

Manningham Community Panel

Panel Report

February 2025

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*** the contents page has been inserted by Manningham Council, not written by the panel**

The Panel and Council**



****Photo taken after handover of the panel's report (1 Feb 2025)**

Our Remit

THE REMIT

Manningham Council have developed the following remit:

Council has a budget of \$147 million, but we can't do everything and need to make hard choices. We need to know what services you value most to help us create a new Council Plan, Asset Plan and Financial Plan to guide Council activity for the next four years to align with the Community Vision. It will inform what the community pays and gets in return.



What range and level of services are you prepared to pay for?



Introduction

Shaping Our Future

The Manningham Community Panel consists of 40 residents from diverse backgrounds, cultures, and walks of life, representing the unique voices of our community. Over the course of six months, we met for six dedicated sessions, working collaboratively to discuss key priorities, challenges, and opportunities that will shape Manningham's future.

The purpose of these meetings was to refine and enhance the community vision while aligning with the Council's financial constraints. With a budget of \$147 million, difficult choices must be made to ensure the most valued services are prioritised. Our role was to determine these priorities and provide recommendations that will inform the new Council Plan, Asset Plan, and Financial Plan, ensuring they reflect the needs of our growing and evolving community.

This vision reflects Manningham's dynamic and growing population, including new migrants who need support to integrate seamlessly and an increasing aging demographic requiring tailored services. Sustainable growth is essential, particularly as housing demand rises. Council must ensure that development is balanced, with infrastructure and services expanding in line with population needs, where community safety is ensured. Thoughtful planning will maintain the quality of life while accommodating future growth in a responsible and sustainable manner.

Innovation is also a crucial pillar of our vision, requiring Council to adopt new, efficient ways of delivering services and engaging with the community. In an increasingly fast-paced world, leveraging technology and alternative communication methods will help ensure that all residents, regardless of background or access to traditional channels, stay informed and connected. By embracing innovation, sustainability, and inclusivity, Manningham can continue to be a thriving, forward-thinking community for generations to come.

Community Vision

“Manningham is a harmonious, inclusive and safe community that is committed to sustainable growth, well-being, and innovation. We celebrate our diversity and natural environment whilst fostering a connected community that enriches the lives of all.”

Recommendations

Recommendation 1

Heading	Prioritising resources for seniors
Description	Increase resources in areas like living assistance, transportation, and social interactions in order to reduce loneliness and improve well-being.
Rationale	<ol style="list-style-type: none">1. What problem are you solving<ul style="list-style-type: none">- Many seniors experience loneliness and social isolation, which can lead to mental health issues like depression and anxiety. Factors include reduced mobility, loss of social networks, and lack of opportunities to engage with others.2. What are the benefits and costs (if known)<ul style="list-style-type: none">- Healthy and happy living- Reduce potential the healthcare costs3. Acknowledge the trade off or compromise<ul style="list-style-type: none">- Reduction of the budget available for other community priorities, such as youth programs, infrastructure upgrades, or environmental initiatives.- We would prefer to have seniors as first priority, socially disadvantaged as second priority and young people as third priority (based on current and fore cast demographics of the population growth in the municipality).

	<p>4. What evidence supports your recommendation?</p> <ul style="list-style-type: none"> - Manningham's local data, state-level health strategies, and global research on ageing populations. - Demographics data: <ul style="list-style-type: none"> - By 2036, the population of residents aged 60+ in Manningham is expected to grow significantly, with an increase of over 3,000 seniors compared to 2016. - Nearly 28% of the population is already aged 60 or over, compared to 24% in the Eastern Metropolitan Region and 20% in Greater Melbourne. - Health Challenges: - The incidence of dementia is projected to rise by over 100% by 2054, indicating a need for enhanced services to support cognitive health and care.
<p>How does this recommendation relate to the remit?</p>	<p>1. Addressing Community Priorities</p> <ul style="list-style-type: none"> ● The remit asks the panel to inform the Council Plan, Asset Plan, and Financial Plan with guidance on service priorities. Enhancing senior services aligns with the panel's focus on addressing the needs of Manningham's growing and ageing population. ● Seniors represent a significant and expanding demographic in Manningham. These initiatives directly address their needs for better mobility, social interaction, and living assistance. ● Transport is a major concern for the elderly as a lack of transportation will prevent them from being able to attend the social activities they would like to participate in. ● Social interactions defined in this case is about social participation which is about providing opportunities and connecting people (e.g. Youth3A). ● In terms of priorities, transport would come first, social interactions come second and home safety comes third when it comes to allocation of resources and funding. Overall, these are considered to be prominent according to the Aged Care Framework Pillars via

	<p>the WHO.</p> <p>2. Supporting Financial and Strategic Planning</p> <ul style="list-style-type: none"> • The remit highlights the importance of allocating resources effectively to maximize community benefit within a constrained budget. • By targeting areas such as transportation, social interactions, and home safety, these recommendations address critical gaps in services for seniors, which can also reduce longer-term costs related to healthcare and emergency interventions.
<p>How progressed do you expect this recommendation to be in 4 years time? (2028)</p>	<p>Full implemented</p>

Recommendation 2

Heading	Investing in Community Safety
Description	Council should be proactive in identifying where risks to safety are higher. Additionally they should only approve plans that comply with Crime Prevention Through Environmental Design (CPTED) principles.
Rationale	<p>Benefits:</p> <p>Improved Quality of Life:</p> <ul style="list-style-type: none"> Increased perceptions of safety can enhance residents' mental wellbeing and foster a sense of community. <p>Reduced Crime Rates:</p> <ul style="list-style-type: none"> Investments in community policing, street lighting, and public surveillance can lower crime rates and deter criminal activities. <p>Costs:</p> <p>If a CCTV system were in place</p> <p>Financial Investment:</p> <ul style="list-style-type: none"> Initiatives such as CCTV installation, police resourcing, and public infrastructure improvements require significant capital. <p>Operational and Maintenance Costs:</p> <ul style="list-style-type: none"> Maintaining safety infrastructure, such as street lighting, monitoring systems, and safety personnel, entails ongoing expenses. <p>However, CCTV should only be used once piloted and proved effective.</p> <p>3. Acknowledge the trade off or compromise</p>

	<p>Potential Trade-Offs:</p> <ul style="list-style-type: none"> • Funding safety initiatives might divert resources from other essential services, such as education, housing, or public health. <p>4. What evidence supports your recommendation?</p> <ul style="list-style-type: none"> - In Croydon they tested an unsafe area with multiple different focus groups, i.e women and people with disabilities. They then took there feedback and applied CPTED principles to make it safer for all groups. - Financial Sustainability: The capital works program allocates funds to safety projects, balancing investment with budget constraints. For example, Manningham spends a portion of its \$2.7 billion in assets on safety-related infrastructure.
How does this recommendation relate to the remit?	<p>Roads and Infrastructure</p> <ul style="list-style-type: none"> • Service Description: Manages roads, footpaths, and street lighting to ensure safety and accessibility. • Related Recommendations: Upgrading footpaths, streetlights, and traffic calming measures to enhance pedestrian safety and reduce accidents. <p>3. Emergency Management</p> <ul style="list-style-type: none"> • Service Description: Provides planning and coordination for disaster response and public safety in emergencies.
How progressed do you expect this recommendation to be in 4 years time? (2028)	Started

Recommendation 3

Heading	Retaining existing and creating new and open spaces
Description	<p>We need to ensure there is sufficient green or open space available for our residents and pets, especially in areas of high density development to include the following:</p> <p>Provision of shelter, BBQ, Playground, off-leash areas, exercise, and toilets facilities.</p> <p>Open spaces should be considerate of the Domestic Animal Management Plan which will be implemented.</p>
Rationale	<ol style="list-style-type: none"> 1. Clean, green and watery spaces for residents to use and enjoy 2. Green trees absorbing carbon emissions 3. Provides habitual estate for wildlife 4. Advocate for parks not under the direct jurisdiction by Council to be maintained to a high-standard too 5. Providing and maintain welfare for pets and owners more areas/spaces to allow off-leash
How does this recommendation relate to the remit?	Council needs to carry out detailed research into individual community populations and associated facilities within each individual park and make a plan of what is needed. This follows the execution of appropriate existing and/or new parks and facilities
How progressed do you expect this recommendation to be in 4 years time? (2028)	Plan and Start from now into the next 4 years to carry out research and implementation of the recommendations of the community expectations.

Recommendation 4

Heading	Increase Manningham Connectivity through Bus Service
Description	<p>Advocate for improved bus services and routes to align with local community needs, particularly connecting key areas like activity centers, schools, universities and residential zones.</p> <p>Improving the frequency of the Manningham Bus Loop (Route 282) and route connecting more activity centres such as Jackson Court. The route currently does not extend to Warrandyte, Park Orchards and Wonga Park which are also in the Manningham Municipality.</p> <p>Expanding route to include suburbs/streets with a significant degrees of elevation (e.g. Dellfield Drive, Mayfair Ave)</p>
Rationale	<p>1. What problem are you solving:</p> <p>Enhancing residents' access to essential services and employment hubs.</p> <p>2. What are the benefits and costs (if known):</p> <p>Benefits - reduced traffic congestion, environment friendly.</p> <p>Costs: Building/maintaining bus stop infrastructure</p> <p>3. Acknowledge the trade off or compromise</p> <p>This requires a lot of time and communication in terms of collaborating with the State Government which may have delays.</p> <p>4. What evidence supports your recommendations</p> <ul style="list-style-type: none"> • Manningham's population is growing and aging, with increasing reliance on public transport for mobility. • Enhanced bus services can support those without access to private vehicles, including young people, seniors, and low-income households.

	<ul style="list-style-type: none"> • Improving public transport like buses encourages people to shift from private vehicles, reducing traffic congestion and greenhouse gas emissions. • Reliable and accessible bus services reduce stress associated with commuting
How does this recommendation relate to the remit?	Improved bus services help address the remit's goal of prioritising services that enhance liveability, inclusivity, and financial sustainability.
How progressed do you expect this recommendation to be in 4 years time? (2028)	Part way through

Recommendation 5

Heading	Address Cost Shifting
Description	To alleviate the financial pressures and burdens that Manningham council faces from the state government's cost shifting. This could be achieved by Manningham council clearly advocating for fundings requirements and responsibility to be agreed on before Council assumes responsibility for a service. This should apply to new and existing services.
Rationale	<p>1 What problem are you solving?</p> <p>Trying to save money and spend it on other areas.</p> <p>2. What are the benefits and costs (if known)</p> <p>Benefits:</p> <ul style="list-style-type: none"> - Having the expenditure available for funding other areas in need - Wellbeing of the Community <p>Costs:</p> <ul style="list-style-type: none"> - Hard to negotiate, council needs the statistics to meet the inadequate funding that is currently provided - Only providing the level of service that the state government funding can pay for <p>3. Acknowledge the trade off or compromise</p> <p>Maintain the service quality to meet population growth, and look for ways to increase revenue to cover the cost of service levels as they continue to rise to meet growing demand:</p> <ul style="list-style-type: none"> - Seek to reduce the cost of service delivery by considering alternative service delivery models. For example taking initiative to negotiate with other councils regarding shared services; or

	<ul style="list-style-type: none"> - Consider being less conservative by using excess reserve funds or consider loan borrowings to fund major infrastructure projects that provide inter-generational (long term) and use infrastructure funds to pay for these or other services; or - Further consult the community on a rate rise above the rate cap to continue providing services at levels that meet community growth and be financially sustainable. <p>Manningham Council can also consult the community (e.g. via email survey) about reducing or stopping services by allocating resources to review the cost, benefits and impact of changing service levels in areas where Government provides insufficient funding.</p>
<i>How does this recommendation relate to the remit?</i>	<p>{What service does this relate to?}</p> <p>We want our rates to go towards a service that council can maintain.</p>
<i>How progressed do you expect this recommendation to be in 4 years time? (2028)</i>	<p>Ongoing, consultation required with community.</p>

Recommendation 6

<i>Heading</i>	<i>Youth Community Engagement</i>
<i>Description</i>	<p>We would like to see affordable programs for the youth. Provide discounts for under 18s at all Council facilities for better participation.</p> <p>Design Programs to Support health and Wellbeing of Manningham youth</p> <ul style="list-style-type: none">● Physical and Mental Health:<ul style="list-style-type: none">○ Organize yoga, mindfulness, and fitness workshops.○ Collaborate with local sports clubs to engage youth in physical activities.● Life Skills Development:<ul style="list-style-type: none">○ Run workshops on stress management, financial literacy, and communication skills.○ Offer healthy cooking classes to encourage balanced nutrition.● Youth Mentorship Programs:<ul style="list-style-type: none">○ Pair young people with professionals, educators, or skilled volunteers in areas such as career guidance, arts, and sports through co design and ensure their voice is included.● Peer Support Networks:<ul style="list-style-type: none">○ Train older teenagers or young adults as peer mentors to support younger members in areas like academic challenges or transitioning into work life. For the council to provide the space and also project management of the program.○ Partnership with local schools

Rationale	<p>What problem are we solving?</p> <p>Less Crime in the community, Disconnection of Youth, mental health problem of youths. Unsafe Socialising of youth online, Overuse of Social media and digital gaming, Teenager's lack of motivation, difficulty engaging with others in person and connection to the real world around them, lack of mentoring,</p> <p>2. What are the benefits and costs (if known)</p> <p>Positive Influence on next generation, Supporting Youth mental health, reducing antisocial behavior, strengthening community cohesion through inclusivity and participation.</p> <p>3. Acknowledge the trade off or compromise,</p> <p>Not applicable</p> <p>4. What evidence supports your recommendation?</p>
How does this recommendation relate to the remit?	<p>We want wider services for youth. E.g. Public Safety, Social Services to vulnerable people, Urban Planning and Public Spaces, Youth Representation and Advocacy.</p> <p>Investing in youth safety and wellbeing not only fulfills the council's remit but also proactively addresses future societal challenges, ensuring sustainable community growth and resilience.</p>
How progressed do you expect this recommendation to be in 4 years time? (2028)	<p>Part way through</p>

Recommendation 7

Heading	Health and wellbeing support
Description	<p>Implement and sustain a long-term program focused on enhancing the overall mental health and well-being of Manningham residents, with a particular emphasis on mental health, youth, and aging.</p> <p>For mental health, prioritise awareness through education, campaigns, and publications to support prevention efforts. Rather than directly providing services, the Council will play a key role in guiding and connecting residents to the support they need.</p>
Rationale	<p>Promoting health and wellbeing of the community</p> <p>Benefits: increase awareness about mental health and ageing health, and subsequent lifestyle changes.</p> <p>Costs: for workshops the cost of renting facilities to host the events, catering costs, and participant's cost.</p> <p>With an emphasis on the importance of fostering meaningful community engagement. Multigenerational workshops could provide opportunities for people of different ages to interact, share experiences, and develop mutual understanding, thereby enhancing social cohesion and reducing social isolation.</p> <p>There are rising mental health challenges across the population and a need for community participation and connection.</p> <p>An ageing population and a focus on youth engagement, could facilitate mutual support and skill-sharing between generations.</p> <p>Manningham's diverse cultural demographic benefits from multigenerational engagement that bridges cultural and generational gaps, fostering understanding and shared learning.</p> <p>Workshops can educate participants on health and well-being topics, aligning with goals to</p>

	<p>improve physical activity, diet, and overall community health.</p> <p>Key trends and findings of issues faced by Manningham council</p> <ul style="list-style-type: none"> • Mental Health Needs Increasing: More services are required to address rising rates of depression, anxiety, and loneliness, particularly for women and young people. • Aging Population at Risk: Falls and dementia are rising concerns, with more demand for aged care, social programs, and infrastructure changes. • Rising Housing Stress & Homelessness: The shortage of affordable housing, particularly for single parents and low-income households, is driving financial hardship and displacement. • Lifestyle & Diet Issues Persist: Poor vegetable intake and declining physical activity are long-term risks for chronic disease. • Substance Use Challenges: Smoking and alcohol-related hospitalizations are increasing, while illicit drug-related cases have declined slightly. • Family Violence a Growing Concern: While Manningham has a lower rate than the state average, the trend is increasing
How does this recommendation relate to the remit?	We need to prioritise council resources to implement programs and services to improve community health and wellbeing.
How progressed do you expect this recommendation to be in 4 years time? (2028)	<p>Ensure the strategy remains dynamic and responsive by continuously adapting to the latest data and trends.</p> <p>Regular updates, at a minimum of every six months, will ensure initiatives are tailored to current statistics and evolving community needs.</p>

Recommendation 8

Heading	Council Assets, Multi-Use Facilities
Description	Transitioning single use facilities into Multi-Use Facilities that can be shared for all different demographics (e.g. sporting groups, seniors, youth).
Rationale	<p>1. What problem are you solving</p> <ul style="list-style-type: none"> - Reduction of Idle time of dedicated/single use facilities - Engaging community through social events. <p>2. What are the benefits and costs (if known)</p> <p>COSTS:</p> <ul style="list-style-type: none"> - Initial cost of converting single-use facilities to multi-use - Local groups lose control & authority over the space - Timely cost of the temporary loss of facility during reconstruction - Increased staff required to manage facilities <p>BENEFITS:</p> <ul style="list-style-type: none"> - Increased revenue from social events and Lease - Community Engagement - Better Utilisation of Council Assets - Reduction in maintenance costs for Council, as tenants pay - Provide more programs for different demographics <p>3. Acknowledge the trade off or compromise</p> <ul style="list-style-type: none"> - Which demographic might not be targeted by facility

	<ul style="list-style-type: none"> - Additional effort to transition between different groups using the facility - Hard to distribute requests for space during peak times <p>4. What evidence supports your recommendation?</p> <p>MANNINGHUB STATS:</p> <ul style="list-style-type: none"> - Manningham manages over \$2.7 billion in community assets, and optimizing these assets for multiple uses ensures better utilization of resources - Community spaces play a key role in fostering engagement and participation, which are crucial for addressing social isolation, particularly for older adults and multicultural groups
How does this recommendation relate to the remit?	This recommendation guides the prioritisation of assets to improve services and understand the communities level of services they are prepared to pay for. By optimising community used shared assets, we will guide the community on the services we use. Not only is this beneficial to the community, but also provides extra income for Manningham City Council.
How progressed do you expect this recommendation to be in 4 years time? (2028)	Complete

Recommendation 9

Heading	Promoting awareness of services available through customer service using existing and new platforms.
Description	This initiative aims to boost awareness of customer service and council services offerings by leveraging both traditional and new platforms, such as AI chatbots, social media (e.g. Instagram) and mobile apps. Through targeted campaigns and user-friendly communication strategies, we empower customers to access and utilize available services effectively, enhancing satisfaction and awareness.
Rationale	<p>1.What problem are you solving</p> <p>Reachability</p> <p>Awareness</p> <p>Customer satisfaction</p> <p>Information gap</p> <p>Improving trust</p> <p>2. What are the benefits and costs (if known)</p> <p>Benefits would be solving all the problems listed above</p> <p>Costs:</p> <p>Potential additional costs relating to campaigns and labour costs</p> <p>3. Acknowledge the trade off or compromise</p> <p>We are not aware of any trade offs</p>

How does this recommendation relate to the remit?	<p>This will allow the community to understand and become aware of the services provided by the Council which we are paying for.</p>
How progressed do you expect this recommendation to be in 4 years time? (2028)	<p>Results should be reviewed periodically to see progress of increase in awareness.</p>

Recommendation 10

Heading	Improving Manningham’s active transport network (constructive footpaths and bicycle lanes)
Description	Build new footpaths (1st priority) and bike lanes (2nd priority to facilitate easier commuting to facilities or other modes of transportation and encourage an active lifestyle
Rationale	<p>What problem are you solving</p> <p>1. Enhancing Pedestrian Safety</p> <p>2. Improving Accessibility and Connectivity by Connecting Key Locations: For example, The proposed footpath upgrades, like those on Yarra Road and Dudley Road, aim to link residents to primary locations, enhancing overall connectivity.</p> <p>3. Facilitating Access to Public Transport:</p> <p>With developments such as the Doncaster Park and Ride closure, pedestrian access to alternative transport options becomes crucial. Footpaths ensure residents can safely reach bus stops and other transit facilities</p> <p>2. What are the benefits and costs (if known)</p> <p>COSTS:</p> <ul style="list-style-type: none"> - Initial cost to create infrastructure - If including “Other Transportation” having to pay for this additional transport <p>BENEFITS:</p> <ul style="list-style-type: none"> - Boosts outdoor activity and community engagement. - Enhances quality of life and positions Manningham as a leader in sustainability. - Reduces healthcare costs by improving physical and mental health.

	<ul style="list-style-type: none"> - Enables cost-sharing opportunities with state and federal governments. <p>3. Acknowledge the trade off or compromise</p> <ul style="list-style-type: none"> - May minimise (reduce) road space for cars - Loss of funds while providing the paths <p>4. What evidence supports your recommendation?</p> <p>Community Usage and Connectivity:</p> <ul style="list-style-type: none"> • Manningham has 918 km of footpaths and additional paths in parks, emphasizing their importance for connectivity and daily activities. <p>Population Growth and Infrastructure Needs:</p> <ul style="list-style-type: none"> • With Manningham's population projected to grow by approximately 18,000 by 2036, the demand for infrastructure, including footpaths, will increase. This necessitates prioritizing their development and maintenance.
How does this recommendation relate to the remit?	
How progressed do you expect this recommendation to be in 4 years time? (2028)	Started

Recommendation 11

Heading	Funding community festivals and activities
Description	Funding for general community and multicultural specific events that maximize engagement, involvement and connection.
Rationale	<p>1.What problem are you solving</p> <p>Community isolation, connectedness and understanding of all different cultures and events. E.G. Indigenous Sorry Day, Cultural Days</p> <p>2. What are the benefits and costs (if known)</p> <p>Increasing sense of identity and belonging.</p> <p>3. Acknowledge the trade off or compromise</p> <p>Make best use of available funds and grants. Cost of advocacy for State government funds.</p> <p>4. What evidence supports your recommendation?</p> <p>General understanding on what the community requires.</p>
How does this recommendation relate to the remit?	Provide more cohesive and engaging community services, as well as educating about rich culture
How progressed do you expect this recommendation to be in 4 years time? (2028)	Complete and ongoing.

Recommendation 12

Heading	Upgrades for Local shops and business
Description	Revitalizing local business centres by upgrading key activity hubs like Tunstall Square, Jackson Court, Templestowe Village, Macedon Square, and Bulleen Plaza. This effort will balance modernisation with input from local businesses and residents to ensure upgrades reflect community priorities while maintaining fairness across different precincts for day activities and nightlife.
Rationale <i>[3-5 points]</i>	<p>1. What problem are you solving?</p> <ul style="list-style-type: none"> Enhancing the attractiveness and functionality of older shopping centres to encourage community support and boost local economic activity. Catering to Manningham's growing population and evolving community needs. <p>2. What are the benefits and costs (if known)?</p> <ul style="list-style-type: none"> Benefits: <ul style="list-style-type: none"> Increases patronage by providing upgraded amenities and an improved shopping experience. Encourages local businesses to thrive with improved facilities and support. Builds trust in Council's commitment to supporting equitable growth across the municipality. Costs: <ul style="list-style-type: none"> Requires strategic allocation of capital works budgets, potentially drawing funds from other projects or maintenance plans. Potential cost for merchants and consumers to upgrade <p>3. Acknowledge the trade-off or compromise.</p> <ul style="list-style-type: none"> Some delays to other projects or maintenance initiatives may arise. Ensuring fairness could mean that some centres must wait their turn for upgrades. <p>4. What evidence supports your recommendation?</p> <ul style="list-style-type: none"> Community and business feedback highlight a need for tailored upgrades to reflect modern shopping trends while addressing specific local needs. Population growth projections and increased demand for accessible local shopping spaces support this

	need
How does this recommendation relate to the remit?	<p><i>This recommendation aligns with Manningham Council's goals by:</i></p> <ol style="list-style-type: none"> <i>1. Boosting Local Economy:</i> <ul style="list-style-type: none"> Supports local businesses, vital to Manningham's 6,000+ small enterprises. Helps retain spending within the municipality, reducing reliance on larger shopping centres like Westfield Doncaster. <i>2. Creating Vibrant Community Spaces:</i> <ul style="list-style-type: none"> Improves activity centres as hubs for shopping and social interaction, enhancing liveability for a growing population. Aligns with Council's commitment to better public spaces and infrastructure. <i>3. Ensuring Equity and Inclusion:</i> <ul style="list-style-type: none"> Provides fair upgrades across centres, ensuring all areas benefit equally. Prioritizes accessibility for Manningham's diverse population, including residents from multicultural backgrounds and those with disabilities. <i>4. Meeting Growth Demands:</i> <ul style="list-style-type: none"> Prepares for the projected population increase of 18,000 by 2036 by improving local infrastructure. Supports denser housing growth near activity centres, as required by State housing targets. <p><i>This initiative is central to the Council's vision for supporting local business, fostering community connection, and addressing future growth needs.</i></p>
How progressed do you expect this recommendation to be in 4 years time? (2028)	<p><i>Part way through</i></p> <p>By 2028, the recommendation should be part way through implementation, with the following additional steps based on feedback:</p> <ol style="list-style-type: none"> <i>1. Community and Business Engagement:</i> <ul style="list-style-type: none"> Feedback from local businesses and residents gathered through workshops and surveys to identify specific needs (e.g., parking, public toilets, green spaces, promotions).

- Collaborative discussions with businesses to ensure upgrades align with their priorities while maintaining equity across centres.

2. Balanced Planning and Transparency:

- A phased upgrade plan was established to avoid perceived favoritism, with timelines for all centres, including older and more modern ones like Westfield Doncaster.
- Public sharing of progress updates and justifications for upgrade priorities to manage expectations.

3. Initial Implementation in Key Areas:

- Refurbishment work started at one or two centres identified as priorities through consultation, focusing on high-impact improvements.
- Piloting community-requested features like improved parking or public amenities to evaluate their success before broader implementation.

This approach ensures tangible progress by 2028 while addressing concerns about balance, inclusivity, and fairness.

Recommendation 13

Heading	Explore and unlock new revenue streams to add to the remit budget, from available resources (not just assets)
Description	<p>Consider revenue generation, financially sustainable, and diversification of revenue streams.</p> <p>Council to conduct Strengths Weaknesses Opportunities Threats analysis of current assets to assess their utilization and identify opportunities for optimization or enhancement. This will guide the decision-making process in replacing outdated assets with new ones, ensuring they are both functional and appealing to all.</p>
Rationale	<p>Identify and unlock new potential revenue streams beyond existing assets, leveraging untapped resources and innovative opportunities to strengthen the remit budget.</p> <p>To ensure long-term financial sustainability, Manningham Council must explore innovative revenue opportunities beyond traditional funding sources. A strategic, enterprising approach to asset utilisation can unlock new income streams, strengthening the budget without compromising community services.</p> <p>One example is sporting pavilions, where there is potential to generate additional revenue through commercial partnerships, leasing arrangements, or expanded facility use. Similar opportunities exist across other Council-owned assets and services, which, if optimised, could provide a steady financial return.</p> <p>This recommendation encourages Council to adopt a business-minded approach, integrating entrepreneurship, investment strategies, and commercial acumen into financial planning. By shifting the mindset towards enterprise and return on investment, Council can strategically leverage its resources to maximise financial returns while maintaining public benefit.</p> <p>A well-structured revenue strategy ensures Council can continue delivering essential services, invest in community infrastructure, and reduce reliance on rate increases or external funding.</p>

<p>How does this recommendation relate to the remit?</p>	<p>Enhancing the remit by increasing the budget allows Council to achieve more of its goals and allocate additional resources toward community priorities.</p> <p>With a fixed budget of \$147 million, tough choices must be made. Unlocking new revenue streams expands the financial capacity to deliver essential services, invest in community initiatives, and support long-term sustainability without relying solely on rate increases.</p>
<p>How progressed do you expect this recommendation to be in 4 years time? (2028)</p>	<p>By 2028, this recommendation should be well-integrated into Council's financial strategy, with new revenue streams identified and some already generating returns. A formal review at the four-year mark will assess progress, refine strategies, and explore further opportunities for sustainable growth.</p>

Recommendation 14

Heading	Equitable support for families and individuals in urgent need
Description	Ensure that support is efficient (making sure that rate payers money is not wasted) and available to families needing immediate assistance through working together with local services.
Rationale	<ol style="list-style-type: none"> 1. 25% of households in Manningham are classified as very low-income; compared to 19% for Greater Melbourne 2. High housing stress is observed among single parents (26%) and lone-person households (18%), who spend over 30% of their income on housing 3. From 2019 with 567, increased to 782 in 2023, reporting rate of family violence incidence has been increasing year on year 4. Aging population is increasing in Manningham, and expecting to increase by 103% by 2054 5. Halting of Home and Community Care (HACC) program, which council no longer runs means there is a gap in access to these types of services
How does this recommendation relate to the remit?	<p>Access to essential services, food security, and domestic violence prevention are fundamental to fostering a healthy and equitable community in Manningham. To address these critical areas, we advocate for the following:</p> <ol style="list-style-type: none"> 1. Affordability to Access Services (Concessions): Ensuring affordable access to vital community services is essential, particularly for low-income households, seniors, and vulnerable groups. We propose expanding concession schemes and subsidised programs for health, recreational, and cultural services, which enable all residents to engage in community life without financial barriers. This support is vital in a municipality where 25% of households are classified as low-income and many face financial stress. 2. Food Security: With rising living costs, food insecurity has become a growing challenge in Manningham. We recommend continued investment in partnerships with food relief organisations and the establishment of programs to provide emergency food and hygiene packs. Additionally, community education initiatives focusing on sustainable and affordable food practices can strengthen long-term

	<p>food resilience for disadvantaged families.</p> <p>3. Addressing Domestic Violence: Domestic violence incidents, though below the state average in Manningham, remain a significant concern. We urge the enhancement of support networks for affected individuals, including access to emergency housing, counseling, financial support and advocacy services. It is equally important to invest in preventive programs that promote awareness and community engagement to break the cycle of violence.</p> <p>By addressing these areas through targeted strategies and programs, Manningham can continue building a resilient, inclusive, and supportive community that leaves no resident behind. Also Manningham can advocate for community legal services too.</p> <p>These efforts will not only alleviate immediate hardships but also promote sustained wellbeing and equality across the municipality.</p>
<p>How progressed do you expect this recommendation to be in 4 years time? (2028)</p>	<p>COMPLETE</p> <p>Year 1: Laying the Foundation</p> <ol style="list-style-type: none"> 1. Phase 1: Planning and Resource Allocation 2. Phase 2: Initial Program Development <p>Review the current services in place, i.e how often they are being used, their effectiveness and how well it is being communicated to Manningham residents</p> <p>Year 2: Pilot Programs and Early Implementation</p> <ol style="list-style-type: none"> 1. Phase 1: Pilot Rollouts 2. Phase 2: Monitoring and Feedback <p>Year 3: Expanding Reach</p> <ol style="list-style-type: none"> 1. Phase 1: Project Implementation 2. Phase 2: Evaluation of program effectiveness <p>Year 4: Consolidation and Sustainability</p> <ol style="list-style-type: none"> 1. Phase 1: Embedding Programs 2. Phase 2: Reporting and Future Planning

MINORITY REPORTS

Minority report 1 - Youth Rec no. 7

What is this in relation to?

Final Draft no. 7 - Youth Community Engagement and Safety

Comments we would like noted:

As the young people of Manningham, we believe it is the individual's motive to improve themselves and engage. Manningham Council already has events and the support for this, so investing more into it will only create more loss. The money could be spent on other groups who need more support e.g. Seniors. If the council really wants to provide additional support for youth, consider merging this into Original Recommendation 8 to focus on mental health of youth.

As the younger participants of this panel, we believe Council should engage more youth into the deciding making processes. More youth voices should be heard when decisions are being made on topics that would interest or impact them.