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Strategic Regional Plan 2007-2010

Executive Summary

From the 1st July 2007, the South East Development Melbourne Area Consulative Committee (SED) region is expanding. It will add the four municipalities of Port Philip, Bayside, Glen Eira and Kingston; it will retain Greater Dandenong, Casey, Frankston and Cardinia and Mornington Peninsula; and it will lose Bass Coast. In total, SED will have carriage of nine municipalities, four of which are new.

This 2007-2010 Strategic Regional Plan (SRP) is a preliminary planning document which broadly identifies the relevant issues within the region and provides an initial framework for achieving certain strategies. As SED becomes more familiar with its new region, has access to the 2006 Census data and has the capacity and time to conduct a more in-depth consultation and planning process, this document will be updated and developed to provide a deeper regional analysis and a more refined strategic framework.

The 2007-2010 SRP is a continuum of the regional strategic planning process now regularly undertaken by SED on a three year basis since the initial SRP in 1998. It does not articulate detailed activities to achieve the strategic goals; that is the role of the annual Business Plan. The SRP is considered a dynamic document and is capable of accommodating changes that may arise over the three year period of the Plan.

The SRP is a compromise between the key regional issues, the Government's Charter, Ministerial Priorities for ACC's and the resources available to SED. The SED Board believes it will provide the region with the best return by concentrating its resources on a select number of critical strategies.

In this preliminary planning document, the strategies have been summarised under the two drivers used in the 2004-2007 SRP:

1. **Sustainable Development**: incorporates all aspects of development, from the economy and its workforce to the infrastructure that supports them. It has the overriding theme of sustainability as all development should be influenced by the sustainability of the proposed outcomes.

2. **Pride in the Community**: refers to the human face of development. Other forms of development (particularly economic) should not overshadow the need to maintain and strengthen the social capital of communities within the region and the environment in which they reside.

Summary of Key Issues and Responses

	Key Issue	Response
Change Driver: Sustainable Development	**Stimulate regional competitiveness**	Promote local industry employment. Improve regional workforce skills. Address effects of globalisation.
	Manage rapid growth	Provide appropriate infrastructure. Stimulate employment opportunities.
	Support an ageing workforce	Support and utilise the available labour force more effectively.

	Key Issue	Response
Change Driver: Pride In The Community	**Build social capital**	Provide community services and social infrastructure.
	Protect the environment and conserve resources	Raise awareness of climate change and issues related to energy and water use.
	Decrease social and economic disadvantage	Facilitate access to affordable housing. Improve public transport options. Provide access to education and employment opportunities.

1. The SED Region

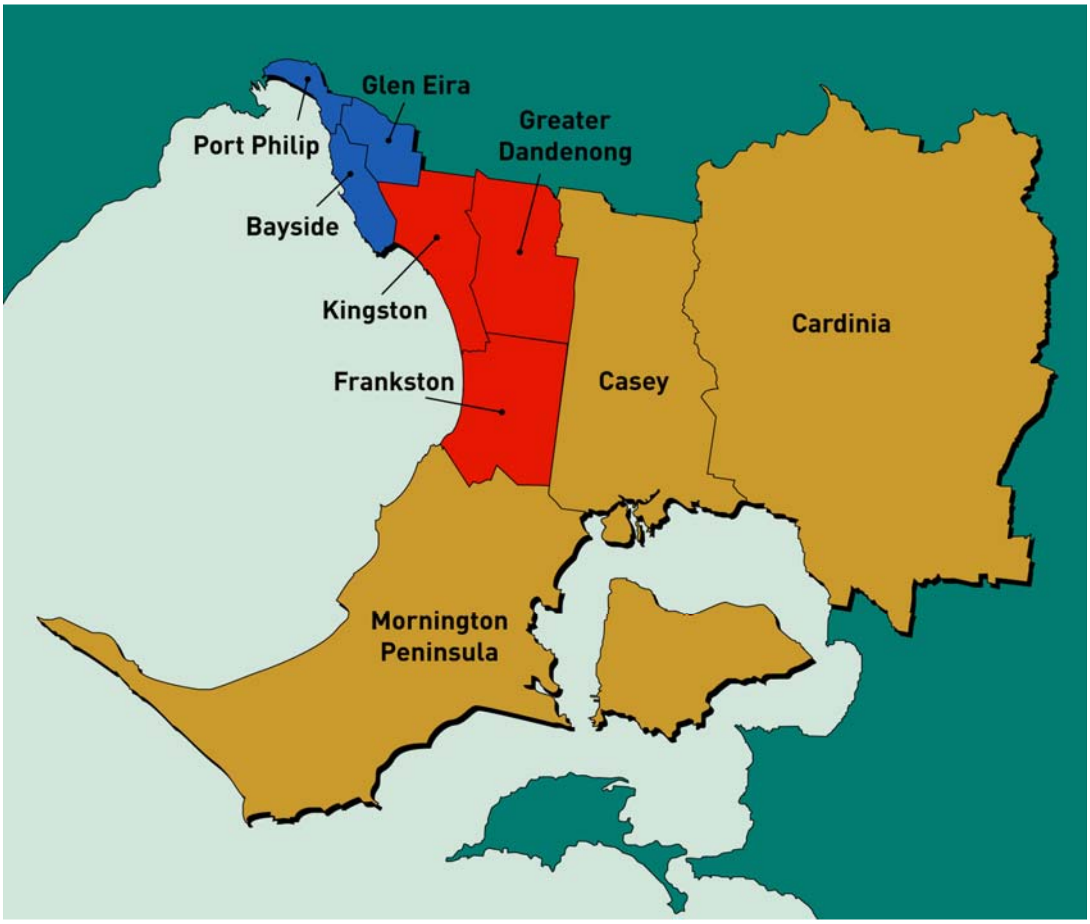
The new SED region contains 1.1 million people, nearly a third of Melbourne's total population (currently estimated at 3.6 million people). To put SED's regional population into context, it is almost three and a half times the population of the nation's capital, Canberra. The region is virtually totally bordered by Port Phillip and Western Port Bays. Only two municipalities (Greater Dandenong and Glen Eira), are land locked.

The wide spread of the region means that it is an extremely diverse, complex mix of demography and geography. In order to make logical sense of this complexity, the municipalities have been grouped into three clusters:

i. The inner cluster **-** An established, residential group of municipalities with areas of affluence, but also small pockets of disadvantage – the Cities of Port Phillip, Bayside and Glen Eira.

ii. The central cluster - An industrial group of municipalities that provide employment for surrounding municipalities but have areas of high unemployment, disadvantage and ethnic diversity – the Cities of Kingston, Greater Dandenong and Frankston.

iii. The outer cluster - A group of municipalities experiencing accelerated growth which comprise the south eastern residential growth corridor, have a tourism base but also have an interface with rural and agricultural areas – the City of Casey and the Shires of Cardinia and Mornington Peninsula.



2. What we are trying to achieve

2.1 Defining the Task

ACCs have been asked to summarise regional issues and to establish priorities which can facilitate change within their respective regions. These may encompass economic, social and environmental considerations. Previous SRPs prepared by SED have acknowledged that such a document cannot materially change a region; ACCs have neither the resources, nor indeed the mandate, to do so.

The SRP does nevertheless provide a framework which can provide strategies to improve the beneficial, or ameliorate the disadvantageous, aspects of a region.

2.2 Plans into Actions

The annual Business Plans are the vehicle through which SED translates the stated planning outcomes in the SRP into actions. The triennial approach adopted by SED can be summarised as follows:

i. Promoting a clear understanding to potential Regional Partnerships proponents, and stakeholders as to the priority strategic issues that SED supports, through SED's website, grant writing workshops and other promotional outlets. (Passive-Active)

ii. Facilitating awareness raising on priority strategic issues, as identified by SED, through strategic partnerships, local briefings, events, networking, newsletters, etc. (Active)

iii. Seeking to create partnerships and influence potential Regional Partnerships proponents to implement actions in relation to identified local and regional priority strategic issues. (Pro-Active)

3. Regional SWOT

The consultation process is an integral part of the SRP undertaken to identify emerging, or to ratify existing, needs of the region. With such a large and diverse region, the Board took the approach that the most efficient consultation process is one that involved key regional stakeholders. The consultation process involved meetings with representatives from government, education, training, business and the community (refer Appendix 4).

From those consultations, the regional data assembled, and the 'corporate knowledge' of the SED Board and staff, a regional SWOT was developed. This SWOT represents both the facts and the perceptions of people, as to the regional strengths, weaknesses, opportunities and threats.

STRENGTHS	WEAKNESSES
• Large, professional and vocationally trained, workforce • Significant growth corridor, creating construction and retail demand • High 'livability' standard across region • Higher proportion of young people in growth corridor • Business development supported by local government • Impetus to grow and develop the region • Established retail, manufacturing, property and business services base • Relatively robust economy • Strong, stable and culturally diverse community	• Growth corridor workforce under represented in professional qualifications • Poorly planned public transport in outer cluster • Congested inter regional road connections • Under represented in flexible manufacturing industry • Lack of co-ordination across government • Relatively low secondary education completion rates in central and outer clusters • Mismatch of local skills with jobs required in some areas • Pockets of serious disadvantage

OPPORTUNITIES	THREATS
• Industry development resulting from major infrastructure development e.g. EastLink & Pakenham bypass • Synchrotron establishment • Development of Hastings as longer term addition to the Port of Melbourne • On-flow of benefits from Transit Cities development in Dandenong and Frankston • Implementation of a sustainable water management plan to meet future regional needs • Further development of the tourism industry	• Poor transport and communication infrastructure in outer cluster • Limited focus and lack of opportunity to develop export markets for regional industry • Inability to match rapid population growth with need for services, communication, infrastructure • Loss of mature, skilled workers from the labour force • Lack of appropriate skills in some areas • Availability of industrial land within the region • Overseas imports

4. Key Regional Issues and Strategies

The goals and strategies for SED's 2007-2010 SRP have been developed through an incremental process incorporating desk top research, consultation with key regional stakeholders, and review by Board Members of SED (all undertaken within the context of Government direction for ACCs).

Based on the consultation, the research and the review, a two part process has been developed to identify and prioritise the issues and develop the strategies to respond to those issues. The first part of the process was to list all significant issues (as expressed by data indicators), under the heading of the two regional development change drivers (Sustainable Development and Pride in the Community), and match them to the ACC and Ministerial Priorities.

CHANGE DRIVER	SIGNIFICANT ISSUES	ACC & MINISTERIAL PRIORITIES
Sustainable Development	▪ Accelerated population growth in outer cluster ▪ Industry being affected by globalisation ▪ Change in the face of manufacturing which provides major output and is important regional employer ▪ Urgent need for road and transport investment in growth corridor ▪ Overall low unemployment rate masking high unemployment in central cluster ▪ Skills shortages/gaps widening ▪ Low school retention rates in central and outer clusters ▪ Limited evidence of business-higher education partnerships ▪ Ageing workforce particularly in education and manufacturing ▪ Regional economic base primarily retailing and manufacturing ▪ Limited natural resources (water, land, etc) constraining development	ACC's are to: ▪ Support a planned, cooperative approach to regional development ▪ Develop initiatives that contribute to economic growth and to the development of job skills ▪ Encourage the growth of regional businesses and employment ▪ Sustain the region's natural resources and environment

CHANGE DRIVER	SIGNIFICANT ISSUES	ACC & MINISTERIAL PRIORITIES
Pride in the Community	▪ Outer cluster population growth rate greater than MSD or Victoria ▪ Outer cluster poorly serviced by public transport ▪ Growth pressure on green wedge ▪ High proportions of young people and older people in regional age structure ▪ Urgent investment required in roads, education & infrastructure in growth areas ▪ Relatively low household incomes (and decreasing) ▪ Lack of social, leisure and recreational amenities ▪ Limited natural resources (water, land, etc) constraining community ▪ Access to affordable housing dropping ▪ Large CALD community growing in outer cluster	ACC's are to: ▪ Sustain the region's natural resources and environment ▪ Develop initiatives that assist small or disadvantaged communities ▪ Build youth capacity and local youth leadership ▪ Assist Indigenous communities to make greatest use of Shared Responsibility Agreements ▪ Promote community ownership of projects and their outcomes

The second part of the process was to synthesise, from the above table, the key issues, taking into account a balanced assessment of the data, community feedback, and Government requirements (but still within the context of the two change drivers).

For each of those identified key issues, an appropriate response was determined, and a strategy (or range of strategies) developed to affect that response. Measurements, are also included to determine the effectiveness of the strategies. The strategies reflect, in a practical way, the ability of SED to influence the identified issues. The outcome of that process is represented in the tables on the following page.

A summary of the key issues and responses is as below:

	Key Issue	Response
Change Driver: Sustainable Development	**Stimulate regional competitiveness**	Promote local industry employment. Improve regional workforce skills. Address effects of globalisation.
	Manage rapid growth	Provide appropriate infrastructure. Stimulate employment opportunities.
	Support an ageing workforce	Support and utilise the available labour force more effectively.

	Key Issue	Response
Change Driver: Pride In The Community	**Build social capital**	Provide community services and social infrastructure.
	Protect the environment and conserve resources	Raise awareness of climate change and issues related to energy and water use.
	Decrease social and economic disadvantage	Facilitate access to affordable housing. Improve public transport options. Provide access to education and employment opportunities.

Change Driver: Sustainable Development

KEY ISSUE What needs to change?	RESPONSE What needs to be done to achieve change?	STRATEGY How can the situation be influenced by SED?	MEASUREMENT How do we know if the strategy was successful?
Stimulate regional competitiveness	▪ Increase local industry employment and Improve regional workforce skills ▪ Redress effects of globalisation on industry	▪ Work with relevant entities to increase uptake of regional employment opportunities ▪ Support and promote initiatives to increase skills of regional workforce ▪ Support industry development and business networking in selected industries	Increased resident uptake of local employment opportunities Improvement in the DOTARS skilled workforce ratio indicator for the region Qualitative self assessment of involvement in these issues
Manage rapid growth	▪ Provide appropriate services and infrastructure ▪ Stimulate local employment opportunities	▪ Work with relevant entities to ensure the provision of appropriate services and infrastructure in growth areas ▪ Support and facilitate debate on specific infrastructure issues ▪ Support strategies to retain and grow regional business and to stimulate employment	Qualitative self assessment of involvement in this issue
Support an ageing workforce	▪ Support measures to utilise the available labour force more effectively	▪ Support measures for the retraining, reskilling of mature age workers ▪ Promote initiatives that support skills and knowledge transfer	Increased awareness of ageing workforce issues and improved retention of older workers

Change Driver: Pride In The Community

KEY ISSUE What needs to change?	RESPONSE What needs to be done to achieve change?	STRATEGY How can the situation be influenced by SED?	MEASUREMENT How do we know if the strategy was successful?
Build social capital	• Improve community and social connectivity	▪ Support community capacity building ▪ Support initiatives that improve the built form within the region ▪ Acknowledge and promote community initiatives through festivals, awards and other initiatives	Increased social capital as determined by regional LG Councils
Protect the regional environment and conserve its resources	• Facilitate debate on issues related to climate change, energy and water conservation	▪ Support planning for visitation and growth, particularly with respect to the coastal fringe ▪ Support energy and water conservation initiatives ▪ Support a policy of urban containment	Qualitative self assessment of involvement in this issue
Address social and economic disadvantage	• Provide access to affordable housing • Provide access to education and employment opportunities • Improve public transport options	▪ Facilitate debate between relevant entities on issues related to availability of housing, education and employment ▪ Work with relevant entities to facilitate improved availability, frequency, reliability and safety of public transport	Improved provision of public transport, housing and education infrastructure within region

5. Committee Structure

The current SED Board is comprised of:

Mr Charles Wilkins – Chair
Ex Director & Chief Executive Officer
Casey TAFE

Ms Sandra George - Deputy Chair
Manager
South East Business Networks

Mr Rob Chandler - Member
Manager – SE Region
Department of Innovation, Industry and Regional Development

Prof Bill Schroder - Member
Ex Faculty of Business & Economics
Monash University

Mr Richard Butler - Member
Area General Manager
Telstra Country Wide

Ms Virginia Simmons - Member
Director & Chief Executive Officer
Chisholm Institute of TAFE

Mr Felix Gander - Treasurer
Ex Managing Director
The Independent News Pty Ltd

Mr Chris Warwick - Member
Principal Engineer –Contractors & Infrastructure
Bluescope Steel

Mr Ian Monger - Member
Principal
I. R. Monger & Associates

Ms Jania Warner
Managing Director
Warner Group

Mr Philip Steel – Member
Academic Director
Berwick & Frankston Campuses
Monash University

Mr John Bennie
Chief Executive Officer
City of Greater Dandenong

SED has a permanent Executive Committee comprising the Chair, Deputy Chair, and four Members elected annually from the Board.

Appendix 1

Key Regional Focal Points

Introduction

Three core change drivers underpin the outcomes of the preliminary regional consultations/data review and generate the strategies and activities which will facilitate current and future social and economic change in Melbourne's south east:

1. Population growth

   - The SE region is experiencing significant population growth at each end of the age continuum. The inner and central clusters are ageing whilst the outer cluster has a sizeable youth population. This is consistent with trends in other Melbourne regions but is amplified in the growth corridor of Casey and Cardinia.
   - Younger and older populations have different requirements for education, employment and recreation.
   - The accelerated population growth will have an impact on the demand for community, industry and transport infrastructure, on the requirement to generate local employment opportunities and the need for a skilled labour force to fill the employment created.

2. Globalisation

   - The south east of Melbourne is the major manufacturing centre for Victoria and its economy and employment are strongly aligned to a healthy manufacturing sector.
   - The nature of the industry is being affected by the impact of competition from China and India and the nature of local manufacturing is likely to change.
   - This transition is likely to have an effect on the overall economic performance of the region as companies face the challenges of the shifting global landscape, the changing workplace and a shrinking supply of skilled workers.

3. The environment

   - The south east of Melbourne is bordered by the sea (the eastern border of Port Phillip Bay and the eastern and western borders of Western Port Bay), which includes a number of environmentally sensitive areas.
   - Infrastructure and industry development need to be balanced with environmental and community considerations.
   - Water shortages and the effects of the drought are likely to have an affect on both industry and the community as they may constrain development and the communities enjoyment of and access to recreational and leisure facilities.

Structural change will unfold slowly across in the region over the next three years to fill some of the gaps highlighted in this strategic plan. As background to this planning document, it is also important to be aware of the status of, and trends in, seven key regional focal points :

- Population
- Cultural diversity
- Socio-economic status
- Education
- Workforce
- Industry
- Infrastructure

These foci provide one means of assessing and measuring the 'wellbeing' of the region.

Focal Points

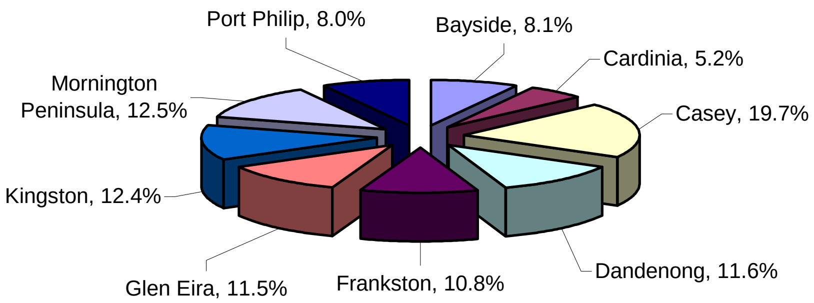
Population

The population of the SED region is expected to continue to grow at a rate faster than the MSD or State average for at least another decade. It is currently the second most populous region in Melbourne and will grow to be the largest by 2008. Population projections for the SED region[1] are:

Municipality	Population 2006	Est. population 2016	Est. % increase 2006-2016
Melbourne Statistical Division	3,592,591	4,059,682	**13%**
Cardinia	58,559	97,841	**67%**
Casey	222,236	287,020	**29%**
Port Philip	90,458	100,605	**11%**
Mornington Peninsula	140,849	159,254	**13%**
Dandenong	130,751	133,000	**1.7%**
Frankston	121,587	126,100	**3.7%**
Glen Eira	129,576	133,900	**3.3%**
Kingston	139,978	147,600	**5.4%**
Bayside	91,726	94,700	**3.2%**
TOTAL	1,125,720	**1,241,900**	**10.3%**

The population of the SED region is fairly evenly spread, with extremes at both end of the population continuum. Casey has the greatest number of residents (with 19.7% of the regional population) and Cardinia has the lowest number of residents (with 5.2% of the population).

Population SED Region 2006



The outer cluster of Cardinia, Casey and Mornington Peninsula has the highest predicted population growth rate over the next decade, with an estimated increase of 29%. Cardinia will experience one of the fastest growth rates in Victoria over the next decade, as residential land in neighbouring Casey becomes scarce.

Broadly speaking, the region's population is ageing, reflecting the overall tend in Melbourne and Victoria. However the south east region is also distinguished (unlike other Melbourne regions), by a very young population in the outer cluster (where currently 26% of the population is between 0 to 17 years of age). Casey and Cardinia have 28% and 27% of their population between 0 to 17 years of age respectively, and 25% and 24% of their population aged between 18 and 34 years of age. The Mornington Peninsula has the most rapidly ageing population, currently at 19% of their population and estimated to be 22% by 2016.[2]

[1] Victoria in Future, Department of Sustainability & Environment, 2004
[2] Ibid

A breakdown of the age cohorts for each of the municipalities and clusters is detailed below.[3]

Inner cluster	0-17 years %		18-34 years %		35-60 years %		60 plus %	
	2006	**2016**	**2006**	**2016**	**2006**	**2016**	**2006**	**2016**
Port Philip	11	12	**38**	**36**	37	41	14	12
Bayside	24	20	16	20	**38**	**43**	22	17
Glen Eira	21	19	24	26	35	41	20	14
Total % for cluster	**19**	**N/A**	**26**	**N/A**	**36**	**N/A**	**19**	**N/A**

Central cluster	0 -17 years %		18-34 years %		35-60 years %		60 plus %	
	2006	**2016**	**2006**	**2016**	**2006**	**2016**	**2006**	**2016**
Kingston	21	18	22	21	36	41	20	**20**
Greater Dandenong	23	19	25	22	35	40	19	**20**
Frankston	25	20	22	21	35	40	17	18
Total % for cluster	**23**	**N/A**	**23**	**N/A**	**35**	**N/A**	**19**	**N/A**

Outer cluster	0-17 years %		18-34 years %		35-60 years %		60 plus %	
	2006	**2016**	**2006**	**2016**	**2006**	**2016**	**2006**	**2016**
Mornington Pen	24	19	17	20	45	39	**23**	**22**
Casey	**29**	**24**	**24**	**23**	35	41	11.1	12
Cardinia	**30**	**24**	**21**	**26**	36	36	13.7	13
Total % for cluster	**28**	**N/A**	**21**	**N/A**	**35**	**N/A**	**16**	**N/A**

N/A – Not available
Note: 2016 projections are based on 2001 census data estimates made by the Department of Infrastructure and will be updated once the new data becomes available.

Cultural Diversity

The SED region has a significant ethnic population, with approximately 19% of the population coming from non English speaking backgrounds compared to the MSD at 22%.[4] However, this figure is deceptive, as the distribution of this population varies significantly. For example, in Greater Dandenong, those born in non-English speaking countries represent 46% of the municipal population with 171 countries represented. The City of Casey is also growing with 22% of the municipal population born in non-English speaking countries, in contrast to the Mornington Peninsula which has only 6% of its population from non English speaking backgrounds. The region is well represented by those from Asian (Vietnam, Sri Lanka, India, Cambodia, China) and European (Italy, Greece, Netherlands, Poland), birthplaces.

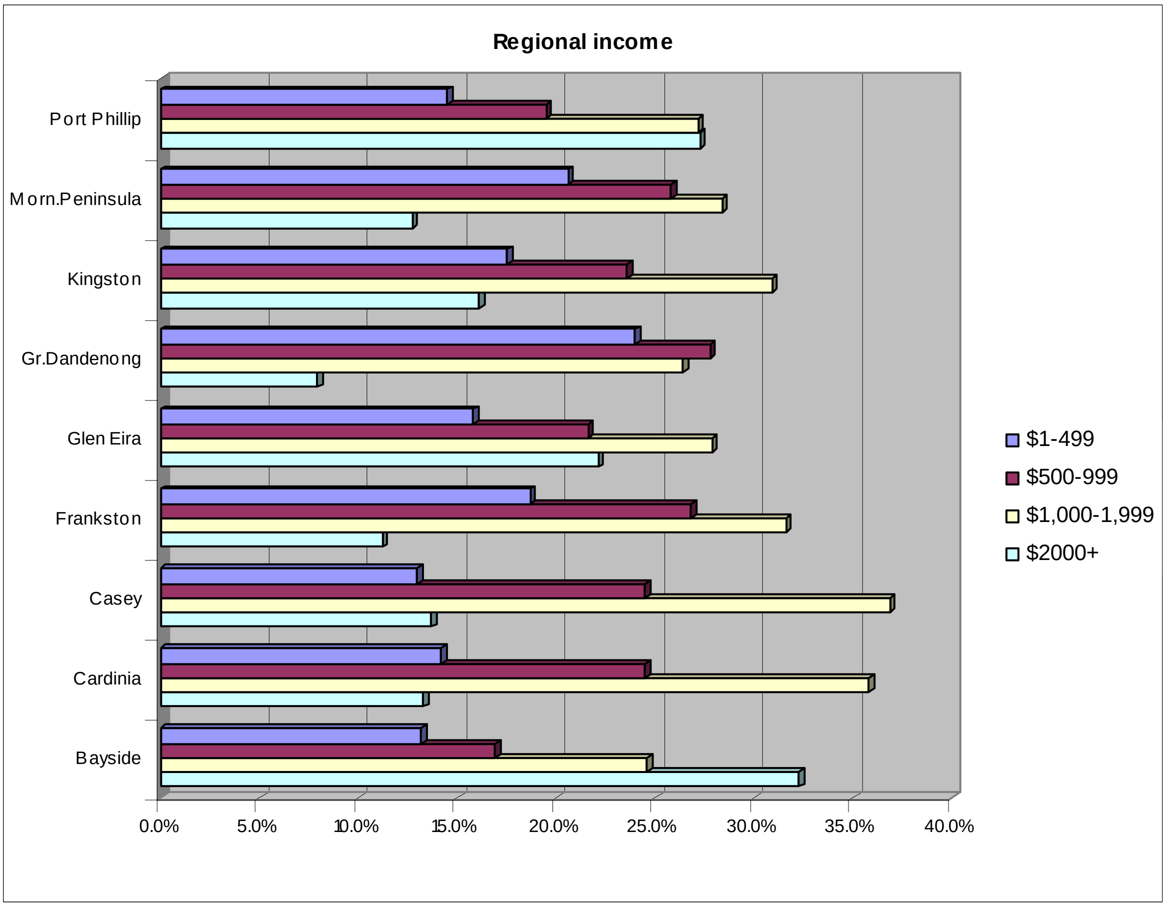
[3] Victoria in Future, Department of Sustainability & Environment, 2004
[4] ABS, Census 2006

Socio-Economic Status

The SED region's socio-economic status varies considerably between municipalities. The inner cluster municipalities could be termed upper middle class to upper class, the central and outer clusters could be termed working class to lower middle class.

	Weekly income			
	$1-$499	**$500-$999**	**$1,000-$1,999**	**$2000+**
Inner Cluster	14.5%	19.3%	26.6%	27.2%
Central cluster	20.0%	26.1%	30.0%	11.7%
Outer cluster	16.0%	25.0%	33.7%	13.2%

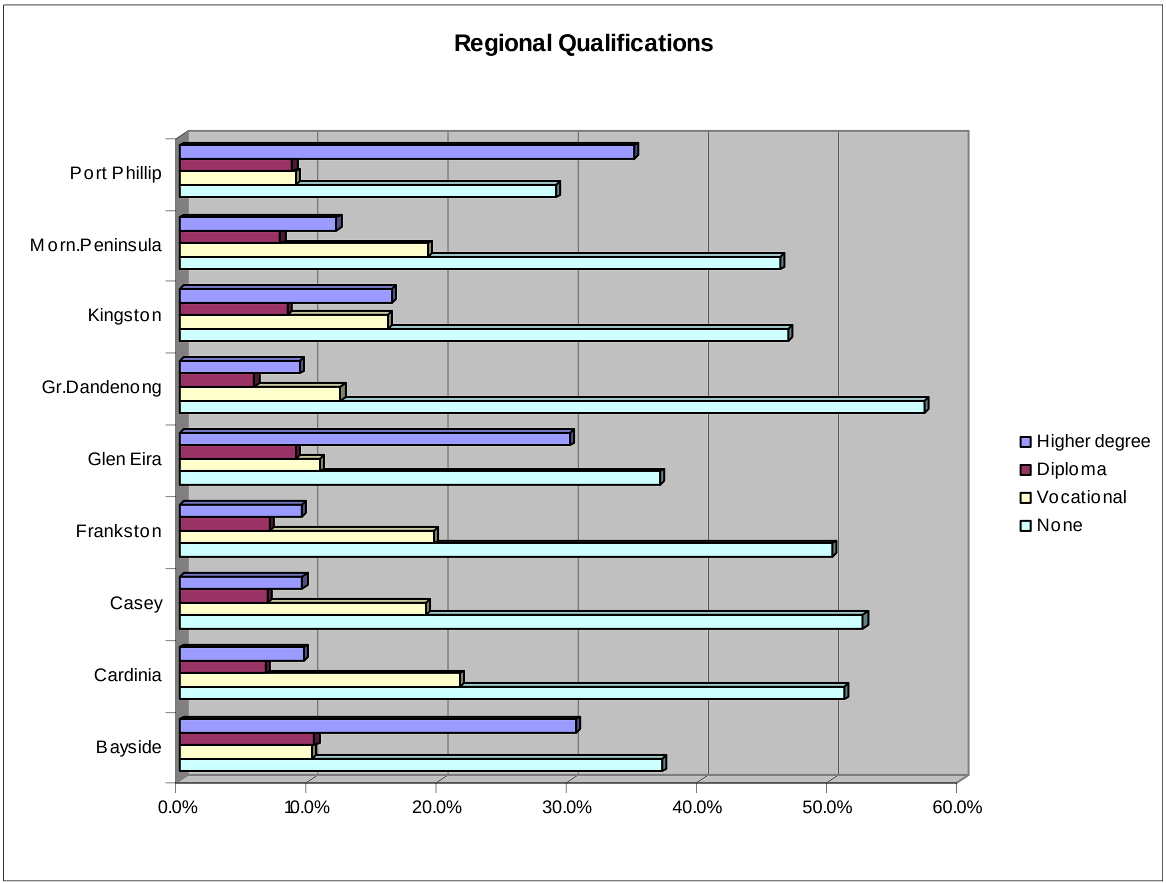
Greater Dandenong and the Mornington Peninsula have the highest number of residents earning low weekly incomes ($1-$499 per week) reflecting the high SEIFA disadvantage index ratings of Doveton, Rosebud, Rosebud West and Hastings. In contrast, Port Phillip, Bayside and Glen Eira have the highest number of residents earning incomes above $2,000 per week.



Education

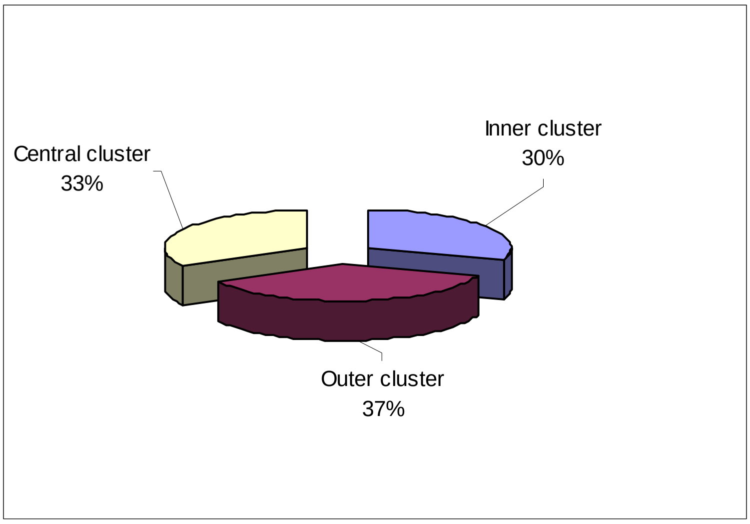
The SED region has a high number of residents that hold vocational qualifications. These tend to be located in the central and outer clusters in the municipalities of Casey, Cardinia, Mornington Peninsula, Frankston and Kingston.

Just over 20% of Cardinia's population hold a vocational qualification, compared to Bayside where around 10% of the population hold a vocational qualification. In contrast, 35% of Port Phillip's residents hold a higher qualification compared with Greater Dandenong, Casey, Cardinia and Frankston where only 9% of the residents have achieved a higher qualification.

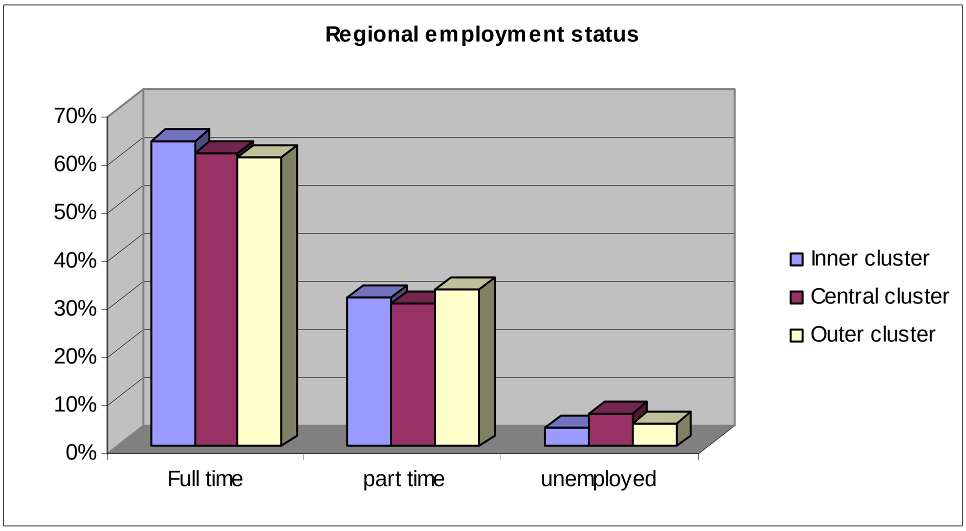


Workforce

The regional workforce (excluding unemployment) is 502,648, comprising 30% of the total Melbourne workforce. The outer cluster of Casey, Cardinia and Mornington Peninsula have the greatest proportion of the regional labour force, with 37% of the total labour force in the region in work.[5] This is changed from 2001 when the central cluster had the greatest proportion of the workforce, perhaps reflecting population growth particularly in Casey and Cardinia.



The average unemployment rate is 5.2% (comprising 26,125 people). This is compared with the MSD average of 5.3%. However, these figures mask great differences in the unemployment rate across the region.



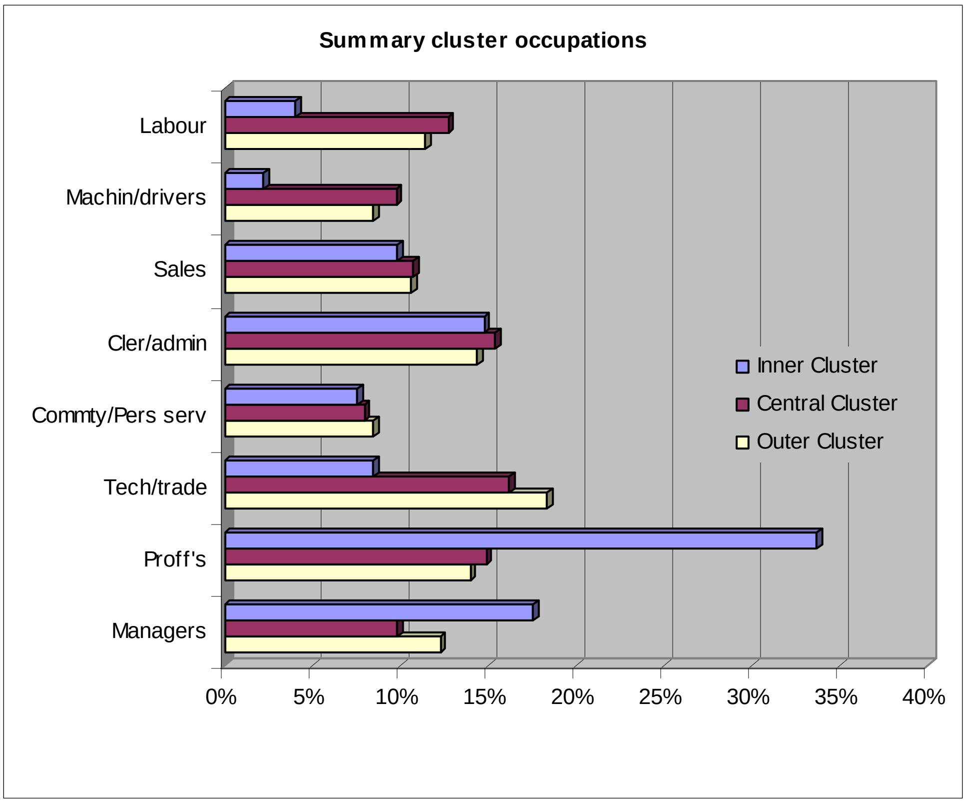
The central and outer clusters have pockets of high unemployment, again reflecting the high SEIFA[6] disadvantage index scores of Doveton, Rosebud, Rosebud West and Hastings. Dandenong City has the highest unemployment rate at 8.3%, followed by Dandenong (Bal) (6.3%) and Casey Cranbourne Sth (6%). St Kilda has nearly double the unemployment of the balance of Port Phillip at 3.9%. Bayside Brighton has the lowest unemployment rate at 1.8%.

The region's occupational structure reflects the educational qualifications of the region's workforces. Regionally, Professionals (19%) and Clerical/Salespeople (29.3%) form the bulk of the occupational workforce, at slightly lower than the MSD average of (20.6%) and (30.4%). However, the occupational structure varies considerably between the three clusters and between municipalities.

[5] Small Area Labour Markets, DEWR September 2006
[6] Socio-Economic Index For Areas (developed by the ABS)

The inner cluster has higher numbers of Managers/Administrators, Professionals and Clerical/Salespeople, reflecting the high socio-economic base of the municipalities and the strong property and business services and retail base. Bayside has the greatest number of Managers/Administrators at 17%, compared to the regional average of 9.2% and the MSD average of 8.3%.

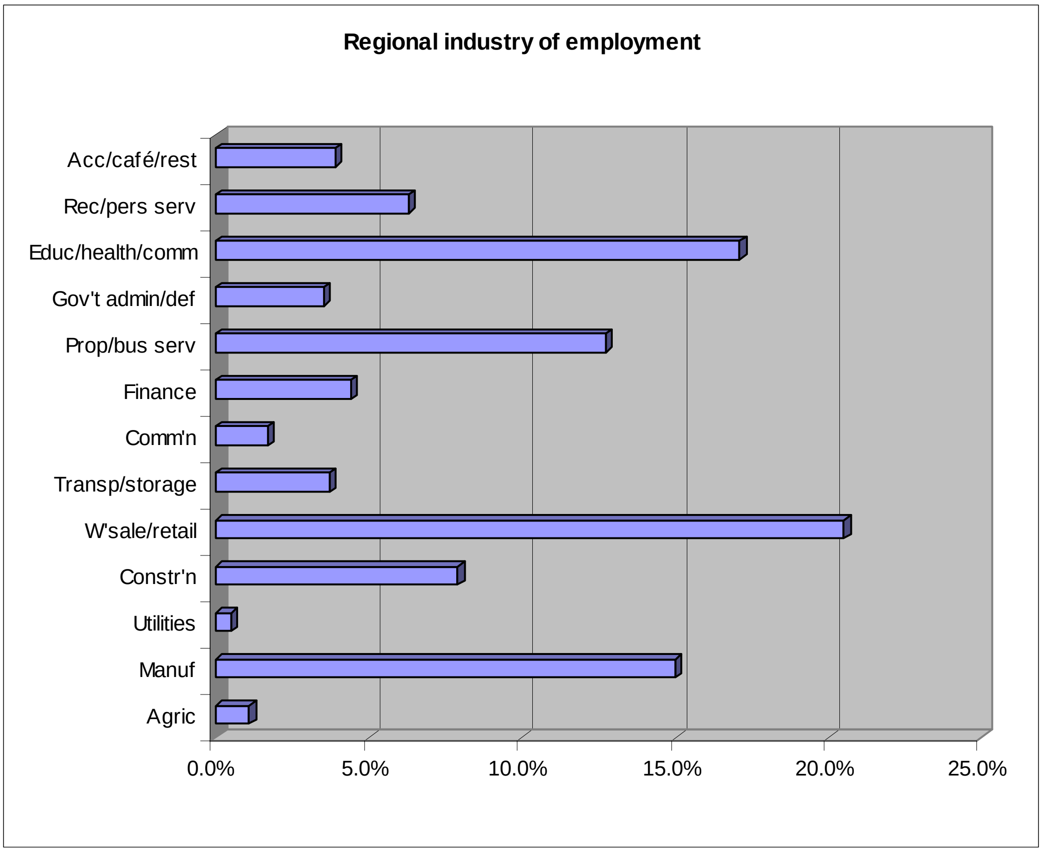
The central cluster has the lowest number of managers/administrators at 9.8%, compared to the regional average at 13.2%. Greater Dandenong has the lowest number of managers/administrations at 6.8%. The outer cluster, reflecting the strong manufacturing and building and construction industry base, has the highest number of tradespeople at 18.3%, with Frankston housing the largest number of tradespeople at 18%, compared to the regional average of 13.6%. Greater Dandenong has the highest proportion of labourers (18.2%), indicative of the lower skills base, compared to the regional average of 9.4% and the MSD average of 8.8%. Although it should be said, overall, Dandenong has developed its skills base slightly since the 2001 census.



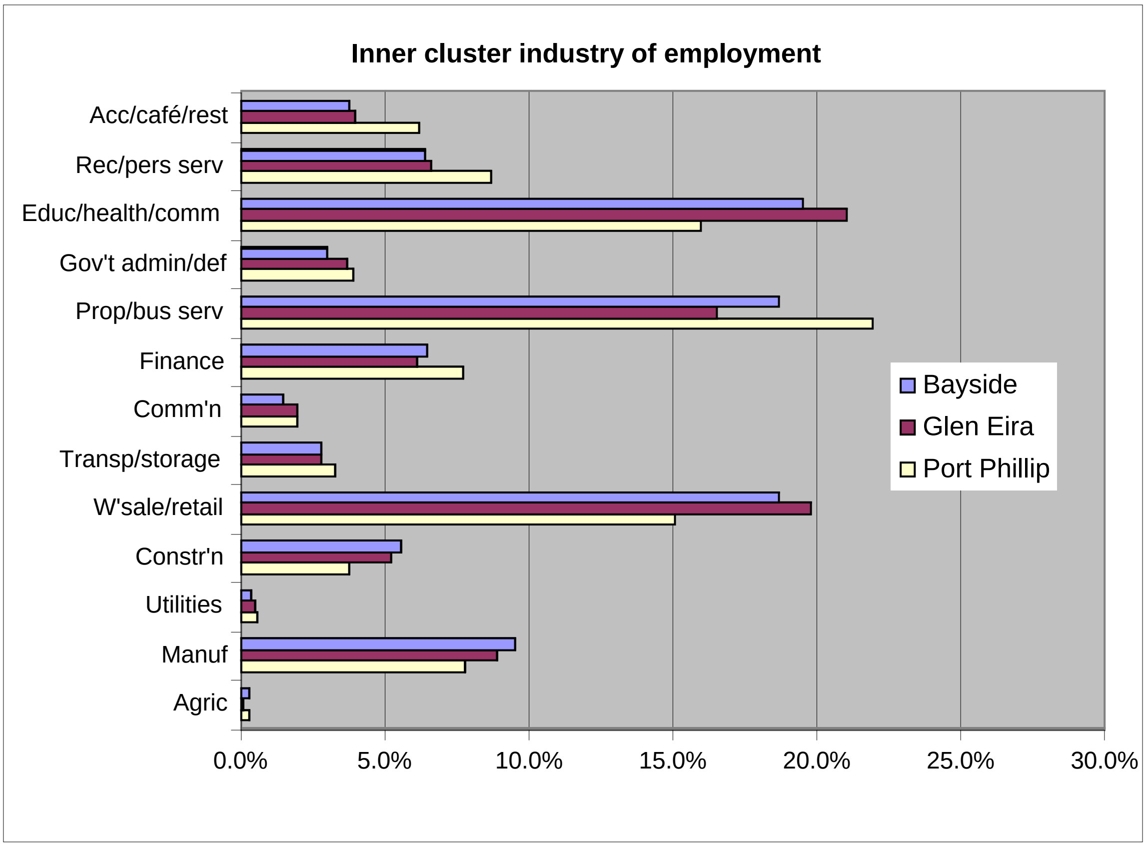
Industry

The industry employment data identifies the industries in which the residents of the area work, which may be within the residing area or elsewhere. The two major employing industries across the region are Wholesale and Retail Trade (20.5%) and Education, Health and Community Services (17.1%). The MSD averages respectively for these two industries are 20.1% and 17.5%. Manufacturing (15%) and Property and Business Services (12.7%) are also strong employment providers in the region.

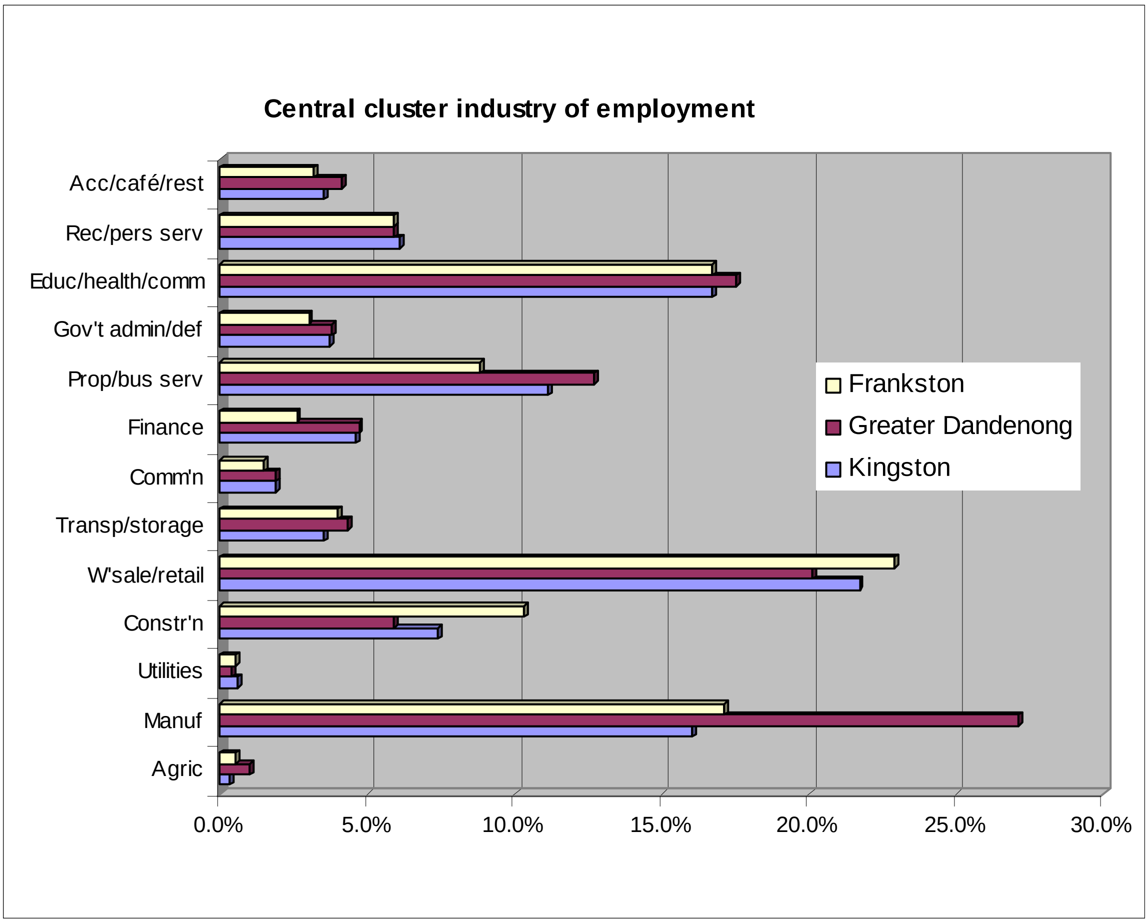
Since 2001, Health and Community Services has grown proportionally from 15% of the workforce to 17.1%. Manufacturing's share has declined from 17.1% in 2001.



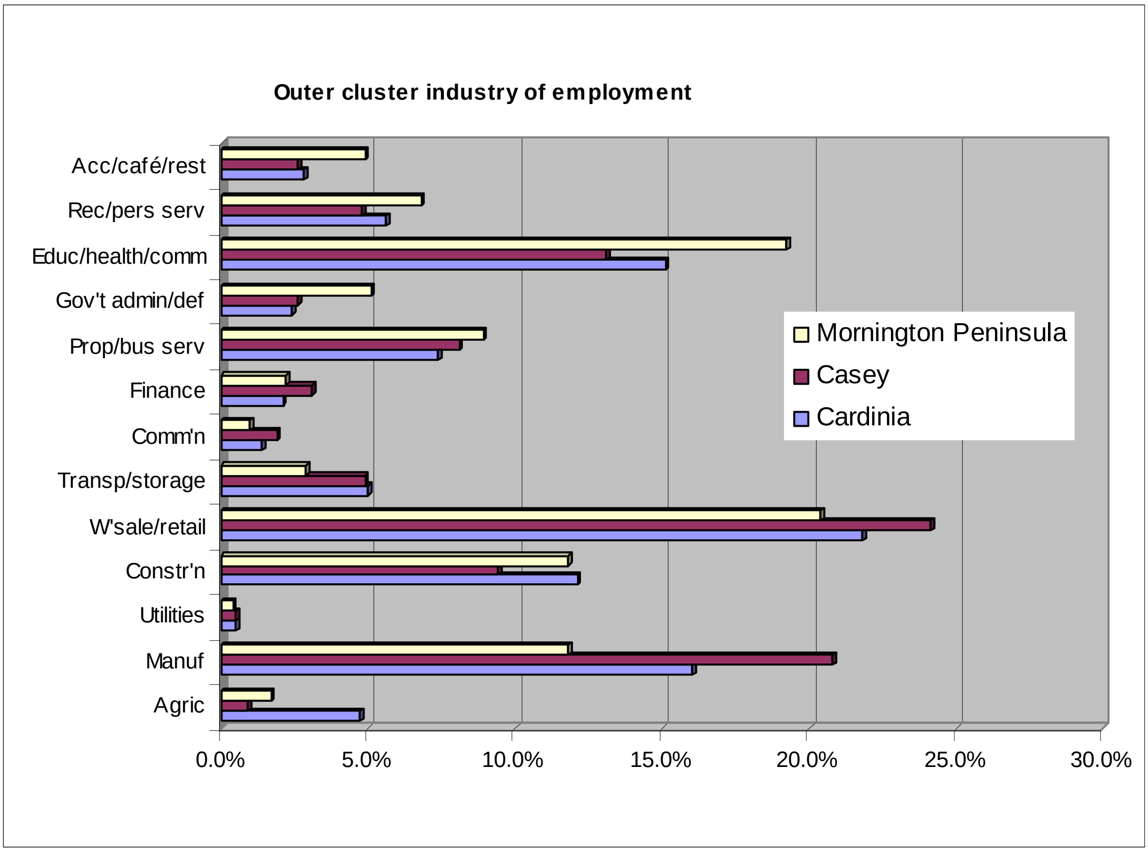
The inner cluster has the greatest amount of people employed in Property and Business Services, at 19%, with Port Phillip having 21.9 % of its residents employed in this industry sector. Employment in this cluster most likely reflects the higher education and higher socio-economic status of its residents.



Employment of residents in the central cluster reflects both the higher vocational and trades qualifications and the strong manufacturing base. Manufacturing employs 20% of residents here and Wholesale and Retail Trade employs 26%. Greater Dandenong employs the bulk of the cluster's manufacturing workforce with 27% of its residents employed in this sector compared to the regional average of 15% and the MSD average of 14%.



Employment of residents in the outer cluster again reflects the strong manufacturing and retail base but also growth in Education, Health and Community Services (15% of employment). Wholesale and Retail employs 22.6% of the cluster's residents with nearly a quarter of Casey resident's employed in this industry sector. Manufacturing is also a strong employer of Casey residents (20.4%) reflecting the employment opportunities provided by Greater Dandenong's strong manufacturing base. It is also interesting to note that there are more Casey residents employed in manufacturing than in Dandenong itself, the location of a great proportion of manufacturing jobs.



Appendix 2

ACC Charter

The ACC Charter comprises *three core responsibilities* from which all activity is derived.

1. **ACCs are key facilitators of change and development in their region.**

ACCs demonstrate knowledge of their regions and communities by:

- Identifying issues that are affecting their communities and how the *Regional Partnerships* program can address these issues;
- Understanding the dynamics of their communities and region in terms of investment patterns and demographics;
- Searching out unique strategic advantages in the region that generate growth and development; and
- Identifying and working in partnership with leaders in the community.

2. **ACCs are the link between Government, business and the community.**

ACCs create and sustain regional, cross-sectoral networks by:

- Fulfilling their responsibilities under the *Regional Partnerships* program;
- Promoting and disseminating information on Government policies and programs, particularly those orientated towards business and communities;
- Informing Government of the impact of policies and programs on business and the community;
- Providing constructive and regular advice and feedback to Government on community needs, service and development requirements; and
- Facilitating the development of suitable project proposals by local proponents and their submission to the Regional Partnerships program and where appropriate to other Australian Government programs.

3. **ACCs facilitate Whole of Government responses to opportunities in their communities.**

ACCs act as a catalyst to encourage and facilitate a collaborative approach by government departments and agencies to achieve integrated regional development responses by:

- Drawing together the range of avenues and resources through which communities and regions can foster development;
- Working to maintain constructive alliances with the community, business, local development organisations and all levels of government;
- Actively identifying opportunities to bring whole of government solutions to community and regional issues; and
- Engaging the community, business, local development organisations and all levels of government in coordinating strategic regional plans and solutions.

In pursuing their core responsibilities ACCs will contribute to regional development by actively seeking opportunities to:

- Promote a planned and co-operative approach to regional development;
- Encourage the growth of regional business and employment;
- Identify pressing social and economic issues; and
- Sustain our natural resources and environment.

Appendix 3

Stakeholder Consultations

MAJOR ISSUES ARISING FROM CONSULTATIONS	
SUSTAINABLE DEVELOPMENT	**PRIDE IN THE COMMUNITY**
Industry: • Globalisation and threat from China and India to high volume activity • Oil crisis and its impact on transport and logistics, plastics industry • Loss of automotive and component manufactures • Lack of Gov't policy on manufacturing and little support for SMEs • Offshoring of companies • Glut of retail outlets in some municipalities • Shortage of land availability for industry growth • Some essential services moving out of communities due to unaffordability of premises • Lack of export capability which is required if region is to compete in the global market • Shortages of water, energy, raw materials and people • Investment attraction - need to rezone rust belt to attract knowledge based companies **Business:** • Lack of premises for inner cluster businesses to grow • Business ignorance of ageing workforce issues • Lack of knowledge and skills amongst business owners • Ageing infrastructure – business premises • Threat from hard topped shopping centres • Predominance of SME's **Labour & Skills:** • Ageing workforce – exit, replacement and retention issues, OH&S • Shortage of unskilled and semi skilled people • Shortage of people and skills in all areas	**Infrastructure:** • Gap between community needs and the delivery of services and infrastructure in growth areas • Housing availability and affordability • Need for recreation, entertainment, cultural, leisure and lifestyle activities and infrastructure in growth corridor **Environment:** • Climate change effect on seaside communities and local beach amenities • Industry versus environment (older industrial areas, interface councils) • Pressures on green wedge planning restrictions that conflict with housing, tourism and industry development • Balancing rural interface with growth corridor • Lack of water and its ongoing effect on availability and quality • Water restrictions effect on outdoor sporting and recreational amenities **Social:** • Core pockets of serious disadvantage in • High levels of disadvantage – unemployment, homelessness & drug use in affluent communities • Aged populations and implications for provision of aged care, with particular needs for migrant populations such as the Vietnamese • Antisocial behaviour of bored youths • Implications of accelerated growth in Casey/Cardinia corridor **Community:** • Gentrification of some communities reducing diversity • Huge diversity in CGD creates conflict

• Mismatch between skills available and skills required for jobs available • Changing nature of work and its implications for unskilled and semi skilled positions • Plethora and duplication of employment placement agencies • Seasonal employment in tourism areas • Dandenong -high unemployment in low unemployment market • Low unemployment starting to “bite”. • Lack of local employment in more affluent areas • Need to create jobs in growth areas – up to 50,000 required **Tourism:** • Need for outer cluster to have more tourism product • Seasonality of employment opportunities **Education:** • Low school retention rates in central and outer clusters • Lack of transport access to educational facilities in outer cluster • Downturn in apprentice numbers – esp automotive • Ageing workforce within education sector • Increasing age of TAFE target market – 35-64 year olds • Perception of technical and further education as inferior to higher education • The reduction of government funding for higher education • Low rates of transition to university from the central and outer clusters • University focussed on research and international competition not on meeting regional needs **Research:** • Lack of aggregated regional data • Lack of access to research partners or facilities to boost research **Infrastructure** • Ageing of physical infrastructure in established areas • Infrastructure required in growth areas – education, recreation, transport • Port of Hastings – potential for development and effect on community and infrastructure	• Perception that Sudanese are a problem community • Negative public perception of Frankston and Dandenong • No recreational amenities for youth in Casey & Cardinia • Need to renew older community and recreational facilities

Housing:

- Access to affordable housing in all areas
- Availability of aged care housing

Transport:

- Road system – congestion and capacity to deal with growth
- Lack of availability of transport to areas of employment and education
- Effect of Eastlink – positive multipliers, investment, employment; negative effects, more traffic in suburban streets to avoid tolls
- Lack of transport and poor, overused, inadequate road system in growth corridor

Education:

- Provision of education services and infrastructure to growth areas

SED's Role:

- Information provision, data and trend analysis
- Facilitation, bringing players together over issues
- Understanding of issues across the region
- Advocacy for region between State and Federal gov’ts
- Clarification of who the players are in employment placement market
- Spokesperson for Port of Hastings development
- Facilitation – understanding regional players, bringing them together.
- Connectivity at strategic level, not officer level.
- Deal with issues such as transport and infrastructure – be provocative and provide a regional overview.
- Look at what works across region and let others know
- Funding demonstration projects

Appendix 4

Stakeholders Consulted

SECTOR	AGENCY NAME	CONTACT PERSON/S
State Government	DIIRD	Rob Chandler Regional Manager South East
Local Government	City of Casey	Kim McFarland Team Leader, Business & Strategic Development
	City of Greater Dandenong	Ron Ghiggino Business Development Manager
	Cardinia Shire Council	Jim Devine Manager, Sustainable Communities
	Mornington Peninsula Shire Council	Shane Murphy Manager, Economic Development
	City of Frankston	Sam Jackson Economic Development Coordinator
	City of Bayside	Michael Top Group Manager, Sustainability Carolyn McLean Group Manager, Community & Leisure Services
	City of Kingston	Suzanne Ferguson Manager, Economic Development
	City of Glen Eira	Lynda Bredin Manager, Business Development
	City of Port Phillip	Mike McIntosh Manager, Economic Development & Tourism
Higher Education	Monash University (Peninsula & Berwick Campus)	Phillip Steele Academic Director
	Chisholm Institute	Helen McNamara Director-Strategic Planning
Ethnic Communities	SE Migrant Resource Centre	Bill Collopy Manager, Planning & Development
Industry	South East Melbourne Manufacturers Alliance	Paul Dowling Executive Officer
	South East Business Networks	Sandra George Manager