

Manningham Economic Development Strategy 2023-2028





SGS Economics and Planning worked with Council to develop the Economic Development Strategy 2023-28. The local context was explored through stakeholder engagement and utilising Council's strong understanding of the local business community. Other inputs in drafting the 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.

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Acknowledgement of Country

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 past, present and emerging, and values the ongoing contribution to enrich and appreciate the cultural heritage of Manningham.

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

Manningham Council also values the contribution made to Manningham over the years by people of diverse backgrounds and cultures.



EXECUTIVE SUMMARY

Manningham Economic Development Strategy 2023-2028 (the Strategy) is a six-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 Strategy 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 emphasises the importance of supporting activity centres and high-quality infrastructure and services to foster a strong economy and vibrant communities.

The 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 land for industry growth and expansion.**
- 5. An economy for climate change: Embracing de-carbonisation and circular economy trends to adapt to climate change and foster sustainable employment 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 Strategy 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. 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)

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 Group (MEREDG)

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

Net zero emission

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

Northern Alliance for Greenhouse Action (NAGA)

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.

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.



2. INTRODUCTION

2.1 Background and purpose

The Strategy responds to the significant changes in the business and employment environment due to the impact of the COVID-19 pandemic, global economic trends, and cost-of-living. The Strategy is a six-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 standards 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. It 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 activity centres, community events, and access to high-quality infrastructure and services enables a strong economy and welcoming and inclusive communities.

The 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 Strategy focuses on actions that create long-term community health by positioning Manningham as a great place to learn, live, play and work.”

2.2 Gender Impact Assessment

The Strategy has undergone a Gender Impact Assessment and is committed to considering gender and intersectionality in future initiatives and actions.

2.3 Strategic alignment

The Strategy sits beneath the Council Plan, aligning with and supporting Council and community ambitions in many existing strategic areas.

Long term

Citizen Engagement



Medium term



Short term



- Documents
- Influences

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 centres to major shopping centres The Pines and Doncaster Hill.

11,500
hectares of housing



126,000
residents



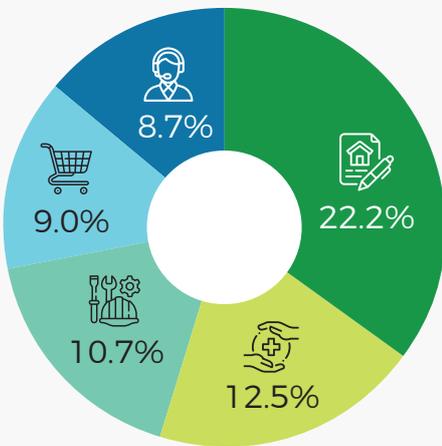
4,000+
hectares of designated green wedge area



Gross Regional Product \$5.2 billion

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

Top 5 value-add industries:

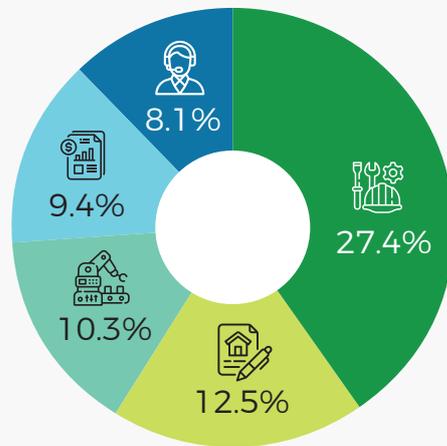


- Rental, Hiring and Real Estate Services
- Health Care and Social Assistance
- Construction
- Retail Trade
- Professional, Scientific & Technical Services

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



99%

small business



65%

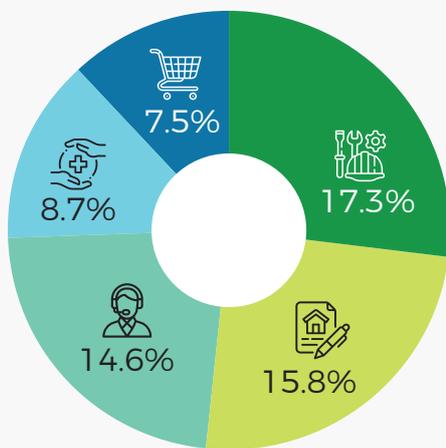
self-employed



34%

1-19 employees

Top 5 business sectors

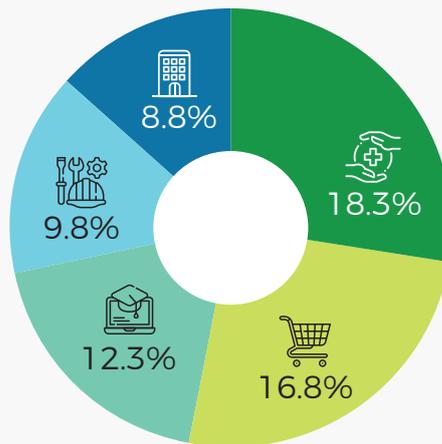


- Construction
- Rental, Hiring & Real Estate Services
- Professional, Scientific and Technical Services
- Health Care and Social Assistance
- Retail Trade

Local jobs

33,600

Top 5 employing industries



- Health Care and Social Assistance
- Retail Trade
- Education & Training
- Construction
- Accommodation and Food Services

57,700

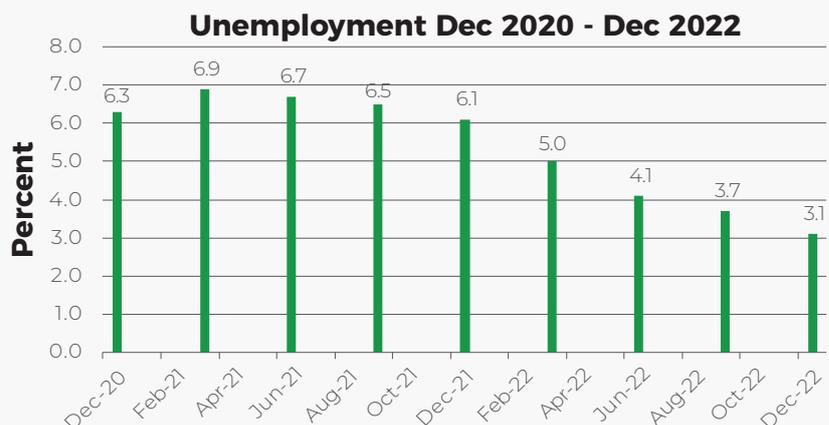
Of our residents are employed however an estimated 54% leave Manningham every day for work

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
MANNINGHAM ECONOMIC DEVELOPMENT STRATEGY 2023-2028

SWOT Analysis



SGS
Economics
& Planning

Independent
insight.

STRENGTHS

WHAT DO WE 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

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 North East Link
- Improve business capacity and skills to innovate
- Continue to develop local learning opportunities fit for local business needs by supporting local learning centres

WEAKNESSES

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 evening-economy
- Lack of strong, formal business networks and events

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 needing to leave the local community as they can't afford housing

2.4 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.



3. 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 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.

4. 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.





5. OUR THEMES

Our key themes for economic development have been created 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 20-31 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	Example
Provider: To implement projects, programs, and campaigns for use by businesses and community for a vibrant and prosperous economy.	Initiate campaigns, incentives and business or educational support programs.
Facilitator: To establish partnerships and collaborate with stakeholders, to create economic participation opportunities.	Partner with key stakeholders and provide contribution (knowledge, expertise, funding, network opportunities) to roll-out programs.
Advocator: To support economic and regional investment through promotion and influencing decision-making, rather than direct involvement.	Advocate to key stakeholders, including higher levels of government, to address provision gaps and influence government decision making.

5.1 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 requirements, providing maximum public value, and are deliverable within existing resources, environmentally sustainable, and promote gender and cultural diversity.

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.	

<p>5. Manningham needs to develop an evening-time 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 the Strategy’s success. Important stakeholder groups are therefore identified under each theme.

5.2 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

Business development	We will attract high-performing businesses that can readily access support services. Networks have been established supporting a strong business community. A culture of collaboration, mentoring and skills development is common throughout Manningham.
Investment attraction	Investing in Manningham will be straightforward, with clear processes and support options, attracting appropriate investments.
Innovation	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	2024/25	Provider	Economic Development	Business Developers Integrated Planning
1.2	Implement outcomes of the Better Approvals project to provide a coordinated business friendly approach to the permit application process	Number of users Webpage usage count Customer satisfaction post permit process	2023/24	Provider Facilitator Advocate	Economic Development	Statutory Planning City Safety
1.3	Support the Manningham Business Excellence Awards	Number of award applications Creation of new business award category	Ongoing	Facilitator	Economic Development	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 Development	Manningham Business Network Business and Trader Groups Business Industry Associations

5.3 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 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 close to home.

Our friendly 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 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

Business development	Collaboration between local businesses, community groups and government has improved the accessibility and vibrancy of local centres.
Investment attraction	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.
Innovation	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 Development	Business Trader Groups
2.2	Support the establishment and operation of a coworking space in Manningham	Number of members Number of activities Total number of businesses	2023/24	Facilitator Advocate	Economic Development	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 Development	Business Trader Groups Community

5.4 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.

Strategic rationale will support the 'right investment in the right place'.

Stakeholder groups that will support this objective include tourism providers, Victoria Tourism Industry Council, industry associations, local community groups and business and trader groups.

Outcomes

Business development	Existing green wedge and tourism businesses are being supported to develop their products and services for residents and visitors.
Investment attraction	Investments in the green wedge are sensitive to the surrounding natural landscapes and community values.
Innovation	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 Attendee satisfaction	2023/24	Provider Facilitator	Economic Development	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 Development	Developers Business

5.5 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

Business development	The land and buildings available within our activity centres are suitable for a variety of businesses.
Investment attraction	Future employment land in Bulleen and major activity centres are planned and developed with business and government partners.
Innovation	Local employment land promotes 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	Participation in the Bulleen Precinct Employment Study	Delivery of Bulleen Precinct Employment Study	2023/24	Provider	Integrated Planning	Economic Development
4.2	Collaborate with regional partners to create a mix of land to stimulate business diversity in Melbourne east	Number of businesses in Melbourne East Number of jobs in Melbourne East	Ongoing	Facilitator	Economic Development	Melbourne East Regional Economic Development Group Businesses
4.3	Identify council land that can potentially be developed for future employment land use	Land Identified	Ongoing	Provider	Integrated Planning	Economic Development

5.6 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 presents 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, business and trader groups.

Outcomes

Business development	Local businesses are aware of the implications and opportunities in transitioning towards net zero and the circular economy.
Investment attraction	We will be attracting investment that supports a transition to net zero and a circular economy.
Innovation	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	2024/25	Facilitator	Economic Development	Business Business Victoria
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 Development	Business NACA Sustainability Victoria
5.3	Promote opportunities for business to participate in innovation grants that support climate change	Number of businesses applying Number of successful grants	2024/25	Facilitator Advocate	Economic Development	Federal and State government Businesses

5.7 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 advocates, Local Learning and Employment Networks, Registered Training Organisations (RTO), industry associations, and business and trader groups.

Business development	Locally owned businesses are growing, creating local wealth, and providing jobs for residents.
Investment attraction	We attract investment that provides good employment opportunities, conditions, and wages for a diverse range of residents.
Innovation	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 Development	Social Planning and Community Strengthening
6.2	Deliver actions of the Workforce Plan	Delivery of Actions	2024/25	Provider Facilitator Advocate	Economic Development	Volunteer Resource Service Gateway LLEN Business Schools
6.3	Promote career events that support young people and those seeking career transition to explore local opportunities	Number of attendees	Ongoing	Facilitator	Economic Development	Volunteer Resource Service Gateway LLEN Business Schools
6.4	Deliver actions of the welcoming cities standard	Delivery of actions	2023/24	Provider Facilitator Advocate	Economic Development	Social Planning and Community Strengthening
6.5	Support development of new and current social enterprises	Number of new social enterprises	2024/25	Facilitator Advocate	Economic Development	Social Planning and Community Strengthening

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 the 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 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 6 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 impacted 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 an attractive place 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.

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

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