE GREEN WEDGE**


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**Need**

Manningham needs to support the sensitive and sustainable use of the green wedge while celebrating and retaining its environmental assets and liveability.

**Economic rationale**

A significant asset of the Manningham LGA is the 4,322ha designated green wedge area in the LGA's east. The green wedge area protects natural and rural values and falls outside Greater Melbourne's urban growth boundary. Manningham's green wedge area offers unique economic opportunities less common for other metropolitan council areas. Green wedge areas support a mix of agriculture and low-density activities. They are protected through state and local planning policies.

Manningham is well suited for suitable investment into the green wedge, such as small-scale agriculture and tourism. However, any investment and future use within the green wedge should also be balanced with community concerns in protecting the natural value and local character of green wedge areas.

Liveability and the continued protection of Manningham's landscapes are important themes to consider alongside the city's economic development. Consultation with local businesses and Council workshops revealed the vital importance placed on Manningham's landscapes and natural assets. The qualities and characteristics of a place enhance people's quality of life and contribute to the region's attractiveness for investment. Manningham's Liveable City Strategy 2040 sets out several key objectives to improve Manningham's liveability, which should be considered when developing strategies for investment into the green wedge. For management, Council has already developed a Green Wedge Action Plan (2020) and a Green Wedge Infrastructure Design Guide to help guide the development of the green wedge area.

While the agriculture industry currently represents a small portion of Manningham's workforce and gross value-added, agriculture is recognised as an emerging sector in the analysis of Manningham's comparative advantages. Future investment in Manningham's green wedge would help to grow agriculture and related industries. Investment would also support the development of a tourism offer (need 4) if high-value agriculture tourism offers (cellar doors, wineries, farm gates, pick-your-own) can be developed.

Maintaining the green wedge's character while growing economic activity can ensure that Manningham remains an attractive place to live, and to work.



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**NEED NINE: AN INCLUSIVE ECONOMY**

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**Need**

Manningham needs to have an inclusive economy with pathways into employment.

**Economic rationale**

In Australia, economic insecurity, the casualisation of the workforce and stagnating wages contribute to inequality and drag on economic development. When residents have good incomes, security and the ability to create and hold wealth, they can spend money and invest in their local economies, leading to growth. In addition, good employment conditions extend to building capacity and employment opportunities for people with disadvantages and disabilities.

A commitment to inclusive economic outcomes means attention not only to the quantity of economic growth and its impact on average living standards, but also to the distribution of that growth among residents.

One area in the economy (or market) that is not inclusive is the lack of affordable housing. As housing costs increase, residents (particularly young people and older single adults) must leave the community because they can't afford to stay locally. The cost of living is also having an impact on many Manningham residents. For example, the use of a food pantry in Wodonga Park has doubled since September 2022. It was reported that the use of the food pantry comes mainly from young families under mortgage stress.

Another issue is that Manningham has many socially isolated, mature-aged residents not engaged in work or community life, with Covid-19 exacerbating isolation in the community. Covid-19 lockdowns also had a significant impact on young people. As a result, many young people became disengaged from work or study during the lockdowns. Other students struggled with the shift to remote education and are still behind in their studies.

One asset is local learning. There are no TAFEs or universities in Manningham, and long travel distances are a barrier for students. Local learning helps fill this gap by providing accredited training opportunities in Manningham. Through its curriculums, local learning has the flexibility and capacity to support local people, entrepreneurs and businesses. Local learning can continue to grow its presence in Manningham, building on its connection with local people.

Economic development in Manningham can, and should, be about growth, attracting new firms and investment. Still, it also has to be inclusive for residents. Economic targets and strategy should focus on ensuring a supply of employment and training opportunities for all residents.

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# 2023 Manningham Economic Development Strategy

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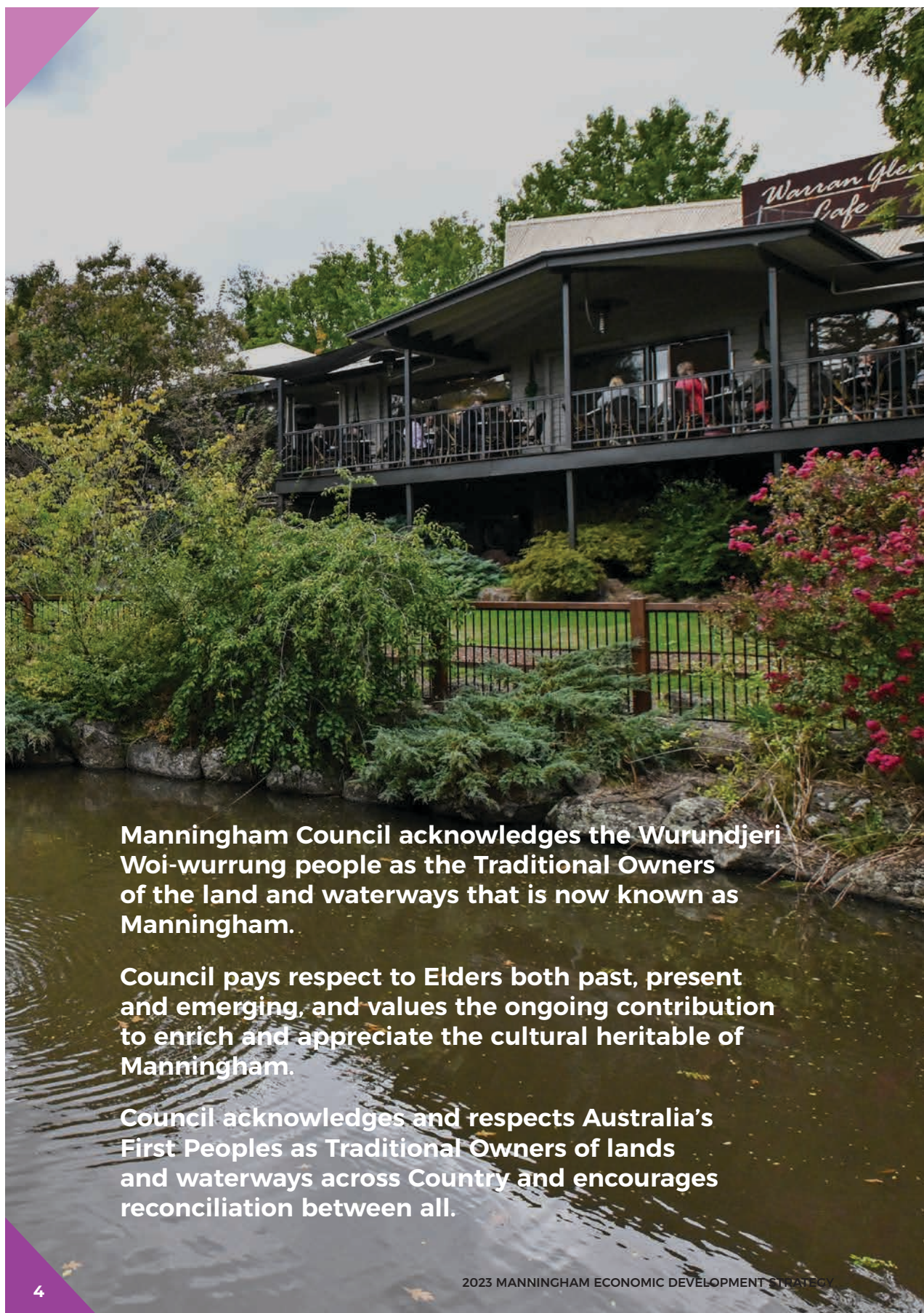
SGS Economics and Planning worked with Council to develop the Economic Development Strategy 2023-26. The local context was explored through stakeholder engagement and utilising Council's strong understanding of the local business community. Other inputs in drafting this Strategy include SGS's background economic analysis on the state of the economy and global and national trends. A focus on what is important right now, as well as bigger picture thinking was a feature of the process.



2023 MANNINGHAM ECONOMIC DEVELOPMENT STRATEGY

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**Manningham Council acknowledges the Wurundjeri Woi-wurrung people as the Traditional Owners of the land and waterways that is now known as Manningham.**

**Council pays respect to Elders both past, present and emerging, and values the ongoing contribution to enrich and appreciate the cultural heritable of Manningham.**

**Council acknowledges and respects Australia's First Peoples as Traditional Owners of lands and waterways across Country and encourages reconciliation between all.**

# EXECUTIVE SUMMARY

The 2023 Manningham Economic Development Strategy (EDS) is a four-year plan designed to support business and employment in Manningham. It addresses the significant changes in the business and employment environment, including the impact of the Covid-19 pandemic, global economic trends, and cost-of-living.

The Manningham EDS goes beyond growth measures and job numbers to consider a well-functioning economy that ensures a fair distribution of wealth and opportunity whilst staying within environmental boundaries. The strategy emphasizes the importance of supporting local activity centres and high-quality infrastructure and services to foster a strong economy and vibrant communities.

The Manningham Economic Development Strategy is built around six key themes:

- 1. Local businesses and their networks: Fostering local enterprise and building business networks to support economic growth and development.**
- 2. Accessible vibrant places: Creating vibrant and high-quality centres that support local businesses and attract visitors.**
- 3. Landscapes and lifestyle: Promoting the sustainable use of green spaces and preserving Manningham's environmental assets while enhancing residents' lifestyles.**
- 4. Room for growth: Providing suitable commercial and industrial land for industry growth and expansion.**
- 5. An economy for climate change: Embracing de-carbonization and circular economy trends to adapt to climate change and foster sustainable industry development.**

## **6. Inclusive economy: Creating an economy that offers pathways into employment and promotes equity, diversity, and community engagement.**

Each theme is accompanied by specific objectives, outcomes, and actions to be implemented. The strategy aims to generate resilient, sustainable, and vibrant community groups by leveraging local competitive advantages and addressing key challenges in retaining, developing, and attracting local economic opportunities.

Effective implementation of the strategy requires commitment and understanding from key stakeholders. Cross-sector relationships for business development, investment attraction, and innovation are essential for success. The strategy outlines Council's role as a provider, facilitator, and advocate in implementing projects, programs, and campaigns to create a vibrant and prosperous economy.

The Manningham EDS is supported through our offer of a prosperous city with an enviable lifestyle, an inclusive economy, a supportive council, opportunities for new business, and a desire to innovate. The strategy envisions a strong and supported business community, vibrant activity centres, sustainable economic growth, and a transition towards a net-zero emissions economy.

The strategy's success will be measured by its impact on economic growth, employment opportunities, community well-being, and environmental sustainability. It serves as a roadmap for stakeholders to collaborate and work towards creating a thriving and resilient economy in Manningham.

# 1. A WORD FROM THE COUNCIL



A message from Council



## 2. GLOSSARY

### **Business Victoria**

Part of the State Government Department of Jobs, Skills, Industry and Regions (DJSIR).

### **Circular economy/production**

A systems solution framework that reduces material use, redesigns materials to be less resource intensive, and recaptures “waste” as a resource to manufacture new materials and products. In practice, it implies reducing waste to a minimum by sharing, leasing, reusing, repairing, refurbishing, and recycling existing materials and products as long as possible.

### **Eastern Alliance for Greenhouse Action (EAGA)**

EAGA is a formal collaboration of eight councils in Melbourne’s east, working together on regional programs that reduce greenhouse gas emissions and facilitate adaptation.

### **Economic development**

Programs, policies or activities that seek to improve the economic well-being and quality of life for a community through innovation, job creation and business support.

### **Evening-time economy**

Refers to economic activities that occur in the evening. Focussing on local creativity, arts and culture as well as dining and related experiences.

### **Innovation**

In economic terms, innovation describes the development and application of ideas and technologies that improve goods and services or make their production more efficient.

### **Local Learning and Employment Network (LLEN)**

Gateway LLEN supports students with work placement in the local government areas of Monash, Boroondara, Whitehorse, and Manningham.

### **Melbourne East Regional Economy Development Groups (MEREDG)**

MEREDG is a network of six councils in Melbourne’s east which work collaboratively on regional economic development initiatives that support the regional economy.

## 2. GLOSSARY



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### **Northern Alliance for Greenhouse Action (NAGA)**

NAGA is a network of nine councils in Melbourne's north, working together to create a zero-carbon society and provide maximum protection against the impacts of climate change.

### **Net zero emission**

Refers to achieving an overall balance between greenhouse gas emissions produced and greenhouse gas emissions taken out of the atmosphere.

### **Public Value**

Is an approach used to help us prioritise outcomes for the benefit and wellbeing of our community, including future generations.

### **Registered Training Organisation (RTO)**

Registered Training Organisations (RTOs) deliver nationally recognised training in the Vocational Education and Training (VET) sector.

2023 MANNINGHAM ECONOMIC DEVELOPMENT STRATEGY

## 3. INTRODUCTION

### 3.1 Background and purpose

The 2023 Manningham Economic Development Strategy (the Strategy) responds to the significant changes in the business and employment environment due to the impact of Covid-19 pandemic, global economic trends, and cost-of-living. The Strategy is a four-year plan to support business and employment in Manningham.

#### What is economic development?

Economic development typically refers to growing an economy. This means growth in economic activity such as more exports of locally manufactured products, or more visitors spending money on retail and hospitality offerings. Growth, in turn, allows businesses to invest in new equipment, hire more people and pay higher wages. Greater economic activity also means higher government revenues and more money to spend on better quality services for the community. Economic development enables a higher standard of living for people in Manningham.

The Strategy will provide an understanding of how well a local economy functions beyond just growth measures and the number of jobs. Growth requires a well-functioning economy and must include a fair distribution of wealth and opportunity

and must stay within environmental boundaries to allow for a stable climate and healthy ecosystems. Economic prosperity is also closely linked to the liveability of an area. Supporting local activity centres, community events, and access to high-quality infrastructure and services enables a strong economy and great communities.

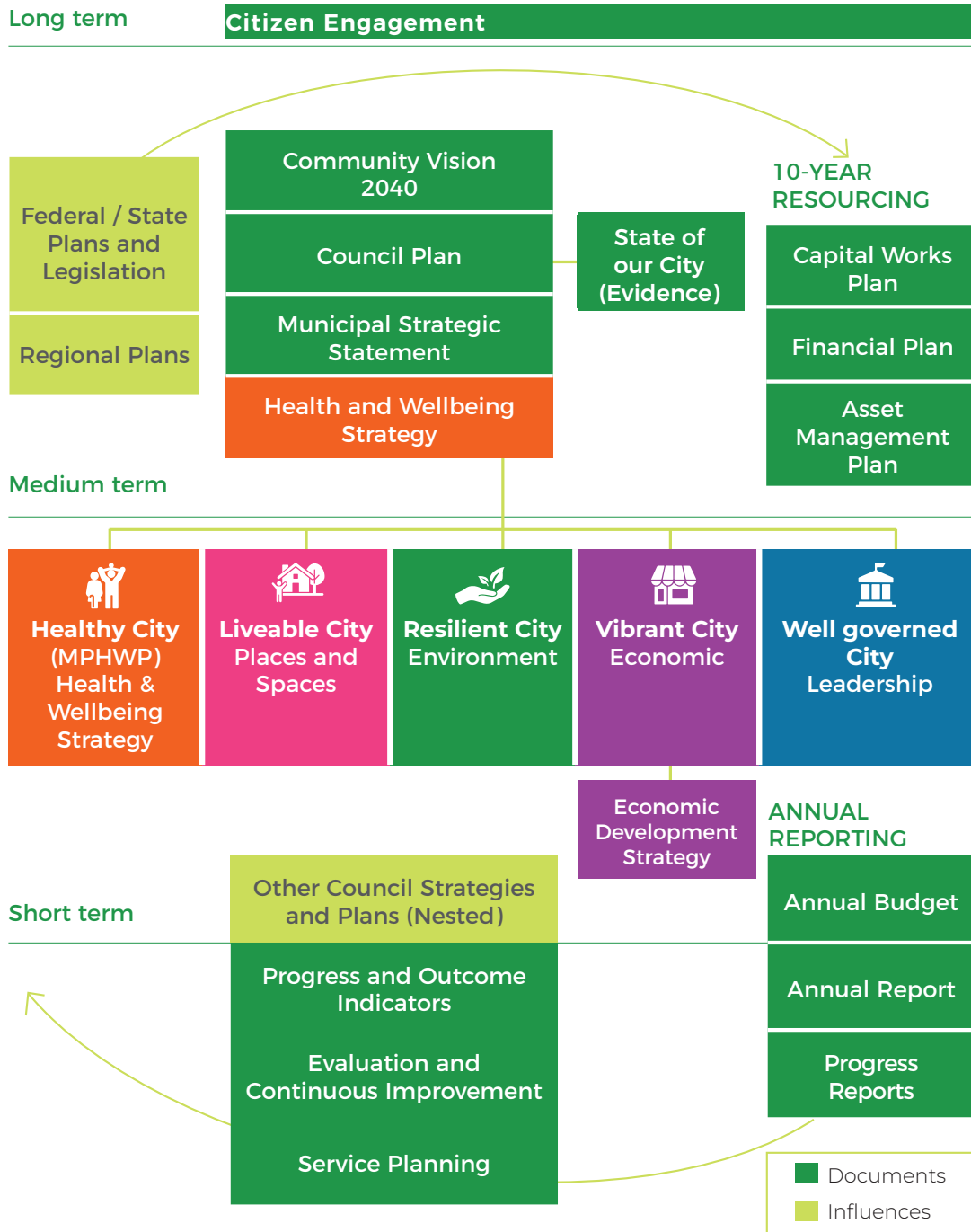
The Manningham Economic Development Strategy aims to:

“Generate resilient, sustainable and vibrant community groups. This is achieved through planning and programs that leverage local competitive advantages and address key challenges facing the city’s capacity to retain, develop and attract local economic opportunities. By bringing together strategic objectives across council, the Economic Development Strategy focuses on actions that create long-term community health by positioning Manningham as a great place to learn, live, play and work.”

### 3.2 Strategic alignment

The Economic Development Strategy sits beneath the Council Plan and aligns with and supports Council and community ambitions in many existing strategic areas.

# 3. INTRODUCTION





### 3.3 Structure of the Strategy

The figure (right) outlines how the Strategy is structured and linked together. The Strategy outlines our offer, followed by articulating what our economy could be in the future. Six themes, based on the needs deemed to be of most significance, are then outlined. Under the themes sit our objectives and action plan, outlining how we will achieve success.



# 4. MANNINGHAM SNAPSHOT

## Our City

Stretching from Bulleen in the west to Wonga Park in the east, Manningham has a well-dispersed and diverse range of centres for shopping, services, community facilities and recreation, from local neighbourhood shopping strips to major regional shopping centres the Pines and Doncaster Hill.

11,500  hectares of housing

126,000  residents

4,000+  hectares of designated green wedge area

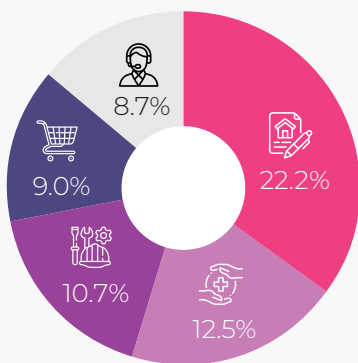







## Gross Regional Product

\$5.2 billion

Generated by **14,800** local businesses, government institutions and **33,000** local jobs.

### Top 5 value-add industries:



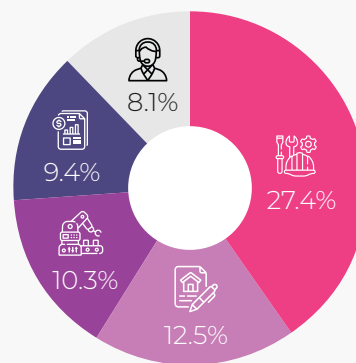
-  Rental, Hiring and Real Estate Services
-  Health Care and Social Assistance
-  Construction
-  Retail Trade
-  Professional, Scientific & Technical Services

## Regional Exports

\$1.6 billion

Representing **4.2%** of the **\$36.6 billion** regional exports generated in Eastern Melbourne.

### Top 5 regional exports:



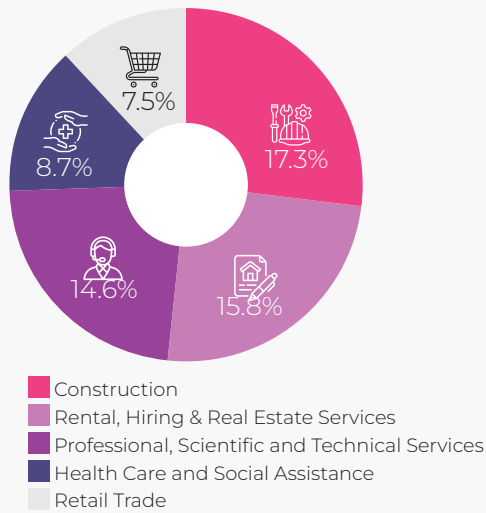
-  Construction
-  Rental, Hiring and Real Estate Services
-  Manufacturing
-  Financial & Insurance Services
-  Professional, Scientific & Technical Services

### Local businesses

14,800



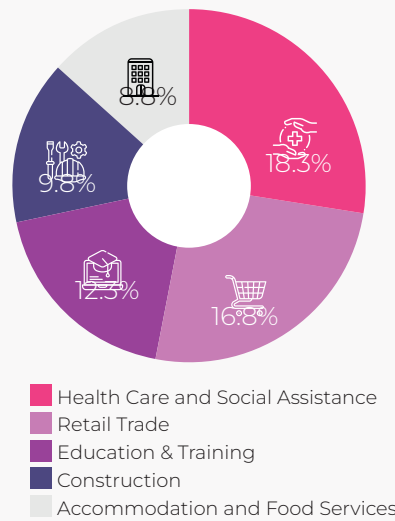
#### Top 5 business sectors



### Local jobs

33,600

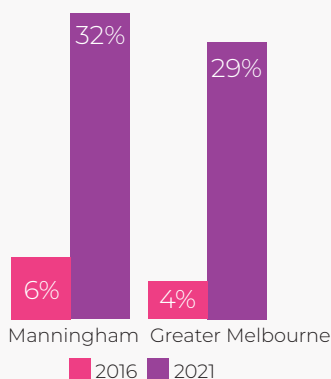
#### Top 5 employing industries



57,700

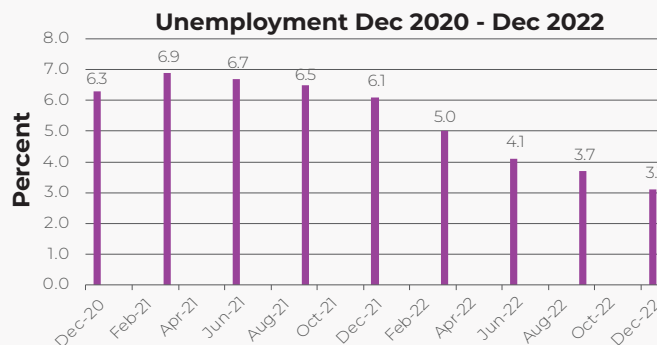
Of our residents are employed however an estimated 54% leave Manningham every day for work

### Working from home





### Unemployment

Our workforce is strong with low unemployment which has shifted back to pre-pandemic levels



Australian Bureau of Statistics (2022): Count of Australian Businesses  
 Australian Bureau of Statistics (2022): 2021 Australian Census  
 Small Area Labour Market (2022)  
 SGS Economics and Planning (2022): Australia's Economic Wellbeing dataset

# 4. MANNINGHAM SNAPSHOT

<b>SWOT Analysis</b>  	
<p><b>STRENGTHS</b>  <b>WHAT DO WE DO WELL? WHAT UNIQUE RESOURCES AND ASSETS DOES THE AREA HAVE?</b></p> <ul style="list-style-type: none"> <li>• A family orientated, friendly community</li> <li>• Strong retail sector</li> <li>• Great mix of urban and natural environments</li> <li>• Great access to Melbourne CBD (by road)</li> <li>• A multicultural community</li> <li>• Highly skilled population (particularly in business management)</li> <li>• A growing health services sector</li> <li>• High rates of working from home means more spending locally</li> <li>• A wide network of small local retail centres</li> <li>• Location in the growing Eastern Region of Melbourne</li> <li>• The presence of local learning centres</li> <li>• A relatively prosperous community</li> </ul>	<p><b>WEAKNESSES</b>  <b>WHAT DO WE LACK? WHAT NEEDS IMPROVING?</b></p> <ul style="list-style-type: none"> <li>• Small economic base</li> <li>• Exporter of high skilled workers, importer of low skilled</li> <li>• Poor public transport connections</li> <li>• Difficult to access health services</li> <li>• Poor access to tertiary education</li> <li>• Low supply of industrial and commercial land</li> <li>• Lack of 25-44 year old residents</li> <li>• High number of isolated elder residents</li> <li>• Housing affordability (renting and buying)</li> <li>• Car centric retail centres</li> <li>• Limited night time economy</li> <li>• Lack of strong, formal business networks and events</li> </ul>
<p><b>OPPORTUNITIES</b>  <b>WHERE CAN DEVELOPMENT BE SUPPORTED? WHAT ARE THE FUTURE INDUSTRIES?</b></p> <ul style="list-style-type: none"> <li>• Leveraging the skilled workforce locally</li> <li>• A more decentralised Melbourne from Covid-19 (more residents staying local for work, study and recreation)</li> <li>• The transition to an environmentally sustainable economy (renewables, design, electric vehicles, construction etc.)</li> <li>• Build support for economic development in the community</li> <li>• Support local leadership and develop business networks</li> <li>• Improve the vibrancy of local centres to support retail, local services and hospitality</li> <li>• Develop best-practice business support, planning and asset management programs at Council</li> <li>• The development of creative industries and tourism</li> <li>• Appropriate agriculture and tourism in the green wedge</li> <li>• Expansion of health services in local centres to improve access and create jobs and business opportunities</li> <li>• The development of employment land next to NE Link</li> <li>• Improve business capacity and skills to innovate</li> <li>• Continue to develop local learning opportunities fit for local business needs by supporting local learning centres</li> </ul>	<p><b>THREATS</b>  <b>OUTSIDE FACTORS WE NEED TO MANAGE</b></p> <ul style="list-style-type: none"> <li>• Interest rate rises and cost of living pressures</li> <li>• Balancing local resident wishes with economic activity</li> <li>• Climate change and natural hazards</li> <li>• Competition for investment with other areas of Melbourne</li> <li>• Loss of small service businesses (like mechanics)</li> <li>• Acute worker shortages in some occupations</li> <li>• A shrinking workforce (aging population)</li> <li>• Shifts to online retail</li> <li>• Residents (particularly young people and other single woman) need to leave the local community as they can't afford housing</li> </ul>



## 5. OUR OFFER

### **A prosperous City with an enviable lifestyle**

Our diverse strengths are recognised through our community vision:

Manningham is a peaceful, inclusive, and safe community. We celebrate life with its diverse culture, wildlife, and natural environment. We are resilient and value sustainable and healthy living, a sense of belonging, and respect for one another.

### **An inclusive economy**

Growing our economy will go beyond simply trying to improve measures such as economic growth and the number of jobs. We are committed to an inclusive economy with increasing living standards for all driven by values of equity, transparency, sustainability, and community engagement.

### **A supportive council**

Manningham's economic development depends upon the skills of thousands of local business owners and entrepreneurs. We aim to support local businesses and the industries of the future to grow, employ, and innovate. Economic development will emphasise the importance of place and growth from within, building on regional strengths.

### **Opportunities for new business**

There are opportunities in Manningham for entrepreneurs and new businesses looking for a start or new location. We have a highly skilled population, a growing economy, good access to the Melbourne CBD and the growing eastern region and a wide network of neighbourhood and major activity centres ready for new business to call home. Manningham will attract suitable investment that aligns with the community vision and integrates with the local economy.

### **A desire to innovate**

Our community faces many challenges, from the cost of living to rapid technological shifts and climate change. We will rise to these challenges and meet opportunities through new ways of thinking and building towards a sustainable and innovative economy.

## 6. OUR FUTURE

We will build on our existing strengths, protect our natural environment, and enhance our lifestyles while sustainably growing the economy and meeting the challenges of the 21st century.

Our business community will be strong and supported by government and the community. Our businesses will work together to grow, sharing knowledge and skills. Our centres, from local neighbourhood to major activity centres, are accessible and vibrant. Our centres support local living and working from home, provide easy access to services, leisure activities, and stay open into the evening to celebrate our creativity and hospitality.

Our community faces many challenges, including climate change, but we can also grasp the opportunities.

We will attract entrepreneurs and leaders of the future to Manningham, and suitable businesses can find a home in our centres and employment precincts. Innovation will be critical to a sustainable economy that protects natural areas. Innovative businesses and new investments will see our economy transitioning towards net zero emissions and more circular production models.

We will develop our future together. Our economy will lift everyone through diverse employment and education opportunities. As Manningham grows and we preserve our natural landscapes and lifestyles, we will be a destination of choice for living, work, investment, and recreation.

# 7. OUR THEMES

Our key themes for economic development have been developed to respond to the identified needs and are deemed to be most influential in creating a stronger economy.

The themes are:

1. Local businesses and their networks.
2. Accessible vibrant places.
3. Landscapes and lifestyle.
4. Room for growth.
5. An economy for climate change.
6. Inclusive economy.

Each theme is detailed on pages 18 to 31 and includes the objective/s, why, outcomes, and actions on how it will be achieved.

The action plans are based on key outcomes underneath the following considerations:

- To support and develop local businesses.
- To responsibly attract investment.
- To enable innovation and embrace opportunities.

An action table has been developed for each of the six themes

Each action includes Council's role as per Table below.

Council's Role	
<b>Provider:</b> To implement project, programs, and campaigns for use by businesses and community for a vibrant and prosperous economy.	Initiate campaigns, incentives and business or educational support programs.
<b>Facilitator:</b> To establish partnerships and collaborate with stakeholder, to create economic participation opportunities.	Partner with key stakeholders and provide contribution (knowledge, expertise, funding, network opportunities) to roll-out programs.
<b>Advocator:</b> To support economic and regional investment through promotion and influencing decision-making, rather than direct involvement.	Educate key stakeholders including higher levels of government to address provision gaps and influence government decision making.





# 7. OUR THEMES

## 7.1 Our objectives




Our objectives have been developed from the Manningham Economic Development Profile report, one-on-one interviews, and engagement with business as well as the Needs Analysis report.

The following Table outlines the nine (9) needs which form the basis of the objectives under the six themes. These needs have been identified through research, statistical analysis, and stakeholder engagement.

The needs are based on meeting gaps and local business needs, providing maximum public value, being deliverable within existing resources, are environmentally sustainable, and promote gender and cultural diversity.

<p>1. Manningham needs to foster local enterprise and build business networks.</p>	
<p>2. Manningham needs to have vibrant, high-quality centres to support local businesses.</p>	
<p>3. Manningham needs to economically benefit from shifts to working from home as residents choose to shop and pursue recreation locally instead of elsewhere.</p>	
<p>4. Manningham needs to develop a compelling visitor offer.</p>	



<p>5. Manningham needs to develop an evening economy with restaurants, bars and events and celebrate local creativity, arts, and culture.</p>	
<p>6. Manningham needs to supply best-practice commercial and industrial land for industry growth.</p>	
<p>7. Manningham needs to take advantage of de-carbonisation and circular economy trends for industry development and adapt to climate change.</p>	
<p>8. Manningham needs to support the sensitive and sustainable use of the green wedge while celebrating and retaining its environmental assets and liveability.</p>	
<p>9. Manningham needs to support an inclusive economy with pathways into employment.</p>	

For economic development to occur, key stakeholders must have commitment and understanding of the strategy and their organisation's role in driving it. Maintaining and expanding cross-sector relationships for business development, investment attraction, and innovation is critical to this Strategy's success. Important stakeholder groups are therefore identified under each theme.

# 7. OUR THEMES

## 7.2 Theme 1: Local businesses and their networks

### Objective



**To foster local enterprise and build business networks.**

### Why

Economic development in Manningham depends upon the skills of thousands of local business owners and entrepreneurs. Businesses' health and ability to grow, employ people, and develop products is critical to economic development. Business support is already a core responsibility undertaken by the Economic Development team. We will continue to provide these services and improve our support for local enterprises where required.

We will also look to support the development of local business networks and trader groups. An economy's vibrancy depends greatly on the relationships built through the business community, including its trust and sense of reciprocity, across the private and public sector.

Stakeholder groups that will support this objective include business and trader groups, industry associations, small business commission, and Business Victoria.

### Outcomes

<b>Business development</b>	We will attract high-performing businesses that can readily access support services. Business networks support a strong business community, and a culture of collaboration, mentoring and skills development is evident.
<b>Investment attraction</b>	Investing in Manningham will be straightforward, with clear processes and support options, attracting appropriate investments.
<b>Innovation</b>	Local entrepreneurs and businesses are innovative, challenge the norm and meet economic changes such as digital technology and transitioning towards net zero emissions.




**Action plan:**


No.	Action	Indicator Measure	Timing	Council Role	Lead	Stakeholder
1.1	Develop an investment attraction plan outlining the benefits and opportunities for business to operate in Manningham	Development of the investment attraction plan	2023/25	Provider	Economic and Community Wellbeing	Business Developers <b>Integrated Planning</b>
1.2	Develop and improve internal business-related permit application processes to support business investment in Manningham	Number of Applications Number of Approvals Number of improved processes Customer satisfaction post permit process	2023/25	Provider Advocate	Statutory Planning	<b>Economic and Community Wellbeing City Safety</b>
1.3	Support the community-led Manningham Business Excellence Awards	Number of award Applications	Ongoing	Facilitator	Economic and Community Wellbeing	Manningham Business Excellence Awards Committee Business
1.4	Develop regional networks of business groups, social enterprises, trader groups and industry organisations that represent and support the interests of businesses in Manningham	Number of incorporated business and trader groups Number of businesses represented in groups Number of activities undertaken by business and trader groups	Ongoing	Facilitator Advocate	Economic and Community Wellbeing	Manningham Business Network Business and Trader Groups Business Industry associations


# 7. OUR THEMES

## 7.3 Theme 2: Accessible vibrant places

### Objective

- 

**Create vibrant, high-quality centres to support local businesses.**
- 

**Derive economic benefit from shifts to working from home as residents choose to shop and pursue recreation locally instead of elsewhere.**
- 

**Develop an evening economy with restaurants, bars and events and celebrate local creativity, arts, and culture.**

### Why

Our city has a well-connected and diverse range of existing centres, from local neighbourhood shopping strips to major regional shopping malls. Our objective is to develop our centres to provide high-quality destinations where residents can work, recreate, be entertained, shop, and access community facilities and public transport. Our residents will have access to what they need, available from a short journey from home.

Our friendly local centres will put people at their heart, meaning a trip to the shops doesn't just need to be out of necessity, but also for enjoyment and community interaction.

A vibrant events calendar and evening economy, that does not include night clubs and gambling establishments, but rather celebrates local creativity, arts, and culture that impact positively on the amenity and liveability of the surrounding neighbourhoods.

Stakeholder groups that will support this objective include business and trader groups, community groups and organisations, State and Federal Government programs and funding, Public Transport Victoria, and Business Victoria.





**Outcomes**

<b>Business development</b>	Collaboration between local businesses, community groups and government has improved the accessibility and vibrancy of local centres.
<b>Investment attraction</b>	Funding and investment in public and active transport has boosted the accessibility of our local centres, making it easier for residents to access what they need close to home.
<b>Innovation</b>	Our businesses are providing products and services that support the growth of an evening-time economy.


**Action plan:**


No.	Action	Indicator Measure	Timing	Council Role	Lead	Stakeholder
2.1	Support precinct marketing and branding that promote and activate activity centres	Spendmapp data Number of business participants	Ongoing	Facilitator	Economic and Community Wellbeing	Business Trader Groups
2.2	Support the establishment and operation of a coworking space in Manningham	Number of Members Number of Activities	2023/25	Facilitator Advocate	Economic and Community Wellbeing	Business Coworking operators
2.3	Support a placemaking program that aligns with the Placemaking Framework to empower business and community	Spendmapp data Number of Attendees	Ongoing	Provider Facilitator	Economic and Community Wellbeing	Business Trader Groups Community

# 7. OUR THEMES

## 7.4 Theme 3: Landscapes and lifestyle

### Objective

- 

**Develop a compelling visitor offer.**
- 

**Support the sensitive and sustainable use of the green wedge while celebrating and retaining its environmental assets and liveability.**

### Why

Economic development will be sensitive to our natural landscapes and enhance our cherished lifestyles in nature. These strengths will be responsibly leveraged to support a tourism sector. By welcoming visitors, we can support our innovative, environmentally, and community-minded businesses creating local prosperity.

Stakeholder groups that will support this objective include Yarra Ranges Tourism, Victoria Tourism Industry Council, industry associations, and business and trader groups

### Outcomes

<b>Business development</b>	Existing green wedge and tourism businesses are being supported to develop their products and services for residents and visitors.
<b>Investment attraction</b>	Investments in the green wedge are sensitive to the surrounding natural landscapes and community values.
<b>Innovation</b>	An innovative tourism and micro-farming sector that provides high-quality products while protecting natural landscapes and lifestyles has developed through collaboration between businesses, the community and government.



**Action plan:**

No.	Action	Indicator Measure	Timing	Council Role	Lead	Stakeholder
3.1	Deliver a comprehensive business promotion program that supports local businesses	Number of businesses engaged Spendmapp Satisfaction Attendee satisfaction	2023/24	Provider Facilitator	Economic and Community Wellbeing	Business Trader Groups Manningham Business Network
3.2	Support opportunities identified in the investment attraction plan that deliver improved visitor experiences in Manningham	investment attraction	2024/25	Facilitator	Economic and Community Wellbeing	Developers Business

# 7. OUR THEMES

## 7.5 Theme 4: Room for growth

### Objective



**Ensure a supply of best-practice commercial and industrial land for industry growth.**

### Why

Ensuring enough employment land is available to meet investment needs will be critical to growing our economy. Adaptable employment precincts are vital for nurturing the industries of the future and allowing businesses to invest and grow.

As employment land becomes available after the completion of the North East Link Project, best practice employment

precincts will be planned, catering to shifts in the way we work, the nature of work and technology, and accommodating a diverse range of uses.

Stakeholder groups that will support this objective include North East Link, Suburban Rail, Metro Partnership, and Investors.

### Outcomes

<b>Business development</b>	The land and buildings available within our activity centres are suitable for a variety of businesses.
<b>Investment attraction</b>	Future employment land in Bulleen and major activity centres are planned and developed with business and government partners.
<b>Innovation</b>	Local employment land promote flexibility and innovation and allow for the industries of the future to grow.



**Action plan:**

No.	Action	Indicator Measure	Timing	Council Role	Lead	Stakeholder
4.1	Delivery of Manningham Employment Precinct study	Development of Manningham Employment Precinct study	2023/24	Provider	Integrated Planning	<b>Economic and Community Wellbeing</b>
4.2	Collaborate with regional partners to create a mix of land to stimulate business diversity in the Melbourne east	Number of businesses in Melbourne East Number of jobs in Melbourne East	Ongoing	Facilitator	Economic and Community Wellbeing	Melbourne East Regional Economic Development Group Businesses

# 7. OUR THEMES

## 7.6 Theme 5: An economy for climate change

### Objective



**Take advantage of de-carbonisation and circular economy trends for industry development and adapt to climate change.**

### Why

Our economy is moving towards zero carbon emissions, a circular economy, and acting on the climate emergency. In addition, we support adaptation in the business community to natural events including heat, bushfire, and flood. This transition towards net zero and climate resilience also present economic opportunities for us. We will take advantage of de-carbonisation, adaptation, and circular economy trends for business development.

Stakeholder groups that will support this objective include Sustainability Victoria, Norther Alliance for Greenhouse Action (NAGA), Eastern Alliance for Greenhouse Action (EAGA), Melbourne East Regional Economic Development Group (MEREDG), investors, and business and trader groups.

### Outcomes

<b>Business development</b>	Local businesses are aware of the implications and opportunities in transitioning towards net zero and the circular economy.
<b>Investment attraction</b>	We will be attracting investment that supports a transition to net zero and a circular economy.
<b>Innovation</b>	Our businesses will be successfully implementing innovations that reduce their carbon emissions and waste.



**Action plan:**

No.	Action	Indicator Measure	Timing	Council Role	Lead	Stakeholder
5.1	Promote resources and programs that build business capacity and capability in net zero and circular economy	Number of attendees Number of programs	2023/25	Facilitator	Economic and Community Wellbeing	Business Business Victoria <b>Sustainable Futures</b>
5.2	Support local business to improve environmental and sustainable outcomes through inclusion in relevant programs and activities	Number of participants Number of programs	2024/25	Facilitator	Economic and Community Wellbeing	Business NAGA Sustainable Vic <b>Sustainable Futures</b>

# 7. OUR THEMES

## 7.7 Theme 6: An inclusive economy

### Objective



**Support an inclusive economy with pathways into employment.**

### Why

We are committed to inclusive economic outcomes from economic development. This means not only economic growth, but also a focus on how our economy supports all our residents, including those that are culturally diverse, disadvantaged, or isolated. An inclusive economy creates partnerships that build awareness and opportunities that supports pathways into employment for all.

Stakeholder groups that will support this objective include employment service providers, jobs advocate, Registered Training Organisations (RTO), industry associations, and business and trader groups

<b>Business development</b>	Locally owned businesses are growing, creating local wealth, and providing jobs for residents.
<b>Investment attraction</b>	We attract investment that provides good employment opportunities, conditions, and wages for a diverse range of residents.
<b>Innovation</b>	Innovative education solutions collaboratively developed between businesses and local learning centres support residents to gain meaningful employment and business growth.





**Action plan:**

No.	Action	Indicator Measure	Timing	Council Role	Lead	Stakeholder
6.1	Prepare a Workforce Plan which targets gaps and opportunities in our local workforce	Delivery of Workforce Plan	2023/24	Provider	Economic and Community Wellbeing	<b>Social Planning and Community Strengthening</b>
6.2	Promote career events that support young people and those seeking career transition to explore local opportunities	Number of attendees	Ongoing	Facilitator	Economic and Community Wellbeing	Volunteer Resource Service Gateway LLEN Business Schools
6.3	Deliver actions of the Workforce Plan	Delivery of Actions	2024/25	Provider Facilitator Advocate	Economic and Community Wellbeing	Volunteer Resource Service Gateway LLEN Business Schools

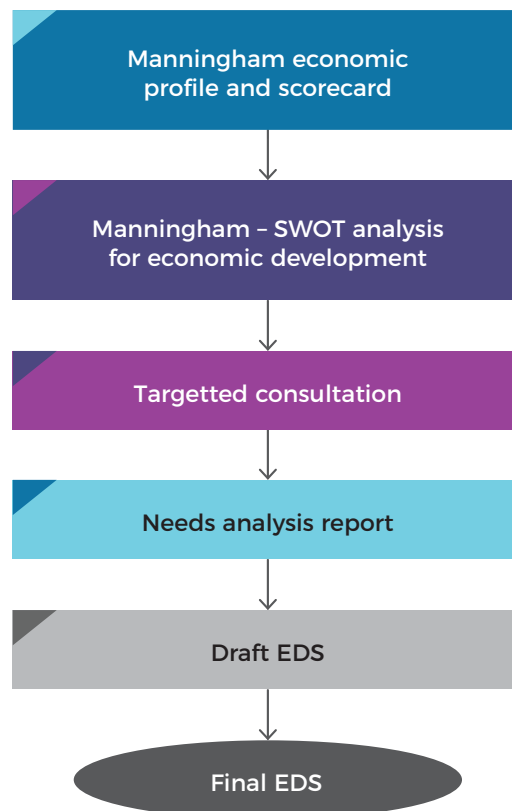
# APPENDIX 1 - METHODOLOGY

## Approach to the task

Understanding the local Manningham context and economy, including its strengths, gaps and opportunities for the community, was at the project's core. The local context was explored through stakeholder engagement and utilising Council's strong understanding of the local business community. Other inputs in drafting this strategy include SGS's background economic analysis on the state of the economy and global and national trends. A focus on what is important right now, as well as bigger picture thinking was a feature of the process.

The Strategy that emerged has the hallmarks of rigorous economic analysis but also carries the local context of Manningham. The aim was to generate a strategy and action plan that are innovative and practical to deliver priorities over 4 years that are targeted, realistic and achievable and set Manningham up for the future.

The work was completed in stages, as shown in the figure below.



## APPENDIX 2 - INFLUENCING TRENDS

### The Covid-19 pandemic

**Trend:** Our economy was disrupted by the Covid-19 global pandemic of 2020-2022. Our business owners suffered as they closed to protect the community from illness. Our community suffered as well, as our day-to-day lives were upended in lockdown, jobs were lost, and we studied and worked from home.

**Implications for us:** The pandemic has left lasting implications, including a permanent shift to hybrid work for many occupations, lasting mental health impacts and lost educational opportunities. Many businesses and households may also still be struggling to recover financially.

### Climate change

**Trend:** Climate change is the preeminent threat facing our communities. In response, the Victorian Government aims to transition the economy to net zero emissions by 2045. Given past, and future emissions that can't be avoided, a certain level of change, including more severe natural events, are almost certain. Adaptation by businesses and the community will be required.

**Implications for us:** The move towards net zero will impact businesses and infrastructure, particularly those with high emissions. However, these necessary shifts will drive investment and innovation as the economy transitions. Climate adaptation and managing climate risk will also drive investment to make industries and communities resilient through design, planning and infrastructure.

### Biodiversity and landscape loss

**Trend:** Biodiversity loss and landscape degradation are significant environmental issues in Australia. Issues include habitat loss and fragmentation, invasive species, and climate change. Urgent action is needed to conserve Australia's unique biodiversity.

**Implications for us:** We have 4,322ha of designated green wedge area, of which the community is proud and protective. By allowing appropriate development and maintaining the green wedge's character, we can protect biodiversity while ensuring that our city remains attractive to live, invest and work.

### Circular economy

**Trend:** Current economic activity uses resources and creates emissions and waste in a linear extraction, consumption, and disposal process. The circular economy is an alternative economic model gaining momentum to address resource depletion and the destruction of earth's natural environments.

**Implications for us:** Increasing the circularity of production profoundly influences everything from precinct development to supply chains and the process of design and manufacturing products. It is a concept that needs to underpin our economic development. Circularity allows our local businesses to innovate, lower costs and grow while reducing their impact on the planet.

### Working from home

**Trend:** Increased levels of working from home was a trend before the pandemic but accelerated rapidly during COVID-19. For jobs where working from home is possible, most workers now choose to work in a hybrid model, spending a few days in an office and the rest at home and in their local communities.

**Implications for us:** A shift in the working location (at least some days a week for certain workers) means more local spending and increased demand for local healthcare, education, personal services, hospitality and retail. This spending benefits local small businesses and can instigate investment in activity centres and shopping strips.

### Worker shortages

**Trend:** The demand for workers in specific sectors such as education, health, hospitality, and construction has significantly increased over and after the COVID-19 pandemic period. Many businesses now face worker shortages, impacting their ability to service customers and grow.

**Implications for us:** There are many businesses in these sectors experiencing worker shortages. This provides the opportunity for disadvantaged or isolated people to enter the workforce if they are supported with training and opportunities. Several of our local businesses are already working with Local Learning Centres to explore these possibilities.

### Cost of living

**Trend:** In 2023, the cost of living is increasing in Australia, driven by inflation. The price of everyday items such as food and energy rose sharply, impacting households and businesses. Interest rate rises aimed at reducing inflation have resulted in higher mortgage costs, and rent has seen record increases. In March 2023, two-thirds of Australians were said to be in either rental or mortgage stress.

**Implications for us:** Even though our residents are comparatively prosperous; many households will be struggling with the cost of living pressures. Anecdotal evidence reveals that the use of food pantries in the city has increased markedly, driven by households under mortgage and rental stress. Assisting households and businesses during this time is critical to economic resilience.

### Changing retail

**Trend:** Retail stores are exposed to structural changes threatening the viability and vibrancy of local shopping centres. The most significant shift has been the increase in online shopping, which means a large proportion of future growth in retail expenditure is likely to flow to online retailers.

**Implications for us:** For our activity centres to remain competitive and encourage people to shop in person locally, they must offer a quality experience, a range of products, access to services and convenience. Our centres need to support diverse offerings, including hospitality and evening entertainment, that create vibrant, connected centres.

### Technological change

**Trend:** The economy is undergoing technological shifts driven by a new wave of advanced technology, including artificial intelligence, machine learning, cloud computing, and robotics, among others. These technological advances are expected to most profoundly impact the manufacturing sector, logistics, healthcare, and energy use and distribution. It is also expected to significantly change the nature of work, as many routine tasks are automated.

**Implications for us:** The impact of new technologies will require workers to have more advanced skills and knowledge to thrive in an advanced knowledge-based economy. In addition, protecting and securing sufficient employment land is also necessary for us to attract innovative new businesses.

### Manningham Council

🏠 Manningham Council, 699 Doncaster Road, Doncaster

☎ 9840 9333

✉ [manningham@manningham.vic.gov.au](mailto:manningham@manningham.vic.gov.au)

🌐 [manningham.vic.gov.au](http://manningham.vic.gov.au)

#### CONNECT WITH US

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Interpreter service **9840 9355**

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## 12 CITY SERVICES

### 12.1 Container Deposit Scheme

File Number:	IN23/402
Responsible Director:	Director City Services
Attachments:	1 Container Deposit Scheme - Communications and Change Plan <a href="#">↓</a>
	2 Proposed CDS Locations <a href="#">↓</a>

#### EXECUTIVE SUMMARY

*As part of our commitment to reducing waste to landfill and to comply with the Victorian government's Recycling Victoria policy, we are working with Visy Recycling in implementing the Container Deposit Scheme (CDS) kiosks throughout the municipality.*

*Officers have considered the sites selected by Visy Recycling, their location, potential impacts on traffic management and the amenity to the area.*

*Based on this evaluation, officers have approved for Visy to proceed with the planning approvals to install kiosks at potentially 8 sites throughout the municipality.*

*The introduction of the CDS is recognised to greatly reduce the incidences of street litter, increasing the participation in recycling and community engagement.*

*CDS will also assist us in achieving its climate targets of net zero emissions by 2028 and net zero community emissions by 2035, by significantly reducing the amount litter throughout the municipality.*

#### 1. RECOMMENDATION

**That Council:**

- A. Note the implementation of CDS kiosks for Manningham in line with the State Government requirements and targets set for Victoria within the Recycling Victoria – Victoria's circular economy and action plan.**
- B. Note that officers will advocate to Visy and other local government authorities to ensure a regional approach to service Wonga Park, Doncaster East and surrounding areas with CDS location options, including the potential for sites in neighbouring municipalities.**
- C. Note all land occupancy and access arrangements for any CDS infrastructure and operations by Visy within Manningham will be formalised in the form of a licence agreement; and**
- D. Note the Chief Executive Officer, or their delegate, will negotiate terms and execute any necessary licencing agreements for use of sites on Council owned land.**

## 2. BACKGROUND

### Recycling Victoria Policy

- 2.1 In February 2020 the Victorian Government released the 'Recycling Victoria – Victoria's circular economy and action plan'.
- 2.2 The plan will overhaul household recycling services, introducing a four-bin system and a container deposit scheme to improve the value captured from the materials we recycle.
- 2.3 A new legislation and establish a waste authority has been introduced to ensure greater accountability and transparency and improve services.
- 2.4 Some of the key actions in the plan include:
  - a) Diverting 80 per cent of waste from landfill by 2030, and an interim target of 72 per cent by 2025
  - b) Cut total waste generation by 15 per cent per capita by 2030
  - c) Halve the volume of organic material going to landfill between 2020 and 2030, with an interim target of 20 per cent reduction by 2025.
  - d) Ensure every Victorian household has access to food and garden organic waste recycling services or local composting by 2030.
  - e) Container Deposit Scheme (CDS) to commence on 1 November 2023.
  - f) The introduction of a glass recycling collection service by FY 2026/27.

### What We Are Working On

- 2.5 Our FOGO service commenced on 3 July 2023 and the garbage bin collection frequency changed to fortnightly immediately reducing our waste sent to landfill by at least 30%.
- 2.6 We are trialling a new role for the next 12 months; a Waste Improvements Officer to investigate instances of illegal dumping throughout the municipality on any Council land, more specifically providing a visual presence in the community that dumped waste is being investigated and dispelling the myth that items are just collected.
- 2.7 We have restructured our internal waste collection to sit under the waste team to allow us to collate data about our total waste generation rates.
- 2.8 We are upgrading our public litter bin at bus stops and throughout reserves to deter illegal dumping.
- 2.9 We will commence looking at the model for the introduction of the glass service in 2024/25.



### Container Deposit Scheme

- 2.10 The Minister for Environment Ingrid Stitt, announced on Friday 14 April that Victoria's container deposit scheme (CDS) is set to start on 1 November 2023.
- 2.11 The Minister also announced the appointment of the Scheme Coordinator, VicReturn, and the three Network Operators; Visy Recycling, TOMRA Cleanaway and Re.Turn It.
- 2.12 CDS is a key component of the Victorian Government's ambitious reforms to transform Victoria's recycling system and establish a thriving circular economy. The Government is investing \$515 million to transform our recycling sector in line with the Recycling Victoria: a new economy policy and action plan.
- 2.13 The container deposit scheme will reward Victorians with a 10-cent refund for every eligible container returned and will accept most cans, cartons and bottles between 150ml and 3L in size.
- 2.14 The scheme provides charities, community groups, environmental organisations, sporting clubs and educational organisations with new and easy ways to raise funds. Their options include:
- a) Receiving donations from the community – Victorians can choose to keep their refund or donate to a participating charity.
  - b) Initiate a collection drive – receive containers from the community.
  - c) Run a refund collection point as a business (over the counter).
- 2.15 CDS Vic will provide shared benefits to the community, environment and economy by delivering:
- a) Better recycling opportunities.
  - b) Less waste - old containers become new ones.
  - c) Less litter - cut by up to half.
  - d) Hundreds of new jobs and economic opportunities across Victoria.
  - e) A cleaner, greener state.

### Collection Refund Types

- 2.16 There are 3 collection refund types:
- a) Depots; primarily will be located in industrial areas for bulk sorting.
  - b) Over the counter; co-located at an existing business like an op shop.
  - c) Reverse Vending Machines (RVM) otherwise known as Kiosks.

### The Kiosk Design

- 2.17 CDS Kiosks have acoustic panels to mitigate internal noise, external lighting, security, daily cleaning and large storage capacity for broadly 33,000 containers.
- 2.18 The Kiosk has a 25m<sup>2</sup> kiosk footprint this is equivalent to 5 x car spaces and can utilise corners, angled spots, gardens and parking areas.

- 2.19 The Kiosks have the capacity to receive up to 10,000 containers per day per machine and process on container/second.
- 2.20 They are DDA compliant with no ramps.

### 3. PROPOSAL

- 3.1 Visy Recycling approached us in March with a list of proposed sites to host the Container Deposit Scheme (reverse vending machines) kiosks.
- 3.2 Visy have since undertaken a feasibility and site assessment for each site and have worked with us to determine their suitability for the community.
- 3.3 It is proposed that Manningham will be one of the first Local Government organisations to implement CDS and Visy have requested that they use this site for their first official public launch.
- 3.4 Whilst planning permits may not be required for some of the sites Visy will still be required to submit plans for each site for the licence agreements. Council officers have already commenced working with the traffic team to assess impacts on traffic movement for each site.

#### Licence Agreement

- 3.5 We have engaged Maddocks Lawyers to execute a common licence agreement with the following 9 Councils:

Shire of Yarra Ranges	Whitehorse City Council	Banyule City Council
City of Yarra	Knox City Council	City of Boroondara
City Of Melbourne	City of Darebin	Shire of Nillumbik

- 3.6 The licence agreement will outline the roles and responsibilities between Manningham Council and Visy Recycling. It will confirm that Visy is responsible for the design, supply, install, operation, and maintenance of each kiosk, at nil cost to Manningham Council (except for officer time & legal fees to set up the licence).

#### Communication and Engagement

- 3.7 The attached Communication and Change Plan outlines the key communication and engagement objectives which will be implemented over the next 6 months.

#### Timelines

14 April 2023	CDS announced
May – July 2023	Sites agreed, lease agreements and planning permit finalised
July 2023	Engage key stakeholders and share relevant communication material from Visy and the State Government about CDS.
July – August 2023	First kiosk to be installed. Commence education and marketing campaign
November 2023	CDS scheme commences

**4. COUNCIL PLAN / STRATEGY**

- 4.1 We are committed to providing a range of waste collection services which meet community expectations as well as achieve State Government waste diversion targets.
- 4.2 CDS aligns with the Council Plan goals 3.1 to 'protect and enhance our environment and biodiversity' 3.2 and to 'reduce our environmental impact and adapt to climate change', as well as goal 5.1 to be 'a financially sustainable council that manages resources effectively and efficiently'.

**5. FINANCIAL IMPLICATIONS**

- 5.1 We currently spend more than \$500,000 on litter collection each year. It is anticipated that the introduction of CDS will see a decrease in one of the most littered items: beverage containers.
- 5.2 Financial and resource requirements associated with the implementation of the CDs is largely born by Visy Recycling.
- 5.3 The licence agreement will outline the costs each party will be responsible for paying including the costs for annual energy usage per kiosk, which is estimated to be 13,000kWh.
  - a) Currently, electricity supply costs between 18-22c/kWh and daily supply costs are 71.236 c/Day (approx. \$28,000 p.a.).
  - b) It is proposed to charge a leasing fee for the use of land at each site.

**6. DECLARATIONS OF CONFLICT OF INTEREST**

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

# Container Deposit Scheme (CDS)

## Communications and change plan 2023

June to November 2023



# Background

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The Minister for Environment Ingrid Stitt, announced on Friday 14 April that Victoria's container deposit scheme (CDS) is set to start on 1 November 2023.

The Minister also announced the appointment of the Scheme Coordinator, VicReturn, and three network operators:

- Visy Recycling
- TOMRA Cleanaway
- Return-It

CDS is a key component of the Victorian Government's ambitious reforms to transform Victoria's recycling system and establish a thriving circular economy investing \$515 million to transform our recycling sector in line with the Recycling Victoria: a new economy policy and action plan.

Manningham Council has been chosen as one of the 12 Metro Council who will host the Visy CDS sites.

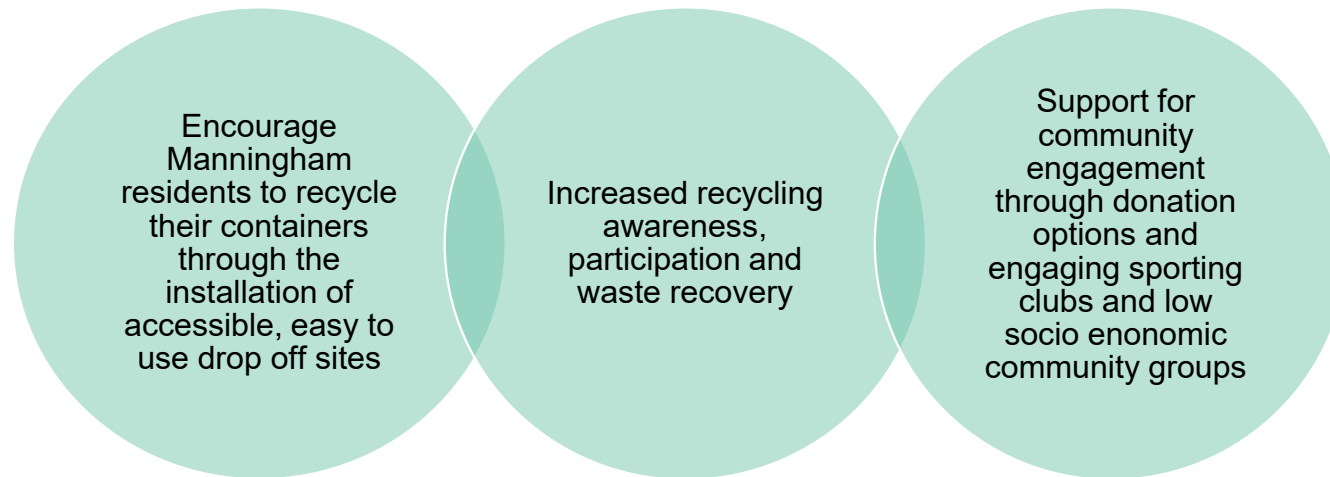
This communications and change plan will evolve over the coming months.

# Communications and change considerations



# Communication and engagement objectives

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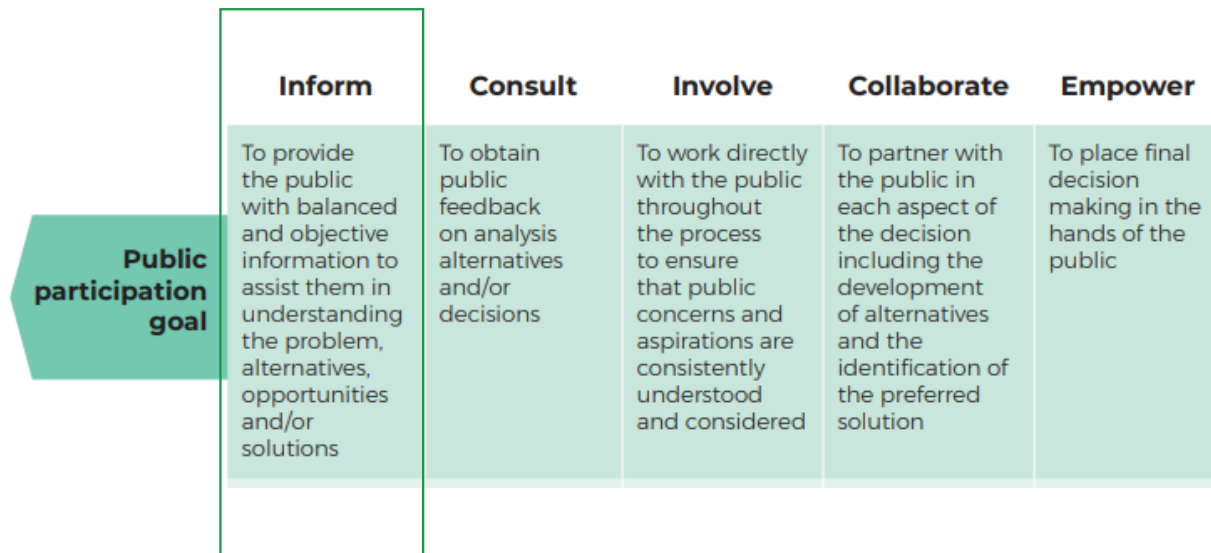


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# Community engagement

The CDS roll out sits in the **Inform** level of public participation in our community engagement spectrum due to this being a State led initiative.



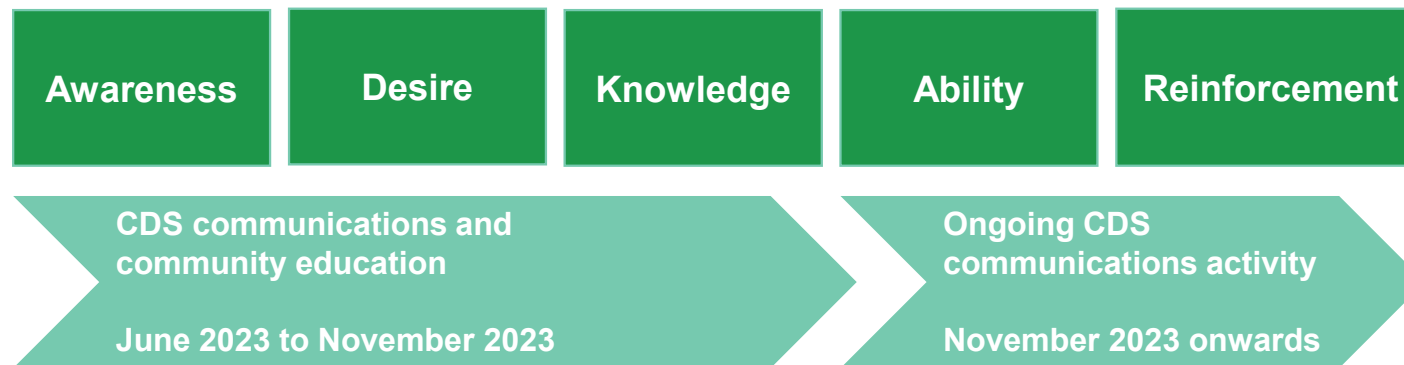
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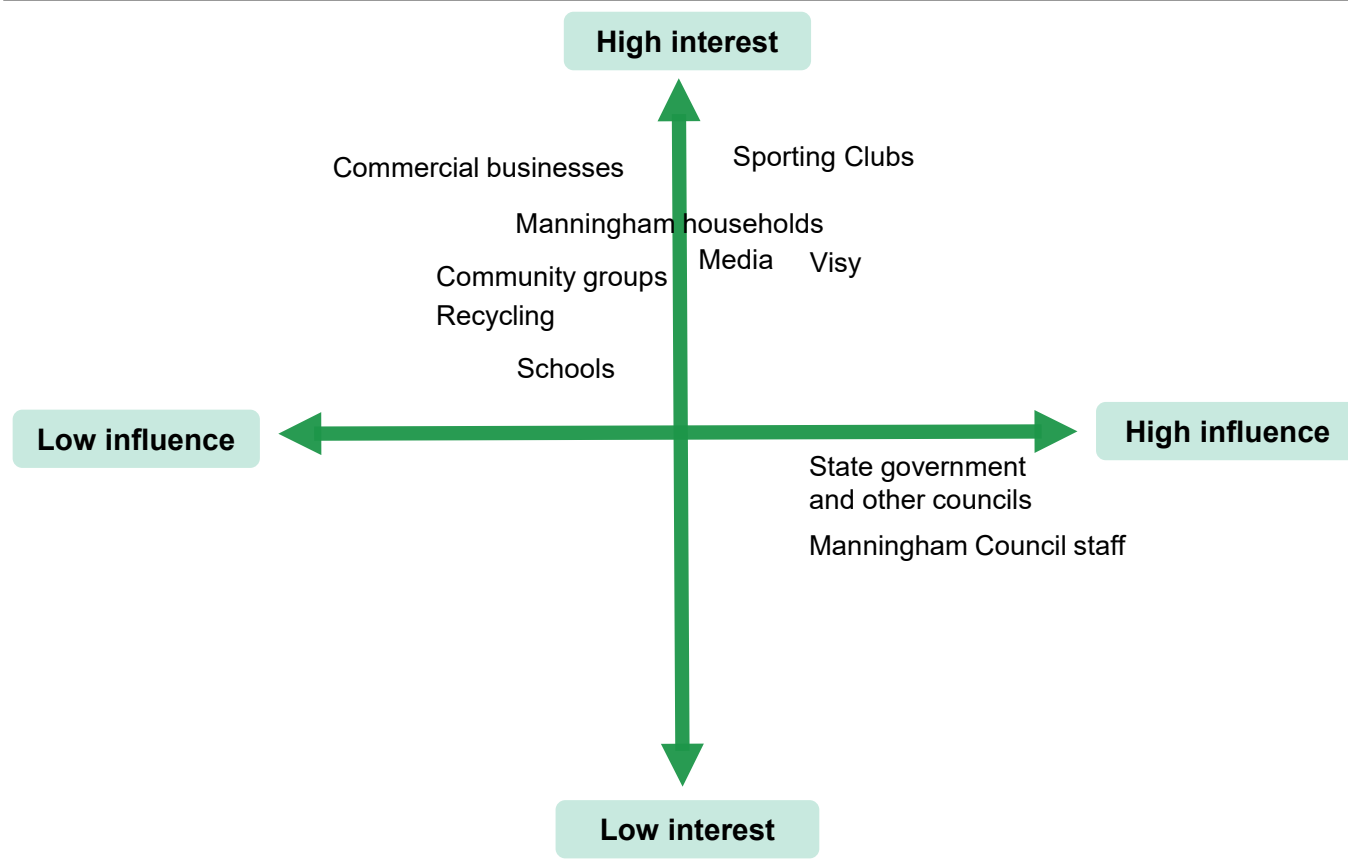


# How do we achieve behaviour change?

To achieve a change in behaviour we need to first build awareness, desire and knowledge of CDS in our community. This is following the ADKAR change management model.



# Stakeholder map



7



## Issues and risks identified – CDS

(all messaging must be closely aligned with State Government messaging)

Issue/risk	Mitigation/management strategy
Lack of community awareness and understanding of the CDS service and how to use it correctly. Large population behaviour change across diverse range of residents.	Strong communications campaign, multiple channels, may involve face-to-face opportunities for residents to ask questions.
Residents' resistance to change, preference to continue to use their yellow recycling bin or putting items in their red garbage bin.	Clearly explain how the CDS works and how the yellow recycling bin fits into the CDS with simple, clear information in different channels. May include 'how to' videos. Include clear messaging on the 'why' including environmental benefits to help build change acceptance among residents. FAQs on a dedicated page needed.
Community considers the CDS kiosks unsightly.	Promoting photos of the CDS points to familiarise residents with the look of them (Mayor photo op), human interest story on community groups who also accept items from CDS e.g. Warrandyte Rotary.
Misunderstanding of how the 10 cent refunds will work and how funds can be allocated.	Messaging around benefits to schools, not-for-profits, community groups and how this works from a practical perspective in collecting items and payment system.
Contamination from the containers that cannot be accepted, organic waste in general containers or mishandling.	Clear messaging around eligible and ineligible containers and the state of the containers that can go in the collection points.

## Issues and risks identified – CDS

Issue/risk	Mitigation/management strategy
Potential gap in understanding among culturally diverse communities of Manningham.	Provide culturally translated information, work with local culturally diverse community groups to understand best methods and messaging for community. May also require Easy English documents.
Concern about containers not being recycled e.g. negative stories from China.	Provide life cycle stories showing how containers are recycled at the material recovery facility (MRF).
Confusion about the different ways containers can be dropped off e.g. across Manningham	Stories on alternative ways to drop off containers such as cafes, shops rotary. Story on fundraising group collecting containers.
Community not clear where to drop off or require information in their local activity centres.	Series of community stalls at Activity Centres showing the containers that can be recycled and how the kiosk reverse vending machine works and how the 10 cent refund works.

## Overarching key messages

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- CDS is a key component of the Victorian Government's ambitious reforms to transform Victoria's recycling system and establish a thriving circular economy.
- CDS is a sustainable way to fundraise and support local organisations with a 10-cent refund for every eligible container returned.
- CDS will help to keep our streets cleaner by diverting plastic and glass waste to recycling.
- CDS will strengthen our waste recovery industry across Victoria and support Manningham's circular economy.
- CDS will accept most cans, cartons and bottles between 150ml and 3L in size.
- There is little cost to Council and reduction in containers going to landfill.
- Pre-existing relationships with Visy (Network Operator) who will set up and operate the Collection Refund Points network.
- Containers will be recycled into valued material leading to beneficial circular economy outcomes.

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# Overarching key messages

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- CDS Kiosks have acoustic panels to mitigate internal noise, external lighting, security, daily cleaning and large storage capacity for broadly 33,000 containers.
- The Kiosk has a 25m2 kiosk footprint this is equivalent to 5 x car spaces and can utilise corners, angled spots, gardens and parking areas.
- CDS can be through other outlets such as cafes and community groups.
- Manningham is one of 12 metro Councils who will host the Visy CDS sites.
- Community can start using the CDS from November 2023.
- Find out more at [manningham.vic.gov.au/CDS](https://manningham.vic.gov.au/CDS)

# Communications approach, campaigns and actions



# Communications approach

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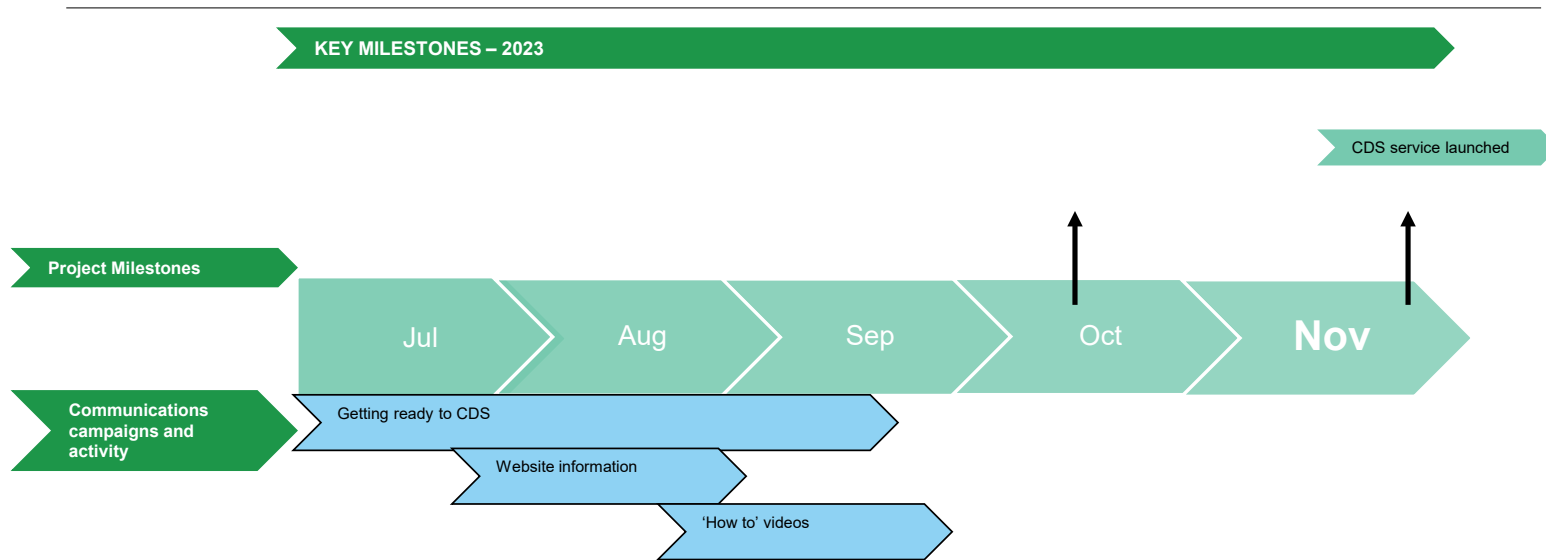
The communications approach will include a mix of channels and opportunities to reach the Manningham community and share information about CDS, this includes:



Communications action plans for each of the above are included in this communications and change plan.



# Project Timeline



Updated 15 March 2023

## Communications action plan

Action	Description	Audience	Responsible	What/when	Status
<b>COMMUNITY ACTIVITY</b>					
Markets	Market stall to include CDS information, demonstrations, opportunity to seek feedback and questions from residents.	Manningham residents	Comms/Waste	August onwards	
Community events	Presence at community-led and Council-run events, calendar to be developed	Manningham residents	Comms/Waste	August onwards	
Shopping centre pop-ups	Pop up stalls at both major shopping centres and shopping strips during busy periods - The Pines, Bulleen Plaza - Tunstall Square,	Manningham residents	Comms/Waste	July onwards	

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# Media and publications

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We will use a mix of Council-owned and community led channels to spread the message about CDS:

- Leveraging Council-owned publications and channels including Manningham Matters, e-news, flyers, social media.
- School and community group newsletters
- Community noticeboards
- Advertising
- Local media – Warrandyte Diary, Manningham Nillumbik Bulletin
- Local radio interview spots etc.
- Waste and metro media – targeted contact with journalists on CDS

Updated 15 March 2023

## Communications action plan

Action	Description	Audience	Responsible	What/when	Status
<b>MEDIA AND PUBLICATIONS</b>					
Manningham Matters	Regular stories in Manningham Matters	Manningham residents	Comms/Waste	Ongoing – relevant issues	
Media releases	Good news stories about CDS rollout	Media	Communications	Ongoing	
Local radio	Use current Mayoral radio spots for opportunities to discuss CDS roll out and benefits.	Manningham residents	Communications	As required	
Community group newsletters	Use previous contacts to see what newsletters are relevant	Community members	Communications Community liaison Officers	Ongoing	
eNews – Manningham e-news, Environment	Regular updates in various Council e-newsletters	Manningham residents	Communications	August, September, October, November	

Updated 15 March 2023

## Communications action plan

Action	Description	Audience	Responsible	What/when	Status
<b>MEDIA AND PUBLICATIONS</b>					
Flyers and posters	Posters for Bus shelters	Manningham residents	Comms/Waste	ongoing	
Brochure	Information brochure with details of the new service including translated information	Manningham residents	Comms/Waste	ongoing	
Webpage	CDS – source of truth webpage	Manningham residents	Comms/Waste	ongoing	

# Digital and social

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Easily accessible digital information will be a key part of the communications campaign, this will include instructional videos, social media and our website:

- New videos will be developed to communicate CDS key messaging
- Social media sharing, paid advertising and organic posting
- All communications will link back to our website [manningham.vic.gov.au/CDS](https://manningham.vic.gov.au/CDS) for more information
- FAQs on the website will be added to following community feedback

Updated 15 March 2023

## Communications action plan

Action	Description	Audience	Responsible	What/when	Status
<b>DIGITAL AND SOCIAL</b>					
Videos to be developed	Instructional videos will be developed.	Manningham residents	Communications	August 2023	
Social media posting – photos, videos etc.	Sharing of posts, photos and videos about CDS	Manningham residents	Communications	Ongoing	
Social media reels	Use instructional videos and turn into reels	Manningham residents	Communications	Ongoing	
Social media advertising	A series of paid ad campaigns will be run including targeted promotions by geographic area.	Manningham residents	Communications	Ongoing	
Website	Content to be regularly reviewed and updated based on FAQs and milestones.	Manningham residents	Communications	Ongoing	

# Internal

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Keeping our staff, EMT and Councillors up to date will be achieved by:

- Regular Councillor bulletins and EMT updates
- Mfocus
- Topic of the Day
- Manningham Intranet



Updated 15 March 2023

## Communications action plan

Action	Description	Audience	Responsible	What/when	Status
<b>INTERNAL</b>					
Topic of the Day	Video with Andrew Day shared with all staff.	Manningham residents	Communications	TBD with deadlines	
Mfocus	Regular Mfocus articles and sharing of progress of CDS communications	Manningham staff	Communications	TBD with deadlines	
Intranet page	Create an intranet page for CDS to share internally	Manningham staff	Communications/ Waste	TBD with deadlines	
EMT updates	Regular report/update on CDS communications activities	EMT	Waste/ Communications	TBD with deadlines	
Councillor bulletin updates	Provide update on communications activities	Councillors	Waste/ Communications	Councillor bulletin updates	
SBS briefing	Provide update to Councillors on activity	Councillors	Waste/ Communications	TBD with deadlines	

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# Approval

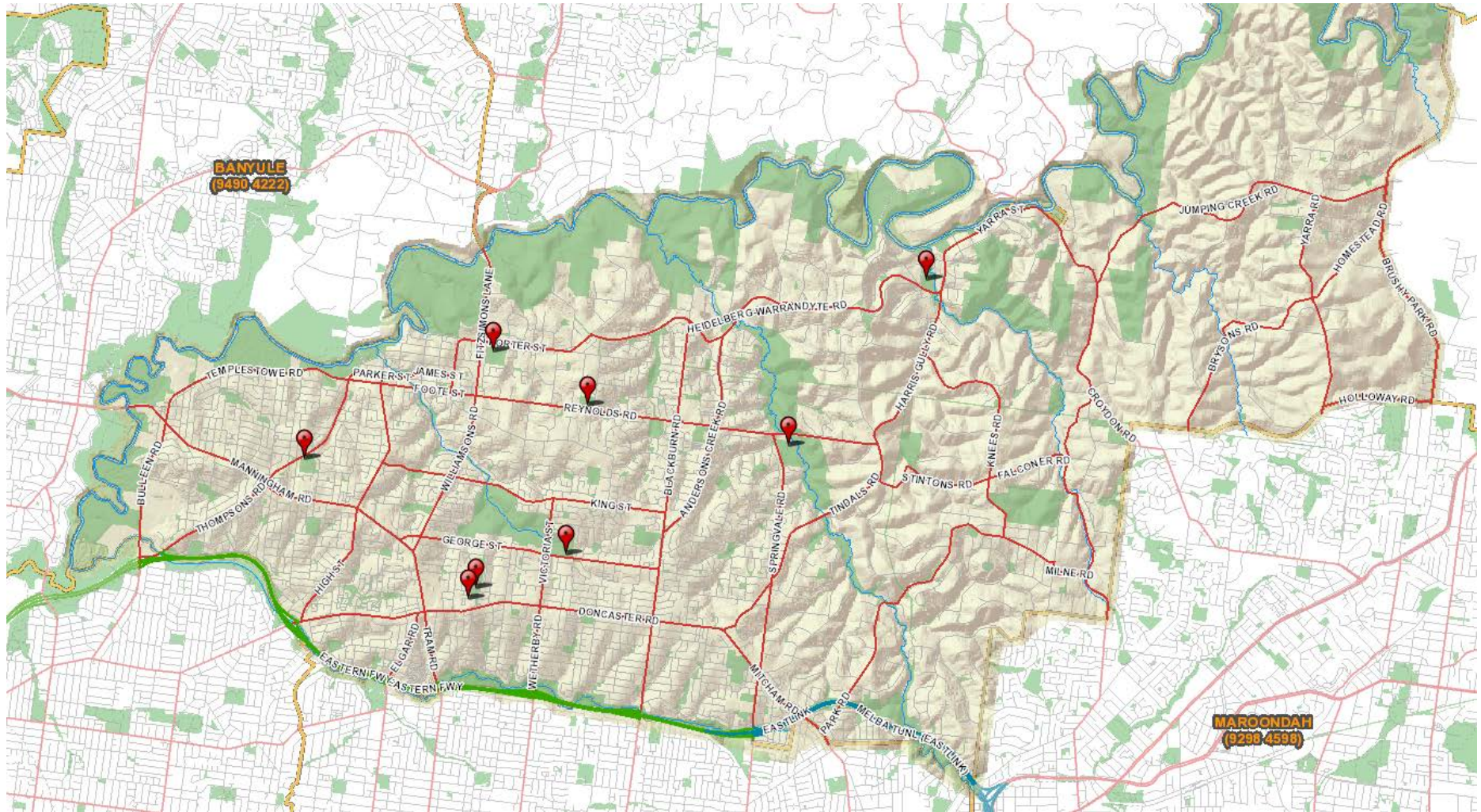
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Project team

Linda Kenworthy  
Approved: Y  
01/06/23

Manager

Helen Napier  
Approved: Y  
02/06/23



## 13 EXPERIENCE AND CAPABILITY

### 13.1 MAV State Council October 2023 Meeting Matters

File Number: IN23/418  
Responsible Director: Director Experience and Capability  
Attachments: Nil

#### EXECUTIVE SUMMARY

*Council can submit advocacy motions to the Municipal Association of Victoria (MAV) State Council. The next State Council meeting is on Friday 13 October 2023.*

*This report proposes a motion to deliver a modern, productive, environmentally sustainable bus network that increases the number of passengers.*

#### 1. RECOMMENDATION

**That Council:**

- A. Endorse the following motions to be submitted to the MAV State Council for consideration at the October meeting:**
- 1. Requests the Victorian government deliver the actions in accordance with the timeframe committed to in the Victorian Bus Plan.**
  - 2. Requests the Department of Transport and Planning collaborate with councils on the proposed network plans in the Bus Network Reform Pilot Projects.**
  - 3. Requests the Victorian government commit funding to deliver the Bus Network Pilot Projects.**
- B. Provide the CEO and Manningham Council's MAV delegate with the power to authorise any minor changes to improve the wording of the motion and/or to update the motion relative to any changes to the issue that may occur, providing the intent remains consistent with Council's endorsed motion.**

#### 2. BACKGROUND

- 2.1 State Council is the Municipal Association of Victoria (MAV) governing body and is made up of MAV delegates from each member Council. Members can submit business to be considered by State Council in accordance with the MAV Rules 2022 and MAV delegates can vote on matters before State Council.
- 2.2 State Council meets twice a year, or more if needed. The next State Council meets on Friday 13 October 2023.
- 2.3 Councils can submit advocacy motions to the State Council.

- 2.4 Motions must have state-wide significance to the sector, relate to one of the sector's priority issues in the MAV Strategic Plan and MAV will not consider issues that have already been adopted at a previous meeting of State Council or are current campaigns.
- 2.5 This report proposes a motion to deliver a modern, productive, environmentally sustainable bus network that increases the number of passengers.

### 3. DISCUSSION / ISSUE

- 3.1 Melbourne's bus network carries around 135 million passenger per year on more than 400 bus routes. Buses are the closest public transport mode for Melbournians, with over 80% of homes being within 400 metres of a local bus route.
- 3.2 The State Government acknowledges the important role of buses in the public transport system. On 13 June 2021 Transport Minister Ben Carroll MP launched the Victorian Bus Plan ("Plan"). The Plan identifies actions to deliver a modern, productive, environmentally sustainable bus network that increases the number of passengers.
- 3.3 To help inform the bus network reform, the Department of Transport and Planning undertook consultations in late 2022 for pilot projects in Melbourne's northern suburbs, Melbourne's north-eastern suburbs and Mildura. The findings were released in May 2023, via the Victorian Bus Reform consultation summary report. Common themes included a need for more frequent bus services, improved reliability and better connectivity to other suburbs, trains, and activity centres. Manningham, the only Melbourne municipality not served by trains or trams, was among the first areas to have their bus service reviewed.
- 3.4 **Motion:**
  - Requests the Victorian government deliver the actions in accordance with the timeframe committed to in the Victorian Bus Plan.
  - Requests the Department of Transport and Planning collaborate with councils on the proposed network plans in the Bus Network Reform Pilot Projects.
  - Requests the Victorian government commit funding to deliver the Bus Network Pilot Projects.

### 4. COUNCIL PLAN / STRATEGY

- 4.1 The motion aligns with the Manningham Council Plan 2021-25, Goal 2.3 Well connected, safe and accessible travel and our commitment to advocate for easier travel options to and within Manningham and surrounding areas.

### 5. IMPACTS AND IMPLICATIONS

- 5.1 If the motion was successful there could be improvements in the bus network with Manningham and connecting to surrounding areas resulting in improved social, economic and environmental benefits for our community.

**6. DECLARATIONS OF CONFLICT OF INTEREST**

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

## 14 CHIEF EXECUTIVE OFFICER

### 14.1 Strategic Risk Register Six Monthly Report June 2023

File Number: IN23/395  
Responsible Director: Chief Executive Officer  
Attachments: 1 Strategic Risk Register Summary June 2023 [↓](#)

#### EXECUTIVE SUMMARY

*This report provides Council with summary details of Manningham Council's Strategic Risk Register (the register) as at June 2023. The report complies with the Local Government Performance and Reporting Framework. The register is subject to a six-monthly review cycle by management's Executive Risk Committee and regular presentations to the independent Audit and Risk Committee, most recently in May 2023. Review and capture of risks is a dynamic process and is relative to a point in time. There are presently 10 strategic risks.*

#### RECOMMENDATION

**That Council note the Strategic Risk Register as at June 2023.**

#### 1. BACKGROUND

- 1.1 Council adopted the Risk Management Strategy and Policy on 22 March 2022. This provides a risk management framework to manage uncertainty, threats and risks, whilst enabling value creation, to achieve our strategic goals and better outcomes for our community.
- 1.2 A foundation of the risk management policy framework is the identification and treatment of key risks in our business activities, which are documented in our strategic and operational risk registers.
- 1.3 A strategic risk is defined as a risk significant enough to prevent Council from achieving; its strategic objectives outlined in the Council Plan and other strategies, statutory responsibilities or a risk which has a material impact on service delivery.
- 1.4 The Executive Risk Committee (**the Committee**) undertakes a holistic review of the strategic risk register on a six-monthly cycle. This includes an environmental scan of megatrends and other relevant issues to consider emerging risks and their causes, as they relate to Manningham Council. The independent Audit and Risk Committee also have an advisory role under the *Local Government Act 2020*, to monitor and provide advice on risk management and fraud prevention systems and controls.
- 1.5 The strategic risks are also managed in accordance with Council's Risk Management Framework, which sets the individual review and treatment cycle for each risk, having regard to its current risk rating.

## 2. DISCUSSION / ISSUE

- 2.1 At its meeting in May 2023, the Committee considered the updated external megatrend influences, published regulatory findings in response to investigations in other Council and agencies, and stakeholder feedback previously received from Councillors and the Audit and Risk Committee. An effort was also made to reduce the number of strategic risks through the reclassification of some risks to the operational risk register. There are now 10 strategic risks.
- 2.2 Key considerations by the Committee included:
- Inflationary and cost of living pressures for people, businesses and governments
  - Cybersecurity risk and the rapidly emerging technology disruption by Chatbots and generative AI.
  - Renewable energy transition demand and opportunities and updated economic impact from the 2022 Australian flooding events.
  - Community health in the wake of COVID-19, the changes to funding arrangements for in-home care services by the Commonwealth government and population forecasts.
  - A surge in disruptive and intimidating behaviour at Victorian public council meetings by organised groups with particular views on some agenda items.
  - The importance of good governance and workplace culture in response to sector and institutional failures.
  - Lessening of broad and systemic skills shortages to more occupational specific shortages.
- 2.3 Rapid social and commercial uptake of the disruptive technologies, namely Chatbot and generative artificial intelligence (AI), has been identified as an emerging strategic risk in the context of the legal and policy frameworks which have not “caught up” to promote or ensure accurate and ethical application. More research and understanding of this risk (as well as the opportunities) is being undertaken by a cross organisational working group.
- 2.4 The following three strategic risks were moved to the operational risk register:-
- Risk No 2 – Non-compliance with legal, statutory and regulatory requirements
  - Risk No 8 - Change in government policy and funding resulting in significant impact on the delivery of critical services
  - Risk No 101 – Failure to strategically plan for future technologies and business processes
  - Risk No 116 – Systemic skilled labour shortage
- 2.5 Independent oversight of material risks is provided by the Audit and Risk Committee, whose overseeing role is to monitor the effectiveness of the risk register process by interrogating the currency of the risks, risk ratings, controls and treatment plans. The Audit and Risk Committee gains independent assurance through the function of internal audit and other assurance reporting.



2.6 At its meeting on 26 May 2023, the Audit and Risk Committee considered and discussed the material risks facing Council and noted the Risk Register report.

2.7 Attachment 1 contains a summary of the current Strategic Risk Register.

### **3. COUNCIL PLAN / STRATEGY**

3.1 The reporting of the Strategic Risk Register and its review processes is one of the key pillars of the Council Plan to be a well governed council.

### **4. IMPACTS AND IMPLICATIONS**

4.1 to the Manningham community that risks are identified, assessed, treated and monitored through a policy based framework with reporting to the Audit and Risk Committee and Council.

### **5. DECLARATIONS OF CONFLICT OF INTEREST**

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

Risk No	Risk Description	Current Likelihood	Current Consequence	Current Rating	Risk Minimisation Strategies
109	<b>Economy</b> - Failure to promote economic growth through business development, investment and job opportunities in Manningham	Likely	Moderate	High	<p>Economic Development Strategy to be presented to Council July 2023 prior to formal public consultation, feedback and future implementation.</p> <p>Supporting strategies include the Council Plan, Liveable City Strategy 2040 which includes the theme 'Thriving Employment', Activity Centre Structure Plans etc. Development of Doncaster Hill Framework Plan.</p> <p>Investigate options for land for employment use</p> <p>North East Link Project continued advocacy to reduce construction impact on abutting businesses in the Bulleen Industrial Presinct where feasible</p> <p>Ongoing advocacy for the Suburban Rail Loop which identifies a rail station on Doncaster Hill in its route from Cheltenham to the Airport Phase 2.</p>
108	<b>Community Health</b> - Ineffective initiatives to build community health, social cohesion and resilience	Almost Certain	Moderate	High	<p>Health and Wellbeing Strategy 2021-2025, Active for Life Recreation Strategy and anti-ageism promotion</p> <p>Manningham 2040 Community Vision Council Plan 2021-2025 - explicit goals for a Healthy, Safe &amp; Resilient Community and Connected and Inclusive Community. Reporting on KPIs</p> <p>Improve the range of accessible support and services available to Manningham young people including advocating for greater mental health resources and working collaboratively with youth agencies</p> <p>Implementation of the Reconciliation Action Plan 2023-25 to enhance recognition of First Nations People. Approved by Wurundjeri Woi-Wurrung and endorsed by Reconciliation Aust</p> <p>Financial community support relief packages and community grants. Prevention of family violence and its impacts</p>
12	<b>Business Interruption</b> - Failure to effectively plan response to and recovery from a major business interruption event.	Possible	Major	High	<p>Business Continuity Management Policy and IT Disaster Recovery Plan Framework including: Policy, Crisis Management Response &amp; Recovery Plans, Directorate Sub Plans and Pandemic Sub Plan.</p> <p>Crisis Management Team (CMT) is activated by the CEO in response to a crisis event and follows standard operating procedures whilst adjusting to the nature of the event and response.</p> <p>Crisis management team training and test exercise completed Mar 2023 and May 2023 respectively.</p> <p>Implementation of test exercise action plan to achieve continuous improvement. Reporting to Executive Risk Committee and independent Audit and Risk Committee</p>
10	<b>Climate Change</b> - Ineffective climate change response plan and implementation to realise sustainable outcomes for Council and the community	Likely	Major	High	<p>Council Declaration of Climate Emergency Action Plan, informed by expert consultant and community consultation that will identify risk based mitigation, adaptation and advocacy actions. Target zero emissions for Council operations by 2028 - KPI monitoring and reporting.</p> <p>Implementation of new Food Organics Garden Organics to reduce landfill and carbon emission pollution.</p> <p>Flood Management Plan, Drainage Strategy, ongoing drainage maintenance program and data from flood mapping used in Council's service delivery. Drainage management risk register. Capital Investment, building condition audits, maintenance programs and asset inspection cycles.</p> <p>Environmental Action Plan including a range of initiatives to reduce impact and adapt to climate change i.e. education &amp; awareness, encourage solar uptake, increased tree planting, fleet uptake electric vehicles &amp; public EV charging stations, overall reduction in Council's greenhouse emissions etc.</p>
7	<b>Work Health and Safety</b> - Failure to protect the health and wellbeing of our people at work or the public through our work activities	Likely	Moderate	High	<p>Ongoing implementation and review of WHS Strategy, policies and procedures including hazard assessments</p> <p>Contract Management - comprehensive contract conditions, inspections, demonstration of compliance and monitoring of work practices.</p> <p>Work Health and Safety software solution implemented for improved reporting and monitoring.</p> <p>Active WHS committee structure comprising a strategic central committee and two operational committees, reviewing and adopting policies/procedures, analysing incident reports, training and audits etc.</p> <p>Compulsory training for Health and Safety Representatives, management and workers. Communication and engagement activity extending to include health and wellbeing initiatives.</p>

					Quarterly OHS Incident and Injury Hazard Reporting & Analysis to WHS Committee and annually to Risk Committee.
1	<b>Systems, Data and Records</b> - Failure to maintain and protect data and record systems	Likely	Major	High	<p>Review of Information Technology Strategy and digital transformation roadmap.</p> <p>Governance structures including: Executive Committees, Steering Committees, Project Control Groups, independent Audit and Risk Committee</p> <p>Annual external audit and internal audit programs</p> <p>Systems of controls, detection, training and reporting</p> <p>Cyclical disaster recovery test exercise to validate recovery capabilities in new environment and improve processes.</p> <p>Register and review of IT Policies, infrastructure upgrades to support effective, reliable and secure operations.</p> <p>Annual and long term budget to maintain and improve system capability &amp; systems of control</p>
119	<b>Disruptive Technology</b> - emergence of Chatbots and Generative AI create legal and ethical risks to Council's operation	Possible	Moderate	Medium	<p>Dependent on Australian Government Law, industry and expert advice, existing manual validation including reference checks, procurement and contract framework etc.</p> <p>Organisational working group investigating response plan with an initial focus on worker awareness, Procurement and Contract Management including supplier transparency and Council's conditions of use or prohibition.</p>
5	<b>Governance, Integrity and Culture</b> - Failure to value, develop and deliver good governance and a culture of integrity across all Council functions and operations	Unlikely	Moderate	Medium	<p>Conflict of interest policy. Central register of conflict of interests managed and monitored by Governance. Councillor code of Conduct and induction training.</p> <p>Public Interest Disclosure Procedures, Fraud and Corruption Policy and Control Procedure, Transparency Policy, Employee Code of Conduct, Token Gift Policy, Councillor Code of Conduct, Councillor Gift Policy &amp; Register 2021, Procurement policy 2022</p> <p>Code of Conduct and Fraud and Corruption e-learning modules mandatory training and induction - two yearly cycle. Re-launch of in-person comprehensive new staff induction process (May 2023)</p> <p>Integration and promotion of organisational values throughout key corporate policies, guidelines, performance reviews, excellence awards, leadership, staff communications, staff engagement survey and recruitment screening.</p> <p>Audit and Risk Committee (independent function) mandated role under the Loc Gov Act 2020 to monitor the compliance of Council policies and procedures with the overarching governance principles. The Committee oversee the internal audit program.</p>
4	<b>Community Engagement</b> - Ineffective community engagement that is not well planned, inclusive and accessible to those people that may be affected by Council decision making.	Possible	Moderate	Medium	<p>Local Government Act 2020 reform to a principles-based Act with the aim of ensuring all Victorians have the opportunity to engage with their council on local priorities and the future of their community through deliberative engagement. Nine community elected Councillor representatives, operating within a democratic governance model, accountable to State Government regulators and the public community.</p> <p>Sub committees and advisory committee participation comprising Councillors, community members, independent experts and management to inquire, advise, share ideas and information, plan and develop actions to maximise successful outcomes for the diverse needs of the Manningham Community.</p> <p>Manningham Community Engagement Policy Community led Council Plan 2021-2025 Have Your Say website engagement platform on key strategies and initiatives, community newsletters, social media communications and monitoring Interpreter service.</p> <p>Ongoing awareness and training of Community Engagement principles and processes. Values based Council (Working Together, Excellence, Accountable, Respectful and Empowered).</p> <p>Annual Local Government Community Satisfaction Survey results presented to Council.</p>

3	Finance - Inadequate planning and management of Council's financial resources	Rare	Major	Medium	Financial management system, policies & procedures, comprehensive Budget planning process. Extensive workshopping with Councillors, public consultation and adoption of Budget by Council. Highly experienced qualified staff
					10 Year long term financial plan, review incorporating Rate Capping formula, Revenue & Rating Plan.
					Annual external audit by VAGO including financial risk analysis rating. Audit Committee oversight of VAGO's Closing Report and annual Financial Report of accounts prior to adoption by Council.
					Monthly Reporting to Executive Management Team and Quarterly to Council. Monitoring by Audit and Risk Committee.
					Investment Policy including access to expert independent advice. Controls, monitoring Access to short & long term funding and reporting.
Interrogation of budget projections, system gateways and approval processes, rolling full year forecasting, monthly reporting to EMT, quarterly financial and capital works performance reporting to Councillors.					

Strategic Risks moved to Operational Risk Register

2	Compliance and Legal - Non compliance with statutory and regulatory requirements			Medium	
8	Change in government policy and/or funding resulting in significant impact on the delivery of critical services			Medium	
101	Failure to strategically plan for future (existing and emerging) technologies and business processes			Medium	
116	Labour Shortage - Systemic skilled labour market shortage			Medium	

**14.2 Appointment of Authorised Officer - Planning and Environment Act 1987**

File Number:	IN23/391
Responsible Director:	Chief Executive Officer
Attachments:	<ol style="list-style-type: none"><li>1 S11A Instrument of Appointment and Authorisation - James Stanfield - 25 July 2023 <a href="#">↓</a></li><li>2 S11A Instrument of Appointment and Authorisation - Jane Churchley - 25 July 2023 <a href="#">↓</a></li><li>3 S11A Instrument of Appointment and Authorisation - Chris Mathers - 25 July 2023 <a href="#">↓</a></li></ol>

**EXECUTIVE SUMMARY**

*In accordance with the Planning and Environment Act 1987 (the Act), Council is required to authorise officers for the purpose of enforcing the provisions of the Act. It is proposed to appoint the Council officers detailed below as an Authorised Officer pursuant to Section 147(4) of the Act.*

*The Local Government Act 1989 also empowers Council to appoint a person, other than a Councillor, to be an authorised officer for the purposes of the administration and enforcement of any Act, regulations or local laws which relate to the functions and powers of the Council.*

*A person who is appointed to a position has the powers of that position under the legislation which they have been appointed. Authorisations are necessary to facilitate the efficient and effective function of councils as they enable authorised officers to carry out compliance or enforcement under legislation related to their functions and powers of the Council.*

*Authorised officers will continue to be appointed under s224 of the Local Government Act 1989, as there are no provisions for appointing authorised officers under the Local Government Act 2020.*

**1. RECOMMENDATION**

**In the exercise of the powers conferred by section 224 of the *Local Government Act 1989* and the other legislation referred to in the attached instrument of appointment and authorisation, Council resolves that:**

**A. The following Council Officers be appointed as an authorised officer:**

- James Stanfield
- Jane Churchley
- Chris Mathers

**B. The instrument will come into force immediately upon execution and will remain in force until Council determines to vary or revoke the Instrument or the officer ceases their employment with Council; and**

**C. The Instruments be signed and sealed.**

**2. BACKGROUND**

- 2.1 The *Planning and Environment Act 1987* (the Act) regulates enforcement of the Act and is reliant on authorised officers acting on behalf of the Responsible Authority which is Council.
- 2.2 The Act, unlike the *Local Government Act 1989*, does not permit appointments to be made by the Chief Executive Officer and therefore in order for the officer to legally undertake the duties of their position under the Act, it is necessary for Council to make appointments by formal resolution.
- 2.3 The Instrument of Appointment and Authorisation has been prepared based on advice from Maddocks Lawyers and empowers the relevant officer to exercise those powers granted in the Instrument.
- 2.4 The appointment will come into force immediately upon its execution under the Seal of Council and will remain in force until varied or revoked by Council or the officer ceases employment with Council.
- 2.5 In addition to the appointment under the Act, Council pursuant to Section 224 of the *Local Government Act 1989*, may appoint any person other than a Councillor to be an authorised officer for the purposes of the administration and enforcement of most other Acts, Regulations or Local Laws which relate to the functions and powers of Council. This broader Instrument of Appointment and Authorisation has already been carried out, in respect to the designated officers, under the delegated authority of the Chief Executive Officer as the first part of a dual appointment process.
- 2.6 The appointment will be recorded in the Authorised Officers Register that is required to be kept by Council and is available for public inspection.

**3. DECLARATIONS OF CONFLICT OF INTEREST**

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

**Instrument of Appointment and Authorisation  
(Planning and Environment Act 1987)**

In this instrument "officer" means -

**James Stanfield**

**By this instrument of appointment and authorisation Manningham City Council -**

- 1. under section 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
- 2. under section 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

**It is declared that** this instrument comes into force immediately upon its execution and remains in force until varied or revoked.

This instrument is authorised by a resolution of the Manningham City Council on 25 July 2023.

The Common Seal of            )  
Manningham City Council        )  
was hereunto affixed            )  
in the presence of:                )

Mayor .....

Chief Executive Officer .....

Date: .....

**Instrument of Appointment and Authorisation  
(Planning and Environment Act 1987)**

In this instrument "officer" means -

**Jane Churchley**

**By this instrument of appointment and authorisation Manningham City Council -**

- 1. under section 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
- 2. under section 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

**It is declared that** this instrument comes into force immediately upon its execution and remains in force until varied or revoked.

This instrument is authorised by a resolution of the Manningham City Council on 25 July 2023.

The Common Seal of            )  
Manningham City Council        )  
was hereunto affixed            )  
in the presence of:             )

Mayor .....

Chief Executive Officer .....

Date: .....



**Instrument of Appointment and Authorisation  
(Planning and Environment Act 1987)**

In this instrument "officer" means -

**Chris Mathers**

**By this instrument of appointment and authorisation Manningham City Council -**

- 1. under section 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
- 2. under section 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

**It is declared that** this instrument comes into force immediately upon its execution and remains in force until varied or revoked.

This instrument is authorised by a resolution of the Manningham City Council on 25 July 2023.

The Common Seal of            )  
Manningham City Council        )  
was hereunto affixed            )  
in the presence of:                )

Mayor .....

Chief Executive Officer .....

Date: .....

### 14.3 Informal Meetings of Councillors

File Number:	IN23/396
Responsible Director:	Chief Executive Officer
Attachments:	<ol style="list-style-type: none"><li>1 Health and Wellbeing Advisory Committee - 7 June 2023 <a href="#">↓</a></li><li>2 Councillor and CEO Only Time - 20 June 2023 <a href="#">↓</a></li><li>3 Strategic Briefing Session - 20 June 2023 <a href="#">↓</a></li><li>4 Councillor and CEO Only Time - 27 June 2023.DOCX <a href="#">↓</a></li><li>5 Department of Transport and Planning (DTP) Bus Reform - 3 July 2023 <a href="#">↓</a></li><li>6 Strategic Briefing Session - 4 July 2023 <a href="#">↓</a></li><li>7 Strategic Briefing Session - 11 July 2023 <a href="#">↓</a></li><li>8 Consultation Meeting - 12 July 2023 <a href="#">↓</a></li></ol>

#### EXECUTIVE SUMMARY

*Chapter 6, sub rule 1 of Manningham's Governance Rules requires a record of each meeting that constitutes an Informal Meeting of Councillors to be reported to Council and those records to be incorporated into the minutes of the Council Meeting.*

#### RECOMMENDATION

**That Council note the Informal Meetings of Councillors for the following meetings:**

- **Health and Wellbeing Advisory Committee – 7 June 2023**
- **Councillor and CEO Only Time – 20 June 2023**
- **Strategic Briefing Session – 20 June 2023**
- **Councillor and CEO Only Time – 27 June 2023**
- **Department of Transport and Planning (DTP) Bus Reform – 3 July 2023**
- **Strategic Briefing Session – 4 July 2023**
- **Strategic Briefing Session 11 July 2023**
- **Consultation Meeting – 12 July 2023**

#### 1. BACKGROUND

- 1.1 Section 60 of the *Local Government Act 2020*, requires a Council to develop, adopt and keep in force Governance Rules (the Rules).
- 1.2 Chapter 6, sub rule 1 of Manningham's Governance Rules requires the Chief Executive Officer to ensure a summary of matters discussed at an informal meeting is tabled at the next convenient Council meeting and recorded in the minutes of that meeting.

1.3 An Informal Meeting of Councillors is a meeting that:

- is a scheduled or planned meeting of all Councillors (irrespective of how many Councillors attend) with the Chief Executive Officer for the purpose of discussing the business of Council or briefing Councillors; or
- is a scheduled or planned meeting of all Councillors (irrespective of how many Councillors attend) with the Executive Management Team for the purpose of discussing the business of Council or briefing Councillors; or
- is a scheduled or planned advisory committee meeting attended by at least one Councillor and one member of Council staff; and
- is not a Council meeting, Delegated Committee meeting or Community Asset Committee meeting.

## **2. DISCUSSION / ISSUE**

Summaries of the following informal meetings are attached to this report:

- Health and Wellbeing Advisory Committee – 7 June 2023
- Councillor and CEO Only Time – 20 June 2023
- Strategic Briefing Session – 20 June 2023
- Councillor and CEO Only Time – 27 June 2023
- Department of Transport and Planning (DTP) Bus Reform – 3 July 2023
- Strategic Briefing Session – 4 July 2023
- Strategic Briefing Session 11 July 2023
- Consultation Meeting – 12 July 2023

## **3. DECLARATIONS OF CONFLICT OF INTEREST**

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

# Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS	
<b>Meeting Name:</b>	Health and Wellbeing Advisory Committee
<b>Date:</b>	Wednesday 7 June 2023
	<b>Time Opened:</b> 6:00pm
	<b>Time Closed:</b> 8:00pm
<b>Location:</b>	Koonung Room
<b>Councillors Present:</b>	Cr Deirdre Diamante (Mayor)
<b>Officers Present:</b>	Catherine Simcox, Felicity Raper, Heather Callahan
<b>Apologies:</b>	Michelle Zemancheff
<b>Items discussed:</b>	<ol style="list-style-type: none"> <li>1. Manningham Wellbeing Card</li> <li>2. Health and Wellbeing Strategy Progress Report</li> <li>3. VicHealth Local Government Partnerships</li> <li>4. Aligned Leisure</li> <li>5. Gambling Policy Review</li> <li>6. Other Business – RATS distribution program update, Annual Advisory Combined Dinner, Mayoral Gala Ball – Dementia Awareness, International Women’s Day</li> </ol>
CONFLICT OF INTEREST DISCLOSURES	
<b>Were there any conflict of interest disclosures by Councillors?</b>	No

# Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS					
<b>Meeting Name:</b>	Councillor and CEO Only Time				
<b>Date:</b>	Tuesday, 20 June 2023				
	<table border="1"> <tr> <td><b>Time Opened:</b></td> <td>5:30pm</td> </tr> <tr> <td><b>Time Closed:</b></td> <td>6:00pm</td> </tr> </table>	<b>Time Opened:</b>	5:30pm	<b>Time Closed:</b>	6:00pm
<b>Time Opened:</b>	5:30pm				
<b>Time Closed:</b>	6:00pm				
<b>Location:</b>	Koonung Room				
<b>Councillors Present:</b>	Cr Deirdre Diamante (Mayor), Cr Tomas Lightbody (Deputy Mayor), Cr Anna Chen, Cr Geoff Gough, Cr Carli Lange, Cr Laura Mayne and Cr Stephen Mayne				
<b>Officers Present:</b>	Andrew Day, CEO				
<b>Apologies:</b>	Cr Andrew Conlon, Cr Michelle Kleinert				
<b>Items discussed:</b>	<ol style="list-style-type: none"> <li>1. Warrandyte Community Support</li> <li>2. Legal matter</li> <li>3. Women's Soccer World Cup Event</li> <li>4. Australian Local Government Association Conference</li> </ol>				
CONFLICT OF INTEREST DISCLOSURES					
<b>Were there any conflict of interest disclosures by Councillors?</b>	No				

# Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS					
<b>Meeting Name:</b>	Strategic Briefing Session				
<b>Date:</b>	Tuesday, 20 June 2023				
	<table border="1"> <tr> <td><b>Time Opened:</b></td> <td>6:43pm</td> </tr> <tr> <td><b>Time Closed:</b></td> <td>8:34pm</td> </tr> </table>	<b>Time Opened:</b>	6:43pm	<b>Time Closed:</b>	8:34pm
<b>Time Opened:</b>	6:43pm				
<b>Time Closed:</b>	8:34pm				
<b>Location:</b>	Council Chambers				
<b>Councillors Present:</b>	Cr Deirdre Diamante (Mayor), Cr Tomas Lightbody (Deputy Mayor), Cr Anna Chen, Cr Geoff Gough, Cr Michelle Kleinert, Cr Carli Lange, Cr Laura Mayne and Cr Stephen Mayne				
<b>Officers Present:</b>	<p><b>Executive Officers Present</b></p> <p>Andrew Day, Chief Executive Officer            Jon Gorst, Chief Financial Officer            Andrew McMaster, Chief Legal and Governance Officer            Kerry Paterson, Director Experience and Capability            Rachelle Quattrocchi, Director City Services            Lee Robson, Director Connected Communities            Duncan Turner, Director City Planning</p> <p><b>Other Officers in Attendance</b></p> <p>Carrie Bruce, Senior Governance Lead            Sheraz Akram, Coordinator Management Accountant            Linda Merlino, Project Lead - Strategic Property Portfolio            Krishen Soobrayen, Manager City Projects            Vanessa O'Toole, Manager People Experience</p>				
<b>Apologies:</b>	Cr Andrew Conlon				
<b>Items discussed:</b>	<ol style="list-style-type: none"> <li>1. 10 Year Financial Plan 2023/24 to 2032/33</li> <li>2. 2023/24 Budget Adoption and Declaration of Rates and Charges</li> <li>3. Strategic Property Portfolio Update (Confidential)</li> <li>4. Employment Opportunities for Young People.</li> <li>5. Health and Wellbeing Action Plan 2021-2023 Progress Report</li> <li>6. CEO KPI 2022/23 Update - Active Transport Strategy</li> </ol>				
CONFLICT OF INTEREST DISCLOSURES					
<b>Were there any conflict of interest disclosures by Councillors?</b>	No				

# Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS					
<b>Meeting Name:</b>	Councillor and CEO Only Time				
<b>Date:</b>	Tuesday, 27 June 2023				
	<table border="1"> <tr> <td><b>Time Opened:</b></td> <td>5:30pm</td> </tr> <tr> <td><b>Time Closed:</b></td> <td>6:15pm</td> </tr> </table>	<b>Time Opened:</b>	5:30pm	<b>Time Closed:</b>	6:15pm
<b>Time Opened:</b>	5:30pm				
<b>Time Closed:</b>	6:15pm				
<b>Location:</b>	Koonung Room				
<b>Councillors Present:</b>	Cr Deirdre Diamante (Mayor), Cr Tomas Lightbody (Deputy Mayor), Cr Anna Chen, Cr Andrew Conlon, Cr Geoff Gough, Cr Michelle Kleinert, Cr Carli Lange, Cr Laura Mayne (virtual attendee) and Cr Stephen Mayne				
<b>Officers Present:</b>	Andrew Day, CEO				
<b>Apologies:</b>	Nil				
<b>Items discussed:</b>	<ol style="list-style-type: none"> <li>1. MannaCare</li> <li>2. Women's World Cup Event</li> <li>3. Eastern Region Group of Councils</li> <li>4. Pool prosecution</li> <li>5. Upcoming Council meeting</li> </ol>				
CONFLICT OF INTEREST DISCLOSURES					
<b>Were there any conflict of interest disclosures by Councillors?</b>	No				

# Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS	
<b>Meeting Name:</b>	Department of Transport and Planning (DTP) Bus Reform
<b>Date:</b>	Monday, 3 July 2023
	<b>Time Opened:</b> 6:00pm
	<b>Time Closed:</b> 8:00pm
<b>Location:</b>	Council Chambers
<b>Councillors Present:</b>	Cr Tomas Lightbody (Deputy Mayor), Cr Geoff Gough, Cr Andrew Conlon, Cr Anna Chen, Cr Michelle Kleinert, Cr Carli Lange
<b>Officers Present:</b>	Andrew Day (CEO), Duncan Turner, Lee Robson, Rachelle Quattrocchi, Kerryn Paterson, Liz Lambropoulos, Lydia Winstanley
<b>Apologies:</b>	Cr Diedre Diamante (Mayor), Cr Stephen Mayne, Cr Laura Mayne
<b>Items discussed:</b>	The Department of Transport and Planning (DTP) briefed Councillors on the consultation findings of DTP's initial review of bus services in the eastern suburbs, and to inform of the next phase of the Bus Service Review.
CONFLICT OF INTEREST DISCLOSURES	
<b>Were there any conflict of interest disclosures by Councillors?</b>	No



# Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS					
<b>Meeting Name:</b>	Strategic Briefing Session				
<b>Date:</b>	Tuesday, 4 July 2023				
	<table border="1"> <tr> <td><b>Time Opened:</b></td> <td>6:30pm</td> </tr> <tr> <td><b>Time Closed:</b></td> <td>7:29pm</td> </tr> </table>	<b>Time Opened:</b>	6:30pm	<b>Time Closed:</b>	7:29pm
<b>Time Opened:</b>	6:30pm				
<b>Time Closed:</b>	7:29pm				
<b>Location:</b>	Council Chambers				
<b>Councillors Present:</b>	Cr Tomas Lightbody (Deputy Mayor), Cr Anna Chen, Cr Andrew Conlon, Cr Geoff Gough, Cr Michelle Kleinert, Cr Carli Lange and Cr Stephen Mayne				
<b>Officers Present:</b>	<p><b>Executive Officers Present</b>            Andrew Day, Chief Executive Officer            Jon Gorst, Chief Financial Officer            Andrew McMaster, Chief Legal and Governance Officer            Kerryn Paterson, Director Experience and Capability            Rachele Quattrocchi, Director City Services            Lee Robson, Director Connected Communities            Duncan Turner, Director City Planning</p> <p><b>Other Officers in Attendance</b>            Kim Tran, Governance Officer            Vicki Miller, Risk and Assurance Lead            Catherine Simcox, Coordinator Social Planning and Community Strengthening            Andy Waugh, Senior Economic Development Officer</p>				
<b>Apologies:</b>	Cr Deirdre Diamante (Mayor) and Cr Laura Mayne				
<b>Items discussed:</b>	<ol style="list-style-type: none"> <li>1. Strategic Risk Register - 6 Monthly Report June 2023</li> <li>2. Welcoming Cities Progress Report</li> <li>3. Draft Economic Development Strategy</li> </ol>				
CONFLICT OF INTEREST DISCLOSURES					
<b>Were there any conflict of interest disclosures by Councillors?</b>	No				

# Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS				
<b>Meeting Name:</b>	Strategic Briefing Session			
<b>Date:</b>	Tuesday, 11 July 2023			
	<table border="1"> <tr> <td><b>Time Opened:</b></td> <td>6:35pm</td> </tr> <tr> <td><b>Time Closed:</b></td> <td>9:50pm</td> </tr> </table>	<b>Time Opened:</b>	6:35pm	<b>Time Closed:</b>
<b>Time Opened:</b>	6:35pm			
<b>Time Closed:</b>	9:50pm			
<b>Location:</b>	Council Chambers			
<b>Councillors Present:</b>	Cr Deirdre Diamante (Mayor), Cr Tomas Lightbody (Deputy Mayor), Cr Anna Chen, Cr Andrew Conlon, Cr Geoff Gough, Cr Michelle Kleinert, Cr Carli Lange and Cr Stephen Mayne			
<b>Officers Present:</b>	<p><b>Executive Officers Present</b></p> <p>Andrew Day, Chief Executive Officer            Jon Gorst, Chief Financial Officer            Andrew McMaster, Chief Legal and Governance Officer            Kerry Paterson, Director Experience and Capability            Rachelle Quattrocchi, Director City Services            Lee Robson, Director Connected Communities            Duncan Turner, Director City Planning</p> <p><b>Other Officers in Attendance</b></p> <p>Carrie Bruce, Senior Governance Lead            Liz Lambropoulos, Team Leader Integrated Transport            Andrew Mangan, Project Officer            Connor Curtin, Project Officer            Linda Kenworthy, Coordinator Waste and Resource Recovery            Helen Napier, Manager Sustainable Futures            Anton Peiris, Manager City Assets            Lydia Winstanley, Coordinator City Planning            Carrie Lindsay, Manager Integrated Planning</p>			
<b>Apologies:</b>	Cr Laura Mayne			
<b>Items discussed:</b>	<ol style="list-style-type: none"> <li>1. North East Link and Transport Advocacy Update</li> <li>2. Residential Strategy Refresh - Project Plan</li> <li>3. Container Deposit Scheme</li> <li>4. Asset Management Update</li> <li>5. MAV State Council Motions 2023</li> </ol>			
CONFLICT OF INTEREST DISCLOSURES				
<b>Were there any conflict of interest disclosures by Councillors?</b>	No			

# Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS			
<b>Meeting Name:</b>	Consultation Meeting		
<b>Date:</b>	Wednesday, 12 July 2023	<b>Time Opened:</b>	6:30pm
		<b>Time Closed:</b>	8:30pm
<b>Location:</b>	Council Chambers		
<b>Councillors Present:</b>	Cr Deirdre Diamante (Mayor), Cr Carli Lange, Cr Anna Chen, Cr Stephen Mayne		
<b>Officers Present:</b>	Rowan La'Brooy, Michelle West, Fiona Troise		
<b>Apologies:</b>	Nil		
<b>Items discussed:</b>	Planning Application PLN22/0462 7 Second Street, Warrandyte – Consultation Meeting		
CONFLICT OF INTEREST DISCLOSURES			
<b>Were there any conflict of interest disclosures by Councillors?</b>	No		

## 14.4 Documents for Sealing

File Number: IN23/397  
Responsible Director: Chief Executive Officer  
Attachments: Nil

### EXECUTIVE SUMMARY

*The following documents are submitted for signing and sealing by Council.*

#### 1. RECOMMENDATION

**That the following documents be signed and sealed:**

**Consent to Build Over an Easement  
Agreement under Section 173 of the Planning and Environment Act 1987  
Council and Zhengtai Pty Ltd  
Premises: 40 Saxonwood Drive, Doncaster East**

**Consent to Build Over an Easement  
Agreement under Section 173 of the Planning and Environment Act 1987  
Council and Paras Australia Pty Ltd  
Premises: 28 Roderick Street, Doncaster East**

**Council Licence  
Council and Doncaster Community Care and Counselling Centre Incorporated  
Property: Part 120A James Street, Templestowe**

**Council Licence  
Council and Fakhri Real Estate Pty Ltd  
Property: Part 120A James Street, Templestowe**

#### 2. BACKGROUND

The Council's common seal must only be used on the authority of the Council or the Chief Executive Officer under delegation from the Council. An authorising Council resolution is required in relation to the documents listed in the recommendation section of this report.

#### 3. DECLARATIONS OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

**15 URGENT BUSINESS**

**16 COUNCILLOR REPORTS AND QUESTION TIME**

**17 CONFIDENTIAL REPORTS**

There are no confidential reports.