



Community Infrastructure Plan

2023–2040



Interpreter service

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MANNINGHAM

1 Executive summary

Community infrastructure is the foundation on which resilient communities can thrive. Inclusive and accessible facilities make Manningham a great place to live and work.

Our diverse community spans ages, abilities, and cultural backgrounds, so we need purpose-built infrastructure which reflects the unique nature of the population and the geography of Manningham.

This infrastructure includes a network of bricks-and-mortar facilities such as libraries and learning centres, kindergartens and long day care centres, maternal and child health centres, senior citizens centres, art galleries and public halls.

To develop this Community Infrastructure Plan (CIP), we started by examining the state of the existing infrastructure and the current needs of our population in 2022. From there, we conducted extensive research to establish the clearest possible picture of what Manningham will look like in the future. Based on how Manningham is forecast to grow in the coming years, we created short-, medium- and long-term action plans for how to best address these needs.

In the most transparent way possible, we have outlined here what our research and community consultation tell us is the right infrastructure for Manningham, how it will be implemented and how this will be paid for.

This CIP will direct Manningham's significant investment in new and upgraded infrastructure and guide decisions to decommission those assets that no longer meet the needs of the community. It reflects two of our *Council Plan 2021–2025* priorities for liveable places and spaces and for a healthy community.

To ensure that we have developed the most relevant and inclusive CIP possible, we have incorporated a gender impact assessment as required under the *Victorian Gender Equity Act 2020*. Lessons from this assessment, and those from related industry and community consultation, will be incorporated into our future planning, along with additional gender and intersectional data when it becomes available.

In planning for the future, we acknowledge that many of the needs identified will require further detailed investigations, planning, design, and consultation over time. We will continue to work to source grant funding and develop community partnerships as these opportunities develop.

To guide your reading of the CIP we have structured the content around the following five questions:

- What is there now, who does it serve and how well is it working?
- How are things going to change – how many people, where and when?
- What is needed to provide for the future community (existing and new)?
- What is the best way for this to be provided?
- How will it be paid for?

Within this structure, we have included information under the following six subject areas:

- Early Years
- Young People

- Libraries and learning spaces
- Arts and Culture
- Community meeting spaces
- Community Services (medical and legal services, material aid and aged care).

The recommendations for projects made in this plan are divided into the following categories:

- short-term (less than 6 years)
- medium-term (7–12 years)
- long-term (over 13 years).

This CIP is a blueprint for how we plan, manage, fund, and deliver community infrastructure over the next 20 years. It will help us develop partnerships, prioritise capital works, negotiate with government and funding partners to create community around a shared vision of the future

Acknowledgement of Country

Manningham Council acknowledges the Wurundjeri Woi-wurrung people as the Traditional Owners of the land and waterways 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.

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2 Overview

2.1 What are the benefits of a Community Infrastructure Plan (CIP)?

Community infrastructure relates to the places and spaces where members of our community participate in social, recreational, and cultural life. It is the sum of both 'hard' infrastructure (facilities) and 'soft' infrastructure (support services, technology, and programs).

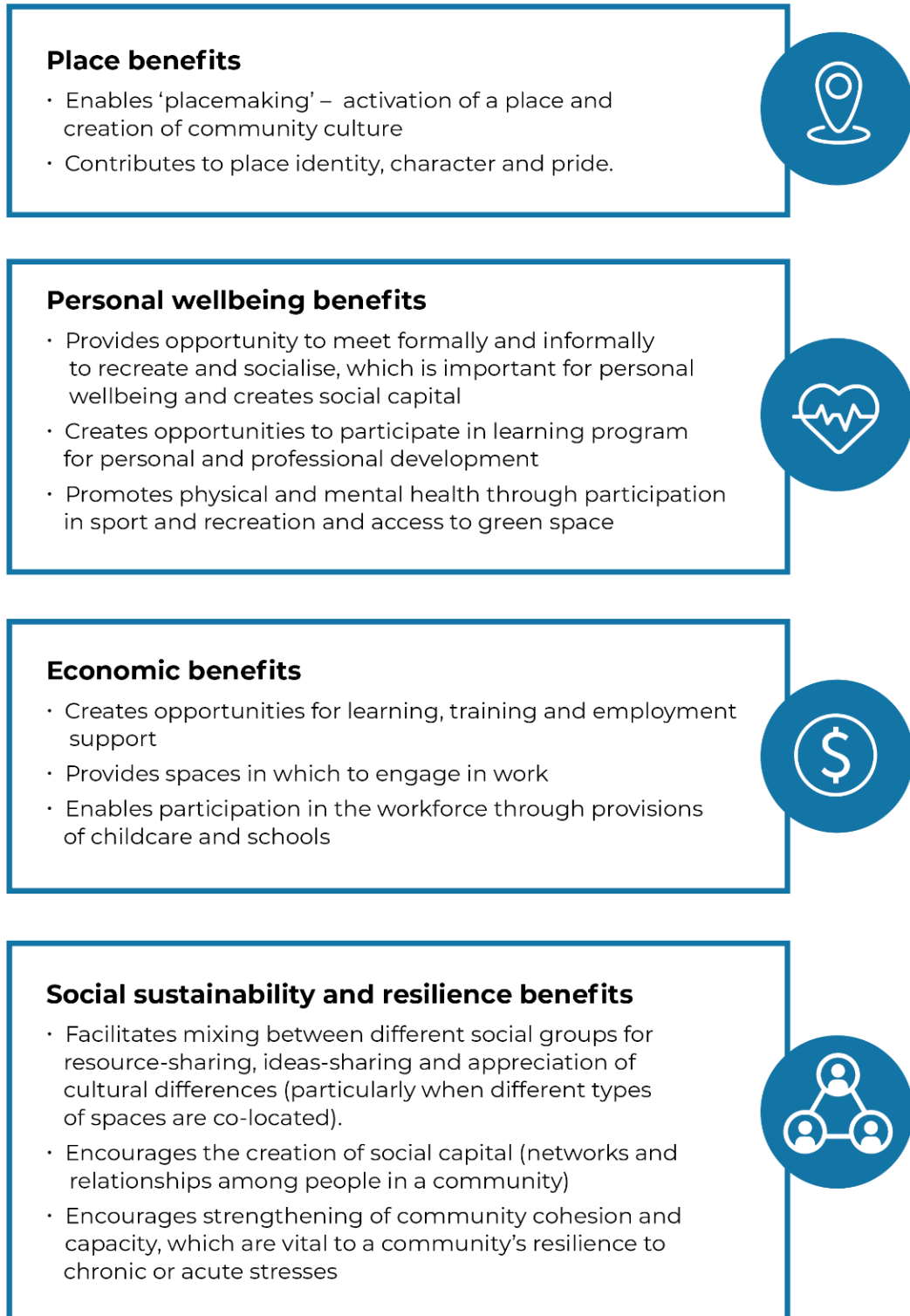
As we have over 70 facilities in our community infrastructure portfolio, we need to balance the value of replacement as opposed to consolidation or renovation of existing buildings, as well as the financial viability and sustainability of providing new facilities. To strike this balance by making decisions which benefit our community requires long-term and strategic thinking.

By creating a CIP which will provide for Manningham over the next 20 years, we have sought to:

- **consider the best location for facilities and services:** as it is vital to acknowledge that some areas will experience greater demand for community infrastructure than others
- **support local liveability:** as it is important to support local access to community facilities and services because this is how we create a neighbourhood where everything we need is local
- **keep spaces and services inclusive:** because our community is diverse, and our facilities and services should be welcoming to people of all languages, abilities, and cultural backgrounds
- **support intergenerational spaces:** because as our community grows, we must provide spaces that are appealing and accessible to people of different ages and life stages
- **focus on social inclusion:** because as the composition of our community develops, it's important to provide local spaces for recreation and gathering to support participation in community life.

Broadly, the benefits of investing in community infrastructure can be categorised as relating to place, personal wellbeing, economic value and social sustainability and resilience, as detailed in Figure 1.

Figure 1. Various benefits of community infrastructure



How was the CIP developed?

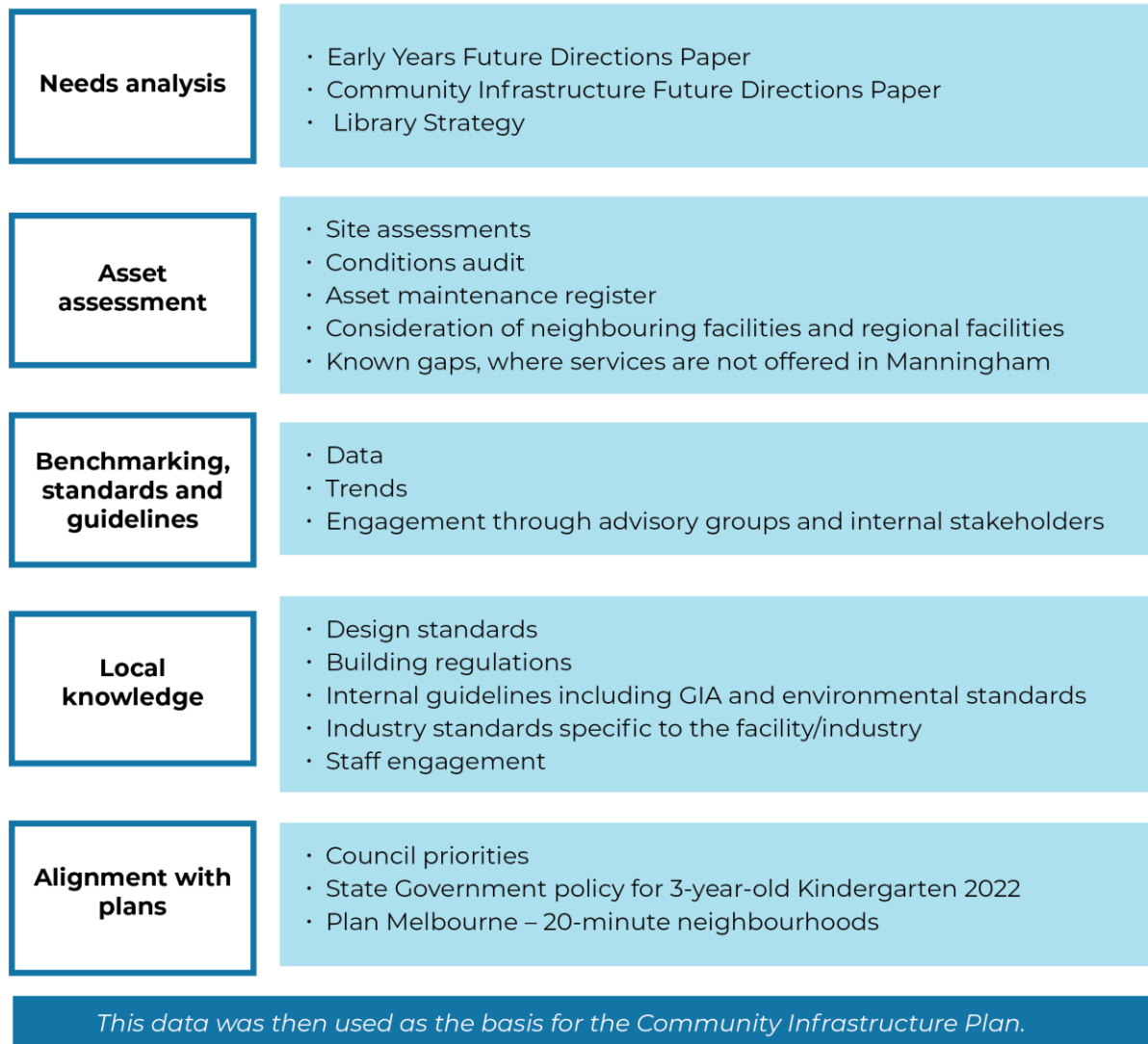
We undertook a detailed assessment in 2020–2021 which revealed the need for different types of community facilities and services. This assessment resulted in two reports which have provided the foundations for the CIP:

- Early Years Future Directions Paper: *Manningham Community Service Needs Assessment* (EYFD Paper; March 2021)
- Community Infrastructure Future Directions Paper: *Manningham Community Service Needs Assessment* (CIFD Paper; March 2021).

At the same time, we applied industry benchmarks to our emerging plans to give us a better understanding of the size and scope of the recommendations. Benchmarks involve combining different factors like location and population density to calculate the requirements of different infrastructure needs.

A high-level overview of the steps involved in developing the CIP are outlined in Figure 1.

Figure 2. Overview of CIP development process



Other data and information used to develop this CIP includes:

- review of relevant policies, strategies, and background studies (including documents such as Liveable City Strategy objectives, Doncaster Hill Strategy (2002, revised 2004), New Doncaster Hill Framework Plan (under development))
- analysis of current and forecast population and demographic trends
- analysis of the Council's priorities as identified by the Community Panel 2021
- *Council Plan 2021–2025* priorities
- audit of existing community facilities
- consideration of facilities in neighbouring areas
- application of industry benchmarks
- placed-based analysis: land uses, facilities, services, open space, transport

- consultation with key stakeholders
- research into industry best practice.

While the development of this CIP document was an extensive undertaking, this is just the start of a process which will require more detailed investigations, planning, design, and consultation in the coming years. Relying on new partnerships, collaborations, and consultations, we will continue to engage with a range of different organisations, groups and, you, the community. This CIP will be the common blueprint we use to build these partnerships to make our communities stronger and our neighbourhoods even better places to live.

2.2 Our major priorities

The CIP is structured to provide information about the proposed recommendations under different service areas, demographics, locations, and timelines. The following is a summary of our major priorities.

Building improved library and learning spaces

The Pines and Bulleen Libraries are ageing and in leased facilities. This plan identifies the need for newer facilities to replace these existing facilities that are unable to adequately meet current or future demand. Other improvements to library services include provisions to enable a new model at Warrandyte Library to include extended and unstaffed opening hours, to reconfigure the layout of Doncaster Library to improve functionality and to explore an option for book lockers in other areas.

Facilitating kindergarten expansions

Necessitated by changes to the Victorian Government's kindergarten policy for three-year-old and four-year-old children, expansions to kindergarten facilities will be enabled by the State Government Building Blocks funding program. Priorities for kindergarten expansions are based on an assessment of population growth and demand as consistent with the state government modelling, backed up by our local knowledge and condition of the facility.

The state government's expanded kindergarten programs for both three- and four-year-old children will be effective from 2023. Free kinder will be available for all Victorian three- and four-year-old children at participating services in both stand-alone (sessional) services and long day care (childcare) settings. By 2029, it is anticipated that all Victorian kindergarten services will be delivering 15 hours of funded kindergarten programs to children in the two years before they start school.

By 2032, four-year-old kindergarten will transition to 'pre-prep', increasing to a universal 30 hours a week program of play-based learning for every four-year-old child in Victoria.

Kindergarten expansions will be dependent upon funding from the State Government to support their kindergarten reform agenda.

Expanding community meeting facilities

Overall, there is an adequate supply of medium and large community meeting spaces in Manningham and there are opportunities to deliver more flexible options for use by smaller groups. This can be delivered in conjunction with the establishment of Community hubs that bring together services in one geographic location for community benefit.

Multipurpose use of sporting pavilions as community meeting spaces (when they not utilised during the day) can contribute to supply of meeting spaces where required.

Addressing service gaps

The CIP recognises the need to support the arts, particularly in the case of performing arts, and recommends an analysis of the needs for arts facilities to map such needs, demands and opportunities. These might be in partnership with schools or other providers. We also identified the need for more community legal services, co-working spaces, community health services, youth mental health facilities and youth services.

Upgrading and consolidating existing community infrastructure

Much of our community infrastructure is ageing. We have developed a progressive planning schedule to upgrade well-used buildings and consolidate facilities to in accessible locations. The ambition for these spaces is that they are not only modern, clean, and functional, but also fitted out with wi-fi, video meeting capacities, adequate acoustics where appropriate and accessibility for people with mobility difficulties.

2.3 Our coordinated approach

The planning and delivery of community infrastructure has evolved in recent years in light of changed usage patterns and continued population growth. With the clusters of community spaces, there is an opportunity to enable coordinated programming and linkages between spaces to account for the limited public transport across Manningham.

Healthy, liveable communities are walkable and well-connected, where residents can live, work and play locally.

The Victorian Government's direction for 20-minute neighbourhoods links the *Plan Melbourne 2017–2050* directive and our own *Liveable City Strategy 2040*. The direction emphasises living locally, such that people can access most of their daily needs such as health services, libraries, playgrounds, and other community infrastructure within 20-minutes from home.

In particular, the community hub model, which clusters community facilities together to provide greater access to a diverse range of services and resources in one location, is being actively promoted by state and local government policy. The principles for the development of community hubs in Manningham are to offer accessible and co-located services and serve a significant portion of the local community.

Council is committed to a Service Led Asset Management approach. It is an approach to sustainable management of services and built infrastructure. It is about ensuring the delivery of services that the community values today whilst delivering certainty for the generations of tomorrow.¹ It is a process of assessing current and future service needs and making sure that Council assets are fit for their intended purpose.

The process of developing the CIP i.e., undertaking a needs analysis and an asset assessment is consistent with the Service Led Asset Management Framework.

Council is committed to reviewing service needs, undertaking building asset needs analysis and assessing resourcing to prioritise a program of projects and works for the community. This is part of Council's short- and long-term financial planning.

¹ Definition of Asset Management- Institute of Public Works Engineering Australasia.

2.4 Our guiding principles

This CIP development process has helped us better understand the people who live in Manningham, the geography of the area and the spirit of local community which makes this a great place to live.

The following guiding principles have influenced all the recommendations within this CIP. These principles are relevant to all types of community infrastructure and seek to ensure that we create a network of facilities that support our collective health, connectivity, and resilience.

Ensure community infrastructure responds to place and community-based needs and opportunities

The type, design and location of community infrastructure should respond to the needs of its community and the unique characteristics of its location. This should be reflected in the type of service delivered, space provided or design of the building. We recognise that community infrastructure contributes to local liveability, character and identity and should reflect these values.

Maximise the functionality and use of our existing community infrastructure

Unprecedented population growth and increasing community expectations have changed the demands on built community infrastructure. To meet this demand, we must improve the capacity, efficiency, and performance of existing community facilities. Manningham already has an extensive network of functional community buildings across the municipality. Through improved design, programming and through new partnerships we want to maximise community usability in these spaces.

Establish new community infrastructure as part of community hubs

A community hub co-locates different community facilities at one location, bringing operational efficiency as well as improved community accessibility, utilisation, and activation benefits. This is the preferred model for Manningham Council in the delivery of new facilities moving forward.

A community hub locates different community facilities at one location to provide better access to a wide range of services, spaces, and programs. It also provides a more cost-efficient way to deliver community infrastructure. This is done by maximising the use of land and supporting infrastructure (including maintenance costs), sharing resources, and supporting cross-referral and synergies between different service providers. It also provides an opportunity to leverage new and varied sources of funding and greater flexibility to respond to changing community needs over time.

There is not a one-size-fits-all approach for community hubs. All different kinds of community hubs are emerging, with many different combinations of services and spaces.

Locate community infrastructure with good access to transport and amenities

We should always consider locating or relocating community services and infrastructure in areas well serviced by the public bus network and with adequate access to walking and cycling connections. It is also essential to consider locations for new facilities in areas in proximity to existing community amenities such as activity centres which connect to major arterial roads, footpaths and open spaces.

Encourage shared use of spaces and facilities

The shared use of community facilities has the potential to deliver better and more cost-effective spaces and services. Shared usage may decrease or delay the need to invest in new facilities

which ultimately allows high priority infrastructure to be delivered earlier and more effectively. Consulting with the different groups during the design process will ensure mutual benefit for users.

Encourage partnerships with other service providers, operators and the community, to deliver multipurpose facilities and alternative revenue streams as well as maximise community choice

Many community facilities operate on a not-for-profit basis. They rely on venue hire fees and grant funding for generating income. Partnerships with other service providers should be considered when planning and designing community facilities to increase financial viability while adding to the range and quality of activities and services being provided.

Provide welcoming and inclusive spaces that celebrate diversity and foster a sense of belonging

The design and provision of facilities must consider the needs and aspirations of the whole of the community which spans ages, abilities and cultural backgrounds. It must also bridge gaps between groups of socioeconomic advantage and disadvantage. Spaces should be dementia-friendly and incorporate principles of universal access and design. Equally, their location, design and programming should foster a sense of belonging and inclusion. To achieve this will require ongoing community engagement.

Incorporate environmental sustainability design in new community infrastructure

By pursuing high standards of environmental sustainability in the design, delivery, management and maintenance of new community facilities and services we can demonstrate leadership to the industry and our community. This will help us to deliver the best possible environmental outcomes.

2.5 The structure of our CIP

These are the five main questions which structure our CIP.

What is there now, who does it serve and how well is it working?

Through our consultation with the community, our demographic research and our consultation with industry bodies, this section allows us to provide an up-to-date cross-section of the existing infrastructure and the community which it supports.

How are things going to change – how many people, where and when?

Informed by our research this section sets out the projections for population growth in Manningham to forecast the impact on facilities and services in certain suburbs at different times over the next 20 years.

What is needed to provide for the future community (existing and new)?

In this section we will go through the needs of the future community as they relate to the six service areas and the different neighbourhoods in Manningham to provide context for the recommendations.

What is the best way for this to be provided?

Here we have set out a comprehensive set of recommendations based upon the short-, medium- and long-term needs of the community.

How will it be paid for?

By outlining how these recommendations will be funded and delivered, we aim to show how our recommendations will be successful in providing the best community infrastructure for Manningham.

3 What is there now, who does it serve and how well is it working?

3.1 How is Manningham Council supporting current infrastructure?

Manningham Council plays a variety of roles in the provision of community infrastructure. Our role in the delivery of different services and facilities may change over time in response to market trends, user preferences, government policy and resource availability. For each service, facility or space, we define our role as one of the four types listed below:

- **Planner:** to undertake the future planning of key services, facilities and spaces.
- **Partner:** to work with others, including the community, to deliver services, facilities and spaces.
- **Promoter:** to lobby other public and private enterprises the provision of key services, facilities and spaces.
- **Provider:** to directly deliver community facilities or services or both.

These distinctions are useful to help understand the responsibilities we currently have across the six service areas and how our role in each will influence the recommendations we make.

3.2 Who does it serve?

In 2022 Manningham's population reached 125,700 people. Of those, 54% had a first language other than English, with 76 languages spoken across the municipality. Of the current population, 44% of people were born overseas, with the majority from China, Malaysia, Hong Kong and Iran.

Developing a CIP means forecasting how Manningham's population will grow and change. Current projections are that in 2036, approximately 148,318 people will call Manningham home, representing an 18% growth in population.

The population across the municipality is ageing in line with metropolitan-wide trends. By 2036 our community is forecast to include a higher proportion of working aged people than today (25–29 years) as well as a higher proportion of older people than today (aged 70+). The dominant household is anticipated to remain as couple families with children in 2036, with 6,722 more children and young people (aged 0–18 years) calling Manningham home, but we will also see an increase in lone person households. The suburbs of Doncaster, Bulleen and Doncaster East are expected to experience the most growth between now and 2036.

2

3.2.1 Early years

Early years services and facilities provide support and care to babies and children (0–6 years) and their families.

² ID Profile Demographic Resources Census 2021

Council's role in Early Years (EY) is to coordinate the planning and provision of infrastructure to support Kindergartens, and Long Day Cares (LDCs) with kindergarten programs in Manningham. Council work collaboratively with services to provide support for vulnerable children, advocate for change and provide resources and equipment to educators.

Kindergarten

While state government plans to fund three- and four-year old kindergarten are emerging, at present, Manningham Council oversees a number of kindergarten facilities, with parents paying for early learning services. Because of workforce participation, travel and family preferences, Manningham has a higher kindergarten participation rate relative to other municipalities.

The state government's announcement that it would fund 15 hours of three- and four-year-old kindergarten is an important backdrop to the current state of Early Years services in Manningham. Participation in three-year-old kindergarten has already increased significantly since the announcement. At present there are Building Blocks funding grants available to help facility modifications to meet the increased demand over the coming 10 years as this reform continues to be rolled out. Part of this government directive is to situate kindergarten services near or at primary schools, but currently no primary school sites in Manningham have been identified as sites for new kindergartens.

Most recently, the state government's Best Start, Best Life initiative was announced in June 2022. The initiative aims to provide free kindergarten for both three- and four-year-old, with four-year-old gaining access to 30 hours of 'pre-prep' to better prepare them for school. While the full details of the initiatives are still evolving, the Early Years providers are anticipating adjustments to be made regarding workforce, infrastructure, demand for kindergarten sessions and available funding.

Expansion of Kindergarten facilities within Manningham will be dependent upon funding from the state government.

Long day care

Overall, majority of the long day care (LDC) providers are privately run in Manningham, with one (Early Years at MC2) provided by Council and three run out of Kindergartens.

Other Early Years services

Maternal and Child Health services, playgroups and toy libraries are co-located with other community spaces.

Table 1: Manningham's current Early Years infrastructure

Infrastructure	Manningham Council's role				
	Provider (facility)	Provider (service)	Partner	Planner	Promoter
Maternal and Child Health services: provide universal primary health care for families with infants and very young children to support physical, emotional and social development	x	x		x	x

Infrastructure	Manningham Council's role				
	Provider (facility)	Provider (service)	Partner	Planner	Promoter
Kindergartens: offer three-year-old and four-year-old kindergarten education, which can be delivered as a sessional (stand-alone) program or integrated with LDC	x			x	x
LDC providers: offer childcare services, typically operates for eight hours per day	x	x		x	x
Playgroups: involve informal sessions where parents/ caregivers/grandparents and children meet in a relaxed environment, while Manningham Council doesn't facilitate any playgroups, many occur within our community facilities	x		x		
Toy libraries: provide opportunities for a household to borrow a range of toys for short-term use	x			x	x

We currently have an expansive network of Early Years community infrastructure across the city. Many of these facilities are much loved, highly valued, but running at capacity.

Many of our buildings are ageing and in need of upgrades to continue operating and meet contemporary standards and expectations. The Council has received requests from several kindergartens and community LDC service providers to expand or replace facilities. Some service providers have already applied for a Building Blocks grant from the state government with the Council acting in a promoter role.

Early years services have approached Council about expansion opportunities for their service. One request we have received is from Warrandyte Child Care and Kindergarten located in a Council building that is approaching end of life. Warrandyte differs from other areas of our municipality where no private providers are in the market and the current services are at capacity with families on wait lists. Council may want to consider a solution that works for this unique area.

An Early Years Plan is under development to determine the priorities of works required for the for the 26 kindergartens and one long day care without a kindergarten service run by Council that operate out of Council buildings. Three childcare services run a funded kindergarten program in a Council building.

Council has established guiding principles in order to develop the Plan. Priorities will be based on demand now and into the future, condition of building, existing planned maintenance and scope of works required. Outcomes will drive grant applications and projects.

During our audit, we found several of our providers offer a bush kindergarten program, where children can investigate, explore, take risks and connect with the natural environment. A growing body of evidence suggests outdoor activity can significantly contribute to improved health and wellbeing. As a result, the Council and the state government are supporting the delivery of this program in Manningham with the view to expand this in the future.

3.2.2 Young people

Community infrastructure targeted to young people (12–25 years old) comprises spaces and facilities as well as services such as youth mental health support.

Youth mental health

Across all demographics, gaps in mental health service provision have been highlighted, with an increase in demand for services. Many local governments provide some mental health services, whether this is in-house or through a referral to other non-Council agencies, but half lack a space dedicated to youth access to these services.³ At present, many councils including Manningham have long wait lists for publicly funded mental health services, or circumstances which mean young people need to travel outside their municipality for access.

Access

Access is important in youth services as most young people cannot drive independently. It is especially important that youth services and spaces are easily accessible by public transport and active transport (such as walking, cycling, skating and riding scooters). For this reason, typically youth services and facilities are co-located with other spaces young people frequent, such as shopping centres, schools, libraries and skate parks.

Table 2: Manningham's current Youth services infrastructure

Infrastructure	Manningham Council's role				
	Provider (facility)	Provider (service)	Partner	Planner	Promoter
Youth sites and services: include a mix of spaces for our youth services staff, one-on-one service provision and spaces for group programs, events, and socialising	x	x	x	x	x

Manningham Youth Services currently provides important information to young people, confidential counselling, and other support and social programs for young people aged 12–25. In 2022, we also established the Manningham Youth Advisory Committee (MYAC), which gives the opportunity for those aged 16–25 to have a say on the issues which affect young people in our community.

Our youth services currently operate out of one space in Manningham. While the space is well located (at MC2) it is primarily an administrative office space that is not configured or designed to

³ Youth Affairs Council Victoria (2021), *Mapping youth policy, participation mechanisms and services across local Councils in Victoria*.

be a fit-for-purpose facility. At present it cannot support the core youth services which enable young people to seek support, counselling, or participate in programs.

3.2.3 Libraries and learning

The best libraries function as a living room for the community which welcomes people of all ages. By coordinating with other learning spaces there is potential to create centres in Manningham which support our local economy through learning and collaboration.

Libraries

While physical book collection remains a core function, libraries are now incorporating spaces to support digital literacy, people working and studying and intergenerational learning programs. Libraries are becoming increasingly active and collaborative places by creating a mix of 'noisy' and quiet spaces. State programs like Libraries After Dark extend the opening hours of the library so that the space can act as an alternative to pubs and pokies. Initiatives such as this demonstrate the vital role libraries play in connecting the community. This is supported by research which suggests that libraries in Victoria provided \$4.30 of socioeconomic value for every dollar invested.⁴

Neighbourhood House

Neighbourhood houses offer opportunities for Manningham residents to connect, learn new skills and participate in and contribute to community initiatives. They run wide range of learning programs, tailored social connections including initiatives to reduce social isolation and improve mental health and wellbeing.

Neighbourhood Houses are run locally by not-for-profit organisations and volunteers utilising Council owned buildings and community centres in five locations across Manningham.

Across Victoria, there has been a recent shift towards delivering Neighbourhood House programs as part of a multipurpose community centre, often integrated with library services. This integration allows the service to be more efficiently run and provides opportunities for collaboration. Work can be done with Council and Neighbourhood Houses to explore innovative solutions to meet community need.

Co-working spaces

We have also seen the emergence of co-working spaces supported by councils and by the private sector. These environments are designed to allow self-employed people and remote workers to engage in work, share expertise and even collaborate on new ideas in a space which is affordable and supported by high quality technological infrastructure. Research suggests there is not only an economic benefit to creating these spaces, but that people form more social connections through shared spaces.⁵ Co-working spaces can be complementary to existing library and learning spaces and in the context of increased flexible working they present an opportunity to connect members of the community. There is also a suite of co-working spaces that are in shopping centres or other publicly accessible places, operated by private providers.

⁴ State Library Victoria & SGS Economics and Planning (2018), *Libraries Work! The socio-economic value of public libraries to Victorians*.

⁵ Porath, CL & Spreitzer, GM (2012), *Thriving at work: toward its measurement, construct validation, and theoretical refinement*; Gerdenitsch, C et al. (2016), *Coworking spaces: a source of social support for independent professionals*.

Table 3: Manningham's current Libraries and learning infrastructure

Infrastructure	Manningham Council's role				
	Provider (facility)	Provider (service)	Partner	Planner	Promoter
Libraries: provide book borrowing, learning services and programs for adults, youth and children, access to technology and other meeting/study spaces	x	x		x	x
Neighbourhood Houses/Learning centres: support participation in learning courses and other educational activities	X		x	x	x
Co-working spaces: provide flexible, shared workspace for freelance or home-based workers, start-ups, and different businesses/organisations			x		x

Manningham currently has four libraries at Doncaster, Doncaster East (The Pines), Bulleen, and Warrandyte. These libraries are operated by the Whitehorse Manningham Regional Library Corporation, a shared service arrangement between Manningham Council and Whitehorse Council. We have a strong borrowing community, with great turnout at literary programs. Our libraries also have a notable number of members from neighbouring suburbs, indicating that many of our facilities service a wider catchment and that people are happy to travel to access this service. Doncaster Library is the flagship library in Manningham, significantly larger and newer than the others, and co-located with other community uses in the MC2 municipal hub. It is also the most-visited library, followed by The Pines.

At present, our five Neighbourhood Houses, located in Templestowe Lower (Living and Learning @ Ajani), Park Orchards, Doncaster East (The Pines), Warrandyte and Wonga Park, are managed by voluntary community-based committees who are responsible for the operation of each centre. The Park Orchards Neighbourhood House & Learning Centre is facility is ageing, with limited accessibility. It is currently over capacity and its Board are advocating for an expanded, upgraded facility.

Manningham does not currently have a co-working facility, despite having a high number of self-employed professionals and home-based small businesses.

3.2.4 Arts and Culture

Our current infrastructure in this area encompasses a range of performance and rehearsal spaces, studio/workshop spaces, and exhibition and display spaces that celebrate creative expression, cultural identity and heritage. We also see many arts and cultural activities operate outside of dedicated arts facilities, including in libraries, public halls, outdoor plazas and even busking, which takes place at activity centres.

Research from the Australian Council for the Arts highlights the vital role of arts and creativity in almost every aspect of our lives, from education to mental health and in strengthening local economies.⁶ This has been evidenced in a trend of increased weekly expenditure on art, culture

⁶ Australian Council for the Arts (2020), *Creating Our Future: arts and creativity increasingly important to all Australians*.

and entertainment by Australian households over recent decades. The Australia Council research showed that film, digital media and literature experienced the biggest jumps.

Performances and cultural programs occur in entertainment venues, schools and churches, with many private museums and galleries hosting the work and endeavours of amateur and professional artists alike. We are fortunate to have Heide Museum of Modern Art, a cultural icon, in our municipality.

Table 4: Manningham's current arts and culture infrastructure

Infrastructure	Manningham Council's role				
	Provider (facility)	Provider (service)	Partner	Planner	Promoter
Galleries: offer curated collections and touring/temporary installations from local and/or international artists	x	x	x	x	x
Studios: accommodate a range of programs for makers and creators, for example painting, dance and pottery	x	x	x	x	x
Theatres: hold performances and some rehearsals, and include community playhouses and music venues, as well as venues to host world-class shows	x			x	

Our network comprises Council-owned facilities as well as spaces delivered by the state government, private organisations, and the not-for-profit sector. Most of our arts spaces are highly functional, in good condition and are typically well-utilised by a range of community arts groups. However, spaces such as the historic Doncaster Playhouse have limitations on their ability to meet the needs of a contemporary performing arts space. Through our local schools there are a number of state-of-the-art theatres which do meet these requirements, but their availability for non-school use is limited.

We have recently constructed a new informal outdoor amphitheatre space for Warrandyte, and there is advanced planning under way by private developers to construct a 500-seat theatre at the Church of Christ site opposite the Doncaster Playhouse. The Doncaster Playhouse was hit hard by the pandemic and may not see a return to the number of groups and activities that it once hosted. At sites like this, there is opportunity to explore alternative uses. Additionally, informal and multipurpose spaces like Ajani Community Hall and others would benefit from enhanced acoustics and sound equipment to further support community level performances.

Over time, there is the potential to reinforce the Civic Centre Precinct and Doncaster Hill (Civic Precinct) more broadly as the cultural and civic heart of our community through the Council's strategy and programming. It is already a focal point for arts and cultural activities with the Manningham Art Studio, and Manningham Art Gallery at MC2, Doncaster Playhouse, and Doncaster and Templestowe Artists Society and. Warrandyte is known for its vibrant artistic community, with a range of spaces for hobbyist makers and professional artists alike, including the Mechanics Institute, Stonehouse Gallery and Warrandyte Pottery Studio. The Warrandyte Pottery Expo is a much-loved cultural event held each year on the banks of the Yarra River. The role of these creative and cultural precincts could be further enhanced through coordinated programs and

events across the different spaces, including through the expansion of our online venue booking system to better support and link these spaces.

Whilst Manningham has continued to deliver a core set of arts and cultural activities at its venues, a new Cultural Plan is recommended to ensure that future programming, policies and community and economic support activities function appropriately and effectively to meet and enhance the contemporary artistic and cultural character of the community.

3.2.5 Community meeting spaces

Community meeting spaces take many different forms, from public halls to community gardens and sheds and rooms at sporting pavilions. At their core, they provide a place for different community groups to come together for a range of programs and activities, be it dancing, playing mah-jong, gardening, making and tinkering, or for a morning tea.

Many community meeting spaces have traditionally been provided in stand-alone buildings. However, contemporary best practice approaches and local governments across Australia are moving away from this model, as these facilities are generally not as accessible, equitable or financially viable. Instead, the delivery of community meeting spaces is moving towards flexible multipurpose rooms in community hubs that are shared by different users.

Table 5: Manningham's current community meeting space infrastructure

Infrastructure	Manningham Council's role				
	Provider (facility)	Provider (service)	Partner	Planner	Promoter
Scout Halls: provide spaces for local Scout groups to conduct their activities	x			x	
Multipurpose hall/rooms: provide a small, medium, or large room for hire that is highly flexible and able to accommodate a range of different types of groups and activities	x	x		x	
Senior citizens groups/Planned Activity Groups (PAGs): enhance the independence of older adult participants by promoting physical activity, cognitive stimulation, nutrition, emotional wellbeing, and social inclusion, and they may meet at a dedicated facility, or a senior citizens centre	x	x	x	x	x
Returned Service Leagues (RSLs): provide independent support for those who have served in the Australian Defence Force; and the groups typically operate from dedicated RSL club facilities	x			x	x
Local History Groups: promote and preserve local heritage	x			x	

Infrastructure	Manningham Council's role				
	Provider (facility)	Provider (service)	Partner	Planner	Promoter
Community gardens and sheds: coordinate activities which are run by a local volunteer or not for profit organisation, with produce harvested for member use, markets, or community kitchens and may offer learning and certification programs in partnership with local service providers	x		x	x	x
Social rooms in sporting pavilion: meeting spaces with amenities available out of club hours	x		x	x	x

Our community meeting space network includes Scout Halls, local history groups and RSLs which service their specific user group but provide limited opportunities for shared use by our general community. There is scope to expand this network to better utilise sporting pavilions when they are not occupied during the day for community groups that do not require their own equipment. In contrast, we have many multipurpose rooms both in stand-alone halls and within hubs and learning centres, where they host diverse groups and activities, from arts and culture to children's programs.

Their condition and capacity vary between location and building – there are some which are highly utilised and functional and others which are in poorer condition and only used sporadically. Meeting rooms in some of our larger suburbs typically experience high demand, with waiting lists for peak times (during the week after 4pm and Friday and Saturday evenings).

Manningham has four community garden spaces – MC2, Ajani Living and Learning, Warrandyte Community Gardens and another at 39 Wetherby Road, Doncaster. The Wetherby Road site also hosts the Doncaster Men's Shed, Kevin Heinze Grow and the Pied Pipers. Several of these groups have expressed the need for improved facilities that are hampered by uncertainty, as the site is currently leased. There is a burgeoning Men's Shed in Warrandyte that will grow over time and will need consideration of a location and appropriate facility, a Men's Shed has been established in Bulleen by local residents and members of the Veneto Club in Bulleen where it is hosted, plus there is capacity for further Men's Sheds (or community sheds to include all genders) to be developed within Manningham.

There are also several existing and active local history groups in Manningham which are based at beloved heritage sites, yet some of these spaces don't meet contemporary requirements for the groups that run them. The need to preserve artefacts and promote the work of these groups could be better served by improving facilities, promoting their work further or co-locating some functions of these groups at community hubs. The addition of a visitor's centre at Schramm's Cottage in Doncaster will allow residents and visitors to learn more about local history.

3.2.6 Community Services

There are other types of services and spaces that underpin our community health and wellbeing, but for which we are not a provider of facilities or services. These facilities and services are important components of our community infrastructure network.

Health

There are a range of community health providers in Manningham: Access Health and Community, Doncare, EACH and Women's Health East. They provide services focusing on medical, mental health, women's health, children, occupational therapy, audiology and aged care. Other specialist services such as FVREE | Family Violence service for Women and Children

work in partnership with existing providers to deliver their services. Manningham Council wishes to work collaboratively with all community health providers to ensure that their facilities are well located, modern and have capacity provide the services that are needed.

Manningham does not currently have any state-funded tertiary health facilities (Eastern Health hospital-related) in our area, resulting a significant gap in services for our community. The data we collected found that Manningham makes up approximately 16% of the Eastern Health primary catchment population and is characterised by similar health service needs when compared with neighbouring municipalities. This means our residents must travel outside Manningham for hospital services. This issue is compounded by the lack of public transport options in our community which creates significant barriers to access fundamental health services.

Community legal services and material aid

Community legal services are independent organisations that provide equitable and accessible legal advice and assistance, including support for individuals to be their own advocates. Material aid or emergency relief organisations provide immediate material or financial support to people in crisis.

Currently, our community members must travel outside Manningham to utilise the services of Eastern Community Legal Centre (ECLC) located in Box Hill. The *Council Plan 2021–2025* supports an increased provision of these services in our community, and the ECLC has expressed interest in creating a local presence. As community legal services are state funded, advocacy efforts are a priority to secure a local service.

There are currently six organisations providing material aid services across our municipality, each with a different focus. Council can play a role in coordinating the provision of material aid and emergency food relief.

Aged care

Aged care services include retirement villages, nursing homes and other types of residential aged care. Our community is well serviced in this area by the private sector. We will continue to encourage independent living units and other types of accommodation that allow our older residents to age in place. We will also facilitate a range of ways to support our older residents through community transport services and activities to connect with others to reduce social isolation.

Council remains committed to older adults and this is reflected in our operational model. A Healthy Ageing Team has been established as part of a recent organisational change in the Connected Communities Directorate at Manningham Council that have a specific focus on opportunities for older adults.

3.3 How well does it work?

Using the context provided by the overview of our current infrastructure along with the issues highlighted in the status of our networks today, we have identified several gaps. These gaps tell us how well our infrastructure is serving the community at present and will direct how we formulate recommendations for future infrastructure. Many of these gaps affect multiple service areas and will be addressed as part of the recommendations in the implementation plan.

Ageing infrastructure

Many of our facilities are ageing and some don't meet contemporary accessibility standards or have the features that we expect in civic buildings, such as wi-fi and other relevant technological requirements. This means that some facilities are underutilised, not accessible to all users and unsuited to different groups.

Ratio of stand-alone to multipurpose facilities

We have many stand-alone facilities which provide a service or space for a single user group or purpose, sometimes to the exclusion of others. A better way to approach this is to increase the number of multipurpose facilities in Manningham.

Limited public transport access

Manningham does not have an expansive public transport network. With only buses operating, limited public transport is a barrier to accessing community facilities and services within and outside Manningham. This disproportionately affects young people, those experiencing socioeconomic disadvantage and individuals who cannot drive (such as, people with a disability or older persons) or chose not to drive.

Changing community preferences

There is evidence of changing preferences away from organised community, sport and recreational groups towards more informal get-togethers and activities. This has implications for the types of spaces we provide for our community, as well as their location and design. We need to explore opportunities for partnerships in the future development of infrastructure to support sporting and recreational groups to diversify the activities and services which they provide from their facilities.

Ageing community

Access should be provided for people of all ages to participate in activities that promote improved social connection and inclusion. It will be important to provide recreation activities to promote healthy living both within recreation centres as well as in community buildings and parks.

Outdated hours of operation

Extended trading hours, shift work, increasing numbers in work from home, part-time and casual employment call for a review of opening hours for community facilities.

Balancing of commercial opportunities

There is potential for some community facilities and open spaces to be used for one-off events as well as regular or fixed ventures, such as, cafes or personal training. These ventures can help activate some spaces but may also mean that the facility is not available for general community use during certain periods. We need to balance these demands and opportunities to maximise community benefits and effectively manage our Kindergarten policy changes

The Kinder for Every Three-Year-Old Across Victoria policy from the state government commits to providing 15 hours of kindergarten each week for every three-year-old child. From 2022, all families in Victoria will have access to five hours per week of three-year-old kindergarten programs, and this will increase to up to 15 hours per week by 2029.

The Best Start, Best Life initiative looks to provide free kindergarten and 'pre-prep' programs of up to 30 hours per week for four-year-old. This initiative is likely to have a significant impact on the demand for Early Years infrastructure. The effects of this change will become evident as the program rolls out in coming years.

Asset consolidation

Aligned with Council's Service Led Asset Management Framework we will ensure we are efficient with the allocation and utilisation of community assets based upon our understanding of the needs our community has now and into the future is vital. We have an opportunity to review, repurpose or dispose of community assets based on the community's service needs identified in the CIP.

Population growth

We must ensure that community organisations in Manningham can grow and meet future demand for services. Research shows this will have the biggest impact on high growth areas, such as Doncaster, Bulleen and Doncaster East.

4 How are things going to change, how many people, where and when?

4.1 Early years

From 2021 to 2036, Manningham is forecast to grow by an additional 2,722 babies and young children (aged 0–6 years). Our community is already characterised by a high proportion of families with two working parents and high rates of sessional kindergarten program uptake. Accordingly, the largest share of our community buildings is devoted to Early Years services, and it is this service area where we anticipate the most significant increase in demand.

Kindergarten

Demand for kindergarten program places across our community is likely to continue through to 2036, particularly in growth areas such as Doncaster, Doncaster East and Templestowe. This will require the expansion of services at existing sites as well as the development of new facilities. Because this demand is largely driven by state government policy changes detailed in kindergarten funding reform on Victorian Government website, we will act as a promoter and project advocate for local services who to seek grant funding from the state government as set out in the Kindergarten Infrastructure Services Plan (KISP) – an agreement with the State about areas of growth and priorities for funding.

Some existing kindergarten sites in Templestowe and Lower Templestowe are in flood-prone areas. To ensure the safety of our young children and to allow our existing services to continue operating, we will investigate alternatives which may include the expansion of existing services and spaces at nearby sites or relocation, or flood mitigation works to allow families to find suitable kindergarten services or expansions to allow for extended programming.

We are developing a process to work with Early Years services to establish the best solution for each service. We will collaboratively plan and apply for grant funding to facilitate project preparation and construction.

Maternal and Child Health

We are adequately supplied with Maternal and Child Health centres, now and into the foreseeable future. While the current number of consulting rooms is adequate, we will consider opportunities to expand existing Maternal and Child Health services at existing facilities as appropriate, or to integrate this service into any new intergenerational multipurpose community facilities. Our preference is for a two-nurse model (or greater), which we have found provides enhanced customer service by providing extended operating hours to benefit parents, infants and young children. We will also look at opportunities to partner with other 4community services, such as community legal services, or to co-locate with libraries to provide vital support to parents and families.

Long day care (LDC)

Although industry trends show us that there is an increasing number of other providers (private and community) delivering LDC services, smaller communities are often overlooked. We will continue

to monitor the demand for and delivery of LDC services and provide spaces for community-run LDC services where there is a need, so that our families have choice when it comes to childcare.

4.2 Young people

Sufficient spaces for young people are an acknowledged gap in our current community infrastructure network. This gap is most noticeable in our larger suburbs of Doncaster, Doncaster East, Templestowe and Lower Templestowe where more young people live. By 2036 Manningham is expected to be home to an additional 3,046 young people (aged 10–19 years) which will exacerbate the existing demand and need for youth spaces and services.

Youth mental health

Improving service provision is a key priority of the *Council Plan 2021–2025* aimed at supporting young people to engage in education, employment and community life. Manningham has advocated strongly for a headspace mental health service to be housed in the municipality. A recent announcement has shown that a new headspace will be opened in Box Hill in mid-2023.

Access

A dedicated youth services and information hub would bring together youth services and other non-Council services in a facility with engaging larger spaces for youth programs as well as private consulting rooms. It would be best located alongside other community spaces at a municipal or district hub, in a location that is highly visible, accessible and appealing to young people. The proposed new libraries at The Pines and Bulleen will also have study areas, digital infrastructure and other spaces and programming to attract, engage and support our young people.

4.3 Libraries and learning

Libraries are well-placed to act as key activators for community hubs because they attract a broad range of users to the facility. Similarly, the drive to improve remote learning and remote working through Neighbourhood Houses and co-working spaces will support the future of learning.

Libraries

Over time we will transition our existing and future library spaces to broaden their role to create a network of vibrant multipurpose community hubs with programmable and creative spaces, co-located or integrated with other community facilities. Our library service of tomorrow will offer self-service and click and collect functions, digital infrastructure, program spaces, 'maker-spaces' for digital creativity and co-working spaces, with potential for expanded opening hours.

Library facilities will become better integrated with local history groups to provide greater access to historical material. By hosting the online catalogue of their collections and promoting collections through display space, programs and events, libraries will become a central space for keeping the history of Manningham alive.

This CIP also supports the recommendation regarding the delivery of two new library facilities to replace the current leased facilities that are not adequate for current or forecast demands. A new library should be delivered at The Pines as a high priority, followed by Bulleen. While the new Pines Library could possibly be delivered at or near the current shopping centre site, further investigations are required into the right location and mix of facilities. This is similar for the replacement library service in Bulleen.

Neighbourhood Houses

We also recognise the need for a new Park Orchards Neighbourhood House and Learning Centre at the existing Crown Land site or at an appropriate alternative site in Park Orchards. This will enable the well-loved childcare and learning/training services to continue operating at an integrated hub with expanded opportunities for intergenerational programming and community activation. Council will actively support the Park Orchards Neighbourhood House and Learning Centre to seek a range of funding sources to support the redevelopment of this facility.

Co-working spaces

The research we commissioned, which included consultation with local businesses and a trial co-working pop-up space, demonstrated strong demand for a co-working facility in our community. The establishment of a co-working space is an action of the *Council Plan 2021–2025* to explore the potential for dedicated spaces. We will continue to pursue the opportunity for such a space through the long-term planning for the Civic Precinct. Ideally, co-working spaces are co-located with other facilities and services that support work, including childcare and employment services in commercial precincts.

4.4 Arts and culture

Manningham Council recognises the value of its artistic and cultural infrastructure and community. While we have adequate performance, studio and gallery spaces, now and in the future, we can further foster creative industries by:

- developing a plan to consider performing arts spaces and other specific artistic and cultural needs and responses
- promoting integrated programming across our spaces and facilities
- forming partnerships with non-Council facility owners and service providers to maximise community use of their facilities
- providing multipurpose community rooms at new hub facilities that are flexible and arts-capable, so they are meeting expressed needs.

There is also potential for our arts and cultural scene to stimulate vibrant night-time and visitor economies – a key priority of the *Council Plan 2021–2025*. As well as supporting live music venues in appropriate locations, we can encourage busking and other performances in our plazas and outdoor dining areas to create a buzzing atmosphere and support local artists.

Planning and development projects that seek to enhance public spaces are another opportunity for us to showcase local talent through permanent installations such as street art and sculptures, as well as cultural events programming and other creative activations through placemaking initiatives.

4.5 Community meeting spaces

Manningham is well supplied for small, medium and large community meeting spaces across the municipality. There may be a slight shortage of smaller rooms in the future, but we are well supplied with medium and large spaces. By ensuring these larger spaces across community and sporting infrastructure are flexible and able to be used by small and large groups alike, we can address this gap without needing to increase the number of facilities. The exception to this is

Donvale, however, the Mullum Stadium does include a community room that could be repurposed for flexible usage.

Short-term recommendations for MC2 suggest a way forward for other key multipurpose spaces. They include inviting more groups to use existing spaces and accommodating health and community services by making minor changes to the space. In the long term, redevelopment of the precinct will expand these opportunities.

Where community meeting spaces are clustered in close proximity, this provides opportunities for coordinated programming, better linkages between sites, and potential consolidation of some sites in the long term. In Wonga Park and Warrandyte, where many facilities are spread across a large geographic area servicing a modest population, the long-term consolidation of spaces at hub facilities could contribute to more vibrant centralised nodes of activity and better support intergenerational community connections in these neighbourhoods.

Our new hubs will include flexible, multipurpose community meeting spaces, allowing for some consolidation of facilities and a transition from more traditional stand-alone models. This will support local history groups, activity groups for older people and other community groups to continue to operate should existing facilities be ageing or unsuitable for multipurpose use. Hubs also offer opportunities to create spaces for community gardens and sheds.

Private development offers additional opportunities for us to create new community spaces. We have already successfully negotiated the future delivery of new spaces within the Doncaster Hill Activity Centre at Westfield Shopping Centre and a small space at The Pines Retirement Village within Manningham. While modest in size, these new spaces once developed will help to support the growing populations in these areas and may even serve as replacement spaces for ageing facilities at nearby sites. We will continue to advocate for large scale projects such as these to share the value they deliver among the broader community.

Ageing and low used assets such as Westerfolds Manner and the former Planned Activity Group (PAG) building at Ruffey Lake could be developed to house community services that require a new or alternative facility.

Shared commercial and community use of some hub spaces is another way to maximise use and return-on-investment in our facilities. Some ageing facilities at well located sites, including the Lower Templestowe Community Centre, have significant potential to accommodate a greater mix and volume of services and users than they do now, including tenants that provide vital services such as community health.

4.6 Community Services

Health

Manningham is centrally placed between two existing hospital hubs in metropolitan Melbourne – the Heidelberg Austin Hospital Health precinct (as part of the La Trobe National Employment and Innovation Cluster) and the Box Hill Hospital precinct. It may be possible to establish satellite medical facilities in Manningham to compliment the services provided at these neighbouring and other metropolitan health facilities.

As already raised, youth health is another gap area, with no mental health service providers and few beds for out-of-home care. We will continue to advocate for a presence of health facilities in Manningham to ensure our residents have access to essential services across all levels of care.

We will work closely with providers to identify appropriate sites, including potential Council-owned land. Concurrently, the forthcoming Economic Development Strategy will investigate these opportunities.

Community legal services and material aid

The *Council Plan 2021–2025* supports an increased provision of these services in our community, and ECLC has expressed interest in creating a local presence. We will continue to support the provision of community legal services in our municipality, including, where appropriate co-location in new community health services or community hubs.

We will continue to advocate for additional material aid service providers in line with community needs.

Aged care

As our population ages, we will continue to encourage independent living units and other types of accommodation that allow our older residents to age in place.

MannaCare provides high quality residential aged care on two parcels of land that are leased from Manningham Council (one through a sublease of Crown land). This long-term lease to MannaCare recognises the important role this service provides to our community, while also providing us with a valued income stream.

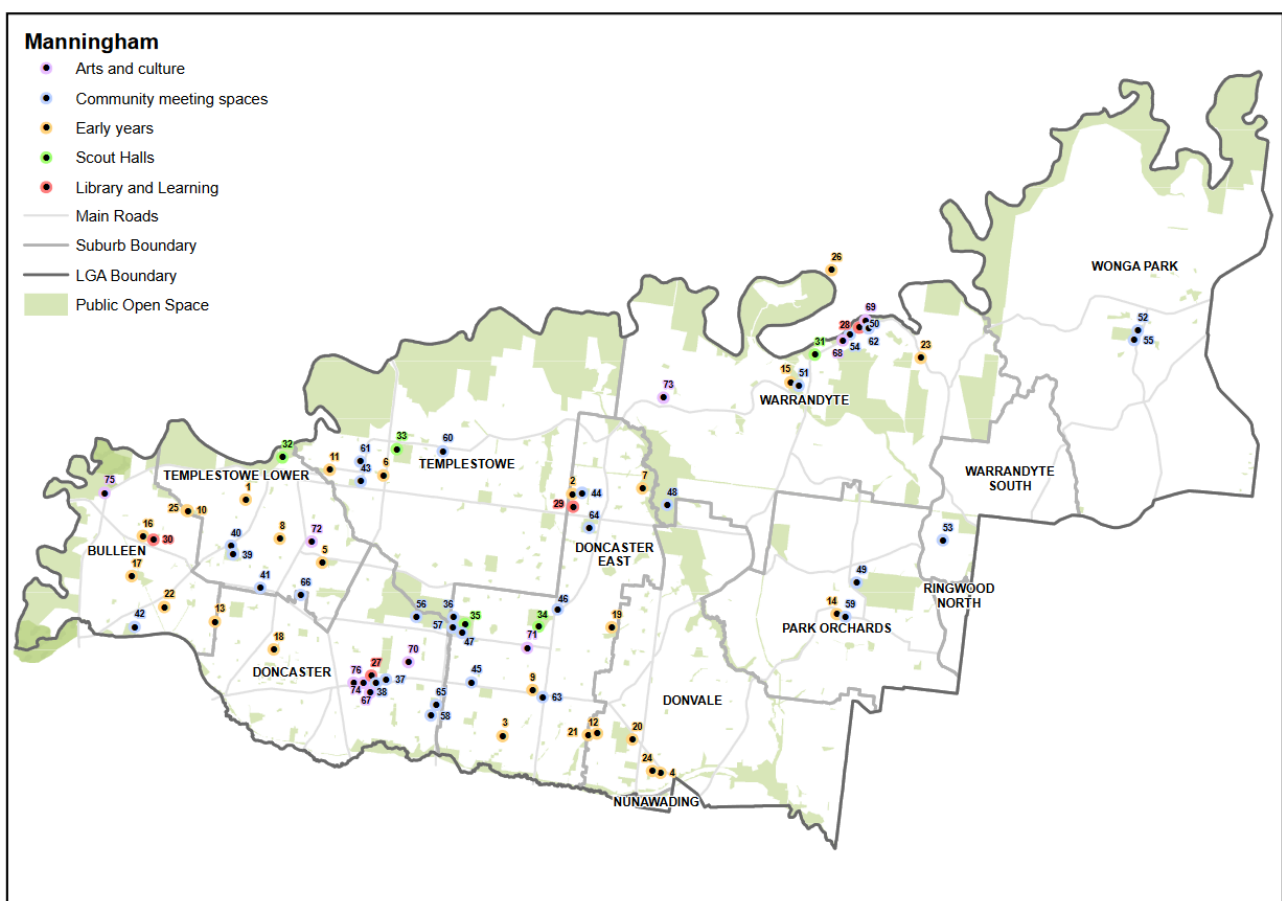
5 What is needed to provide for the future community (existing and new)?

The following snapshots provide an overview of our future community infrastructure needs, based on the analysis of our population and demographic trends as well as application of the community infrastructure provision benchmarks undertaken in 2021.

5.1 Mapping our community infrastructure network

A map of the existing community infrastructure in Manningham can be found in Figure 3. The accompanying Infrastructure facilities list in Appendix A details the name of the facility and groups the facilities into service areas.

Figure 3: Manningham’s existing community infrastructure



5.2 Snapshot of community infrastructure needs by service area

Looking to the future, we will need to adapt and improve our network of facilities and services to respond to the changing needs of our community. In the Snapshot of community infrastructure needs by service area below we have detailed the main requirements for each of the six subject areas.

Table 6. Snapshot of community infrastructure needs by service area



Early Years infrastructure poses a short-term need. There is demand for additional kindergartens and LDCs in the immediate future, particularly in Doncaster and Doncaster East due to population growth and state government policy changes, including the Best Start, Best Life initiative. We will need to work with our key government and industry partners to respond to this need over time.



Manningham does not have a dedicated youth facility. The suburbs experiencing the highest demand for youth services are Doncaster East, followed by Templestowe, however, a centralised facility in Doncaster would also meet the demand.



Our libraries are well-loved, but undersized. Across our network, our library floorspace is half the size it should be based on our population. Replacement libraries are needed in The Pines and Bulleen and improvements will need to be made to Doncaster and other smaller library services.



Manningham is well serviced with art galleries, studios and theatres including those provided by schools and community organisations. Over time we will reinforce Precinct 1 (MC2 and the Civic Centre at Doncaster Hill) as the cultural heart of the municipality through a focus on improved infrastructure, shared programming, and cultural activation. There is further work to be done on planning for performing arts at a community level and to support the night-time economy.



There are a range of meeting spaces across the municipality used for socialising, education, and indoor recreation. We will need to continue to improve their functionality over time, as many are quite old, with limited capacity to meet contemporary needs. We may need to consolidate some spaces to focus investment in the better located, more highly utilised facilities.



Manningham does not have access to some key community services that are typically delivered by other sectors or tiers of government. This includes state-funded health facilities, community legal services and centralised material aid facilities. As we look to improve access to these facilities within Manningham, we will investigate opportunities to ensure better access for locals.

5.3 Snapshot of community infrastructure needs by neighbourhood

There are different community infrastructure needs and opportunities for each of our neighbourhoods influenced by their current and future population, demographic profile, transport access, natural features, and local character.

Our analysis shows that there is the greatest need for new community facilities and services in Doncaster, where the greatest growth is forecast from now to 2036.

Table 7. Snapshot of community infrastructure needs by neighbourhood

Neighborhood	Population	% Change	Summary of needs
Bulleen	2021: 11,185 Projected 2036: 13,216	+18.2%	Requires replacement library and Early Years Infrastructure assessment. Requires further investigation into other services that can be established as part of a community hub.
Doncaster	2021: 25,482 Projected 2036:36,308	+42.5%	Key destination which draws users from a far catchment for community, culture and recreational programs and facilities Experiencing the most population growth and change Priority location for future community and specialist services, such as community health and legal aid Potential location for co-working spaces Improvements and expansions are also required to local services – the library, arts and cultural facilities and Early Years assessment – to cater to its future population Explore opportunities for improved and additional youth service spaces

Neighborhood	Population	% Change	Summary of needs
Doncaster East	2021: 25,482 Projected 2036: 37,782	+15.2%	Manningham's largest neighbourhood and a key destination for community infrastructure Will require a replacement library at minimum established as part of a community hub to include more community spaces Requires assessment of Early Years services and infrastructure to determine expansion opportunities Explore opportunities for improved and additional youth service spaces
Donvale	2021: 13,147 Projected 2036: 14,457	+10%	Well serviced by community infrastructure Will require ongoing improvements to facilities and services Upgrade to Donvale Preschool required
Park Orchards– Ringwood North	2021: 4,488 Projected 2036: 4,594	+0.8%	Park Orchards Neighbourhood House & Learning Centre identified for rebuild expansion to meet community need Potential for a self-service or click and collect library service
Templestowe	2021: 16,710 Projected 2036: 18,826	+12.7%	Will require ongoing improvements to facilities and services. Templestowe Leisure Centre consider access and parking improvements to Templestowe Memorial Hall and Templestowe RSL. Requires Early Years Infrastructure assessment.
Templestowe Lower	2021: 14,365 Projected 2036: 15,930	+10.9%	Well serviced by community infrastructure and will require ongoing improvements to facilities and services Develop a master plan to improve the functionality of the Ajani Centre and explore the delivery of a new neighbourhood scale community hub Examine the best location for kindergarten services and Toy Library
Warrandyte– Warrandyte South	2021: 5,972 Projected 2036: 6,148	+2.9%	Strong artistic community, with a concentration of arts and cultural facilities Well serviced by community infrastructure Will require ongoing improvements to facilities and services Explore opportunities for expansion of existing infrastructure and consolidation of services across into key locations Establish site for Warrandyte Men's Shed Expand Early Years infrastructure to meet need

Neighborhood	Population	% Change	Summary of needs
Wonga Park	2021: 3,172 Projection 2036: 2,840	+-10.5%	Will require ongoing improvements to facilities and services Explore opportunities for expansion of existing infrastructure where community need exists

6 What is the best way for this to be provided?

6.1 Actions to improve our community infrastructure network

While recommendations specific to subject areas, facilities and suburbs are listed in the actions below, this is a more detailed overview of how these changes will improve our community infrastructure.

Review lease agreements and other governance arrangements

Some of our facilities operate under old lease agreements. These agreements significantly limit or do not actively encourage their potential for use at different times by different groups. In some instances, these spaces can only be utilised for a handful of hours each week. As leases expire, we will review the terms and explore potential to open use to other groups. We will also establish a governance model as part of essential planning for any new facilities to ensure its use can be maximised for our community. There are several leases which are currently in over-holding and have been delayed due to existing policies. This also affects new leases for facilities.

Explore ways to maximise access

Some community facilities have limited opening hours or are not easily accessible outside of standard hours (such as, a community hall which requires obtaining and returning a key). We will explore the potential to provide alternative locking systems at appropriate facilities to allow for greater access and use by the community.

Minor works to make existing facilities more fit-for-purpose and flexible

Some of our multipurpose community spaces lack the contemporary design features that will enable them to be flexible enough to accommodate different groups and activities. Some of these features include moveable walls and wet spaces for arts activities, nappy change facilities, 'changing places' amenities for people with disabilities and all abilities access for intergenerational opportunities as well as technology like improved sound system or video conferencing facilities or projection.

Other facilities lack features that are important to fitness-for-purpose, such as adequate staff spaces and additional storage. Minor works will be undertaken to ensure our facilities are fit-for-purpose and flexible, which will also prolong their functional lifespan.

A conditions audit and program/schedule of works for any maintenance to Council buildings

As part of the Service Led Asset Management Framework, condition audits are completed on a four-yearly basis and held in the Council's asset management system. These provide detailed information regarding the condition of each building and what is needed to better understand maintenance needs and prioritise investment to maximise the life of the building. Further analysis of each site will be undertaken to determine priorities, considering its utilisation and functionality.

These assessments are particularly important for our Early Years services in council owned buildings, specifically preschools and kindergartens, to determine the best solution for expansion utilising Building Blocks grants.

Capitalise on divestment opportunities

The delivery of new hubs and upgrades or reconfigurations of some of our existing spaces may allow us to change the use of some of our buildings. This will allow us to focus investment elsewhere, where it can provide the greatest long-term value for our community.

Likewise, there may be opportunities for Manningham Council to acquire strategic sites, where we will assist in the delivery of quality community spaces and facilities.

6.2 Implementation plan

This section presents a consolidated implementation plan to improve the accessibility, quality, and functionality of community infrastructure across Manningham.

Monitoring and review

This is a long-term plan which will require significant collaboration and investment over time. We will monitor population growth and demographic changes, as well as service demands, to ensure that the assumptions and recommendations in this CIP remain relevant.

We will undertake a holistic review of this plan after six years, after most short-term (priority) actions will have been delivered. The review will identify the next round of priority actions to be delivered. It is important to note that the delivery of the community infrastructure priorities is dependent upon Council's budget allocations, contributory funding (particularly for kindergartens and sites on Crown land) and unforeseen competing priorities.

Timing

The implementation plan is divided into short-term (priority) actions and medium- and long-term actions according to the following timeframes:

- **short (0–6 years):** 2023–2028
- **medium (7–12 years):** 2029–2035
- **long (13+ years):** 2036+.

Assumptions

The following assumptions have been made in the implementation plan:

- The plan is dependent upon costings, other council priorities, long-term financial plans, and resources to deliver.
- Kindergarten expansion will be funded predominantly by Building Blocks grants.
- Ongoing work on developing asset processes is under way and feed into the plan.
- Ongoing work on developing process for kindergarten expansion planning and grant applications.
- This plan will regularly be reviewed after each Council Plan term and upon completion of each priority period.

6.3 Short-term (priority) actions

The following implementation plan presents all the short-term actions contained within this CIP to be delivered in the next six years. Actions are organised according to their priority, which has been determined based on:

- the availability of funding, particularly regarding the expansion of kindergarten infrastructure, which is funded by the state government. It is expected that a maximum of one kindergarten project per year could be achieved.
- service demand identified by the Early Years Future Directions Paper and Community Infrastructure Directions Paper (prepared March 2021).
- site investigations, feasibility assessments and planning that has already been undertaken for some projects.
- service continuation, such as in the case that a facility is not currently able to adequately accommodate a service because it is not fit-for-purpose or located at a flood-prone site, a new facility is urgently needed to ensure the service can operate effectively.
- strategic priorities identified through other Council policies and plans, which guides service planning and investment to meet increased demand, for example, for kindergarten service resulting from implementation of the State Government changes.

Table 8: Overview of short-term (priority) actions

Facility/service name & map ID	Suburb	Recommendation
Pines Library	Doncaster East	Develop The Pines Library Hub to replace the existing service with expanded floorspace and increased capabilities, within the Pines precinct. Include relocation of the Maternal Child Health to the library hub from Deep Creek childcare and kindergarten.
Warrandyte Library	Warrandyte	Implement extended hours access for library members.
Tunstall Kindergarten	Doncaster East	Deliver a second kindergarten service room in a modular building, with funding from a Building Blocks grant to support the expansion of the capacity of the kindergarten service.
Kindergartens and Preschools	All	Early Years Infrastructure assessment and plan to support expansion of kindergarten reform.
Libraries	Bulleen and Doncaster	Review layout, develop concept plans to maximise spaces and programming.
Civic Precinct	Doncaster	Conduct master planning of MC2 to focus on delivering short term priorities – arts and culture activations, youth services location, co working location and maximise current tenancies at MC2
Gum Nut Gully Preschool	Doncaster East	Undertake detailed site investigations to determine potential for a replacement building with two kindergarten rooms, primarily funded by a Building Blocks grant.
Bulleen Library	Bulleen	Undertake detailed site investigations to determine the best location for the new Bulleen Library.
Park Orchards Neighbourhood House & Learning Centre	Park Orchards	Support the Neighbourhood House to secure funding redevelop this centre to accommodate community needs now and into the future.
Lower Templestowe Preschool	Lower Templestowe	Support the Toy Library to remain vibrant and to meet the needs of local families – explore the opportunity for a new location
All arts and culture	All	Develop Cultural Plan particularly focusing on performing arts capacity and opportunities
39 Wetherby Road:	Doncaster East	Explore options for the tenants at the site including longer term plans for their operations should the land be required by the landowner for other purposes. Services: Doncaster Men’s Shed, Kevin Heinze Grow, Community Gardens, and Pied Piper
Eastern Community Legal Centre (ECLC)	Manningham	Support the provision of community legal services in our municipality, including, where appropriate co-location in new community health services or community hub.
Men’s Shed	Manningham	Explore opportunities for Menshed to be developed in Manningham including a suitable location for the Warrandyte Mens Shed that meets their requirements.
Youth Hub	Manningham	Find a suitable location for a Youth Hub in Manningham.

Facility/service name & map ID	Suburb	Recommendation
Warrandyte Community Facilities	Warrandyte–Warrandyte South	<p>Conduct a detailed review of existing community facilities in Warrandyte.</p> <p>Identify opportunities for consolidation at new and improved facilities spread across fewer sites, which could result in a new hub for the area.</p> <p>Undertake site investigations for Warrandyte Community Childcare to deliver a replacement building, or relocate this service to a new hub facility, if one is delivered in this area.</p> <p>Explore opportunities at the Tarroona Ave site through a masterplan.</p>

6.4 Medium- and long-term actions

The following implementation plan presents all the medium- and long- term actions contained within this CIP expected to be delivered in the next 7–12 and 13+ years. Prioritisation, yearly timeframes, and indicative costs will be determined upon review of this plan in six years (2028), with the same considerations that formed the basis for prioritisation of the short-term actions in this plan.

We anticipate that these factors will influence the prioritisation and delivery of medium- and long-term actions:

- Short-term actions identified by this plan will rollover into medium-term actions if they do not receive appropriate funding, as many of our recommendations (such as kindergarten expansion) rely on state government grant funding.
- Changing community trends dictate that activities and groups which are popular today may take a backseat to new and different priorities in the future.
- Population growth has the potential to change rapidly, so this should be continuously monitored.
- The cost and timing of each project is indicative only and will require further planning with internal and external stakeholders prior to finalisation.

Table 96: Overview of medium- and long-term actions

Facility/service name	Suburb	Recommendation
Bulleen Library	Bulleen	Complete a site feasibility and develop a concept for a new library-based hub in Bulleen at a to be determined site to replace the existing service, with expanded floorspace and the potential inclusion of Manningham Toy Library.

Facility/service name	Suburb	Recommendation
Doncaster Library and Warrandyte Library	Doncaster, Warrandyte–Warrandyte South	<p>The existing library services at these locations are newer facilities that are fit-for-purpose, however, they could be better activated with contemporary programming and services.</p> <p>Undertake a review of the Warrandyte and Doncaster Library facilities to identify opportunities for programming and placemaking, and to implement initiatives such as expanded hours and unstaffed/self-service models.</p>
Civic Precinct	Doncaster	<p>Master planning for the Civic Precinct for should reinforce the municipal role of the community hub located here. It should also identify opportunities to maximise community use of spaces and attract new community services and programs to Manningham, particularly youth services (if not delivered elsewhere) and other community health and support services.</p>
Lower Templestowe Community Centre	Templestowe Lower	<p>Undertake detailed site investigations to explore potential to upgrade the centre as a District Hub and to determine a possible mix of commercial and community uses at the site.</p>
Wonga Park Community Cottage and Halls	Wonga Park	<p>Conduct a detailed review of existing community facilities in Wonga Park.</p> <p>Identify opportunities for consolidation at new and improved facilities spread across fewer sites, which could result in a new hub for the area.</p>
Warrandyte Community Halls	Warrandyte–Warrandyte South	<p>Progress Taroona Avenue masterplan and other consolidation opportunities for new and improved facilities identified in the Warrandyte Community Facilities review.</p>

7 How will it be paid for?

Funding for local community infrastructure and services comes from a range of sources, and is subject to annual budgets, the eligibility of projects for grants and funding and site-based opportunities. The different funding sources that can be utilised to fund the infrastructure recommended by this CIP are summarised below.

Grant funding

A range of Commonwealth and state government grants and funds are available for community facilities and programs, with eligibility criteria that varies by the scope of the grant or fund.

For kindergartens, Building Blocks grants are a key funding source that are available from the state government under several different streams that facilitate planning, service capacity building and delivery of additional facilities to help meet increased demand associated with the rollout of three-year-old kindergarten programs over the next 10 years. The Living Libraries Infrastructure Program also provide grants to local government authorities to help fund new and improved library infrastructure.

Repurposing of Council land

Opportunities to use the land we already own and to ensure that it is being used for maximum benefit is key to long-term planning for community infrastructure. Sites can also be repurposed in line with changing community needs.

Development contributions

Development contributions are payments or in-kind works, provided by proponents of new development towards the provision of infrastructure required to meet the future needs of the community. The Planning and Environment Act 1987 allows for contributions to be made through different planning and building processes. Contribution requirements are typically set out in a Development Contributions Plan (DCP) which applies to defined area such as a precinct or a whole municipality.

In Manningham, a DCP applies to the Doncaster Hill area and will expire in 2025. Projects identified in this CIP will not be funded by the contributions received under the Doncaster Hill DCP as the projects were not listed in the DCP when it was introduced. Manningham Council is currently preparing a Municipal Wide DCP that will fund development and community infrastructure projects across the entire municipality. As part of this process there is an opportunity to include CIP projects in the Municipal Wide DCP project list. This will enable the partial funding of listed CIP projects from development contributions collected under the Municipal Wide DCP.

Voluntary agreements

Voluntary agreements under section 173 of the Planning and Environment Act 1987 (also known as s173 agreements) are legal agreements between developers and government agencies, including councils. These set out conditions or restrictions on the use or development of land to achieve planning objectives relevant to the land. They can be used to secure the provision of funds or works by the developer for infrastructure, services, or other public amenities. They are typically negotiated at the time of rezoning or granting of development approval as an alternative to development contributions.

Council rates

This includes ordinary rates revenue that is collected by local government on an annual basis, as a form of property tax. In Manningham, like Victoria, this makes up just over half of a Council's income.⁷ Council may use this revenue to construct new or upgrade facilities and deliver its services. This requires a strong and stable financial reserve to forward plan new facilities. A Capital Works Program is developed for each financial year which sets out the next year's budget and anticipated capital expenditures.

Other Council revenue sources

This includes rental income from Council-owned properties that are leased or licensed to other agencies or groups, user charges and fees (such as, swimming pool entry fees, waste depot fees, planning permit fees) and fines (such as, parking fines). These sources supplement rates revenue to construct new or upgrade infrastructure and deliver local services.

Public–private partnerships (PPPs)

These are arrangements between government and private sector entities for the purpose of providing public infrastructure, community facilities and related services. The model seeks to promote efficiency and ensure value for government and other investors in the long term. A number of large Victorian health and transport infrastructure projects have been funded through PPPs. Not-for-profit providers can also contribute resources to new infrastructure in partnership with government, in lieu of or in addition to the private sector.

Shared use agreements

These are agreements with other government bodies or the private/not-for-profit sectors to share the use of their facilities with the community. This maximises the benefits they deliver to communities and avoids the need for Council to duplicate these facilities. Victorian government schools commonly enter into shared use agreements to allow for community use of facilities outside school hours to support the learning and recreational needs, and the Department of Education and Training (DET) has released policy and guidance to facilitate these agreements.

State government

The Victorian Government has recently committed to a long-term plan to deliver new kindergartens on-site or adjacent to each new primary school and adding kindergartens to existing school sites. This is a significant step towards ensuring that the implementation of three-year-old and four-year-old kindergarten programs are successfully funded and delivered as part of the broader education system however, it is noted that no primary school sites in Manningham have yet been identified by the DET for the delivery of a new kindergarten service.

⁷ Municipal Association of Victoria (2018), 'Council revenue'.

Appendix A: Manningham's infrastructure network

Map ID	Facility type	Name	Suburb	Ownership
1	Early years	Templestowe Valley Preschool	Templestowe Lower	Council
2	Early years	Deep Creek Kindergarten, Childcare & MCH*	Doncaster East	Council
3	Early years	Beverley Hills Preschool	Doncaster East	Council
4	Early years	Donvale Preschool	Donvale	Council
5	Early years	Templestowe Heights Preschool	Templestowe Lower	Council
6	Early years	Yarra Valley Preschool	Templestowe	Council
7	Early years	Gum Nut Gully Preschool	Doncaster East	Council
8	Early years	Twin Hills Preschool	Templestowe Lower	Council
9	Early years	Doncaster East Preschool	Doncaster East	Council
10	Early years	Lower Templestowe Preschool	Templestowe Lower	Council
11	Early years	Templestowe Preschool	Templestowe	Council
12	Early years	Tunstall Square Kindergarten	Doncaster East	Council
13	Early years	Vista Valley Kindergarten	Bulleen	Council
14	Early years	Park Orchards Preschool	Park Orchards	Council
15	Early years	Warrandyte Kindergarten	Warrandyte	Council
16	Early years	Bulleen Preschool	Bulleen	Council
17	Early years	Yarraleen Preschool	Bulleen	Council
18	Early years	Doncaster Park Kindergarten	Doncaster	Council
19	Early years	Cat jump Preschool	Doncaster East	Council
20	Early years	Montessori Early Education Centre	Donvale	Council
21	Early years	Tunstall Corner MCH	Doncaster East	Council
22	Early years	Moresby Avenue Childcare Centre & Early Learning Centre	Bulleen	Council
23	Early Years	Warrandyte Community Childcare	Warrandyte	Council
24	Early years	Donvale Playgroup	Donvale	Council
25	Early years	Manningham Toy Library	Lower Templestowe	Council
26	Early Years	Warrandyte Toy Library	Warrandyte	Warrandyte Mechanics Institute and Arts Association Inc
27	Library and learning	Doncaster Library	Doncaster	Council
28	Library and learning	Warrandyte Library	Warrandyte	Council

Map ID	Facility type	Name	Suburb	Ownership
29	Library and learning	The Pines Library	Doncaster East	Leased
30	Library and learning	Bulleen Library	Bulleen	Leased
31	Scout Halls	Warrandyte Scout Hall	Warrandyte	Council
32	Scout Halls	Finns Reserve Scout Hall	Templestowe Lower	Council
33	Scout Halls	Templestowe Reserve Scout Hall	Templestowe	Council
34	Scout Halls	Zerbes Reserve Scout Hall	Doncaster East	Council
35	Scout Halls	Rieschiecks Reserve Scout Hall	Doncaster East	Council
36	Community meeting spaces	Doncaster Templestowe Historical Society/Schramm's Cottage	Doncaster East	Council
37	Community meeting spaces	Manningham Function Centre (three function rooms and Heide Room)	Doncaster	Council
38	Community meeting spaces	MC2 at Precinct 1*	Doncaster	Council
39	Community meeting spaces	Ajani Centre*	Templestowe Lower	Council
40	Community meeting spaces	Ajani Community Hall	Templestowe Lower	Council
41	Community meeting spaces	Lower Templestowe Community Centre*	Templestowe Lower	Council
42	Community meeting spaces	Koonarra Hall	Bulleen	Council
43	Community meeting spaces	Templestowe Memorial Hall	Templestowe	Council
44	Community meeting spaces	The Pines Learning Centre*	Doncaster East	Council
45	Community meeting spaces	Doncaster Senior Citizens Centre*	Doncaster East	Council
46	Community meeting spaces	Doncaster East Public Hall*	Doncaster East	Council
47	Community meeting spaces	Heimat Centre	Doncaster East	Council
48	Community meeting spaces	Currawong Bush Park Conference Centre & Environment Room	Warrandyte	Council
49	Community meeting spaces	Domeney Recreation Centre	Park Orchards	Council

Map ID	Facility type	Name	Suburb	Ownership
50	Community meeting spaces	Warrandyte Community Centre*	Warrandyte	Council
51	Community meeting spaces	Warrandyte Community Hall*	Warrandyte	Council
52	Community meeting spaces	Wonga Park Hall	Wonga Park	Council
53	Community meeting spaces	Warrandyte South Hall	Warrandyte South	Council
54	Community meeting spaces	Warrandyte Historical Society and Museum	Warrandyte	Council
55	Community meeting spaces	Wonga Park Community Cottage*	Wonga Park	Council
56	Community meeting spaces	Planned Activity Group (PAG) – 203 Church Road, Doncaster	Doncaster	Council
57	Community meeting spaces	Schramms Visitor Centre	East Doncaster	Council
58	Community meeting spaces	Doncaster Men's Shed & Community Gardens	Doncaster	Leased site
59	Community meeting spaces	Park Orchards Neighbourhood House & Learning Centre*	Park Orchards	Council
60	Community meeting spaces	St Haralambous Church – Greek Senior Citizens	Templestowe	Non-Council building
61	Community Meeting spaces	Manningham Uniting Church	Templestowe	Non-Council building
62	Community Meeting spaces	Warrandyte Mechanics Institute and Arts Association Inc		Non-Council building
63	Community Services	Access Health and Community	Doncaster East	Non-Council building
64	Community Services	Onemda	Doncaster East	Non-Council building
65	Community Services	Kevin Heinze Grow**	Doncaster	Leased site
66	Community Services	Mannacare**		Council
67	Arts and culture	Doncaster Playhouse	Doncaster	Council
68	Arts and culture	Stonehouse Gallery	Warrandyte	Non-Council building
69	Arts and culture	Warrandyte Pottery Studio	Warrandyte	Non-Council building

Map ID	Facility type	Name	Suburb	Ownership
70	Arts and culture	Doncaster Secondary College Performance Centre	Doncaster	Non-Council building
71	Arts and culture	Doncaster East Secondary College Performing Arts Centre	Doncaster East	Non-Council building
72	Arts and culture	Templestowe College Performing Arts Centre	Templestowe Lower	Non-Council building
73	Arts and culture	Warrandyte High School Theatre	Warrandyte	Non-Council building
74	Arts and culture	Church of Christ	Doncaster	Non-Council building
75	Arts and culture	Heide Museum of Modern Art	Bulleen	Non-Council building
76	Arts and culture	Doncaster & Templestowe Artist's Society	Doncaster	Council
77	Arts and culture	Woodworkers	Templestowe	Council
78	Community Meeting spaces	Doncaster RSL	Doncaster	Council
79	Community Meeting spaces	Templestowe RSL	Templestowe	Council
80	Community Services	Doncaster East Girls Guides Group	Doncaster East	Council

Manningham Council

P: 9840 9333

E: manningham@manningham.vic.gov.au

W: manningham.vic.gov.au

