



South East MELBOURNE

Driving growth
and prosperity
in one of Australia's
most economically
significant, diverse
and liveable regions

WHO WE ARE:

South East Melbourne is comprised of the municipalities of Cardinia, Casey, Frankston, Greater Dandenong, Kingston, Monash and Mornington Peninsula, partnering with key business and community leaders.

This is one of Australia's most dynamic and diverse regions, home to more than 1 million people.

CONTENTS

DRIVING GROWTH AND PROSPERITY	4
PROFILE OF THE SOUTH EAST	6
OUR VISION FOR THE FUTURE	8
Investment and productivity growth	8
Jobs growth	9
Training and education	9
Infrastructure for a connected community	9
Prosperity	9
PRIORITIES	11
TRANSFORMING THE SOUTH EAST	12
Delivering jobs and investment	12
Expanding our nationally significant manufacturing sector	13
Growing our world-class food economy	15
Connecting our education and skills sector to industry	17
Achieving a more connected community	19
Collaborating to attract infrastructure that increases liveability	20



DRIVING GROWTH AND PROSPERITY

Melbourne's south east is a thriving region with innovative world class businesses that export throughout the world and residents who enjoy an attractive, high quality lifestyle.

The region enjoys the combined capabilities and attributes of SEM's seven municipalities, business leaders, education providers, community organisations and external stakeholders, all of whom are crucial to our continuing success.

SEM has developed an ambitious vision to ensure this region prospers and maintains its competitive advantages into the future. This vision builds on our strengths, and recognises the need to continue to attract investment, infrastructure, a skilled workforce and entrepreneurial businesses that can grow job opportunities for the whole south east region.

We believe that to meet local challenges we will need to attract quality investment, infrastructure and jobs for the whole south east region.

Our businesses and residents are connected in a way that must not be ignored or forgotten. Produce from farms and wineries on the Mornington Peninsula and Cardinia is used in restaurants and by food manufacturers throughout the region, providing work to residents across all our municipalities. Manufacturing jobs in Kingston, Dandenong and Frankston are a source of income for families throughout the area, while Casey's vibrant neighbourhoods are home to many of our region's families.

Prosperity is more than wealth. SEM aims to secure the outcomes of growth, including connection to services and infrastructure that improve the daily lives of all our residents and workers.

We are continuing to better understand the strengths and weaknesses of the south east region to ensure the best opportunities for our residents and businesses.

South East Melbourne's goal is to strengthen the region's economy, bringing prosperity not just to more than 1 million people living here today, but to 1.3 million people who will call the south east home by 2030.





PROFILE OF THE SOUTH EAST

We have much to be proud of in the south east. Our region is incredibly diverse, known not only for our committed businesses and manufacturing sector but also our welcoming neighbourhoods and spectacular natural environments, including world class beaches, wineries and golf courses.

Through the hard work of our businesses and residents, the south east has become the economic powerhouse of Melbourne. South east Melbourne enjoys an average annual growth rate of 3 per cent, accounts for 25 per cent of Melbourne's employment, and creates more than \$43 billion in Gross Regional Product. The region features one National Employment Cluster and three Metropolitan Activity Centres.

More than 1 million residents – a fifth of Melbourne's population – call the south east home, and we continue to grow. The south east lifestyle attracts 120 new families each week. In just 15 years, the south east will have a population of 1.3 million people.

Our region is truly the population centre of Melbourne.

To fully capitalise on the enormous economic potential of the south east, involvement and commitment is required from our broader communities and from government.

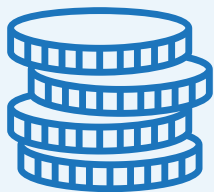
Regional growth always brings challenges, many of which require investment from all levels of government. Congestion and infrastructure gaps make it difficult for our businesses to get goods to market and for our residents to get to work.

Our rapid population growth is outstripping jobs growth. Unemployment rates are increasing, particularly among our young people.

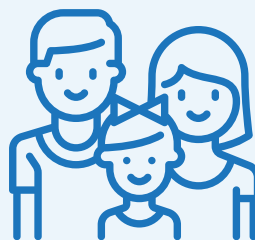
However, a sustainable future and strong regional prosperity, based on our many existing advantages, is a very realistic goal for South East Melbourne.

To tackle these challenges, SEM has come to understand that a sustainable future and regional prosperity won't happen in isolation. We must work together to succeed together.





\$43 billion
in Gross Regional Product



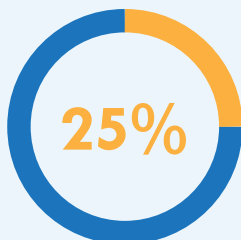
1.3 million
residents by 2030



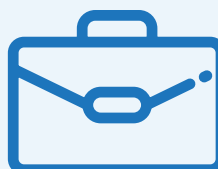
More than **72,000**
local businesses



More than **4,000** jobs
added last year



25% of Melbourne's
employment



Australia's **biggest**
employment area outside
of a capital city



\$37 billion in manufacturing output
and more than **71,000** manufacturing jobs

OUR VISION FOR THE FUTURE

SEM strives to ensure Melbourne's south east remains one of Australia's most economically significant and diverse regions.

We aspire to drive growth and prosperity, maximising the economic and social potential of our region to improve the lives of our 1 million residents.

Investment and productivity growth

Investment and productivity growth will increase our contribution to the state and national economy.

South east Melbourne already generates approximately 44 per cent of metropolitan Melbourne's manufacturing output, and new industrial hubs mean manufacturing output will continue to grow.

The region is already a very significant contributor to local and regional agricultural, wine and food production. SEM will use its vast opportunities to further develop and diversify our region's economy.

The region, particularly the Mornington Peninsula, is one of Victoria's most popular tourist destinations. More than 5 million visitors are attracted annually.

Tourism is growing rapidly and will contribute to our overall economic growth and liveability.

Family business plays on the world stage **Roma Foods**

Roma Food Products is the world's leading manufacturer of gluten free and allergy friendly foods. Under the ORGRAN Health & Nutrition and Buontempo brands, Roma Foods has a comprehensive range of over 80 products, specialising in alternative grain nutrition for better health and wellbeing. Since 1953, Roma Foods has remained a family owned business and is based in Carrum Downs, Australia, currently exporting to over 69 countries worldwide.



Jobs growth

SEM sees the region in the future as one with strong employment growth matching population growth, strong productivity growth that increases its contribution to the state and national economy.

Skilled residents will be able to access high-quality jobs and opportunities in convenient locations, while enjoying the region's enviable lifestyle.

Training and education

Training and education is already a growth sector, with two Monash University campuses, two TAFEs (Chisholm and Holmesglen) and Federation University.

These education partners will use their enormous potential to advance the skills of our diverse workforce and create a knowledge economy in this region.

Infrastructure for a connected community

A surging population is putting pressure on our transport infrastructure, and many residents are wholly dependent on cars due to the scarcity of public transport. Transport infrastructure will be upgraded with better rail, priority road projects and improved freight access.

Prosperity

Prosperity is more than wealth. Prosperity includes connection to services and infrastructure that improves business efficiency and the daily lives of residents and workers.

The next five years will see south east Melbourne increasingly connected to world-class infrastructure and efficient, effective services.

As the natural population centre of Melbourne, liveability and access to services within the south east is critical to increasing opportunities for our growing population and industry.





PRIORITIES

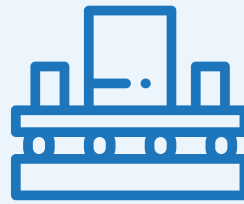
To achieve our ambitious vision, significant and environmentally sustainable change is needed over the coming years.

A regional approach is required, and we have prioritised areas we believe are most critical to our businesses and residents as we drive policy changes and investment in the south east.

Our seven key priorities for South East Melbourne are:



Delivering jobs and investment



Expanding our nationally significant manufacturing sector



Growing our world-class food economy



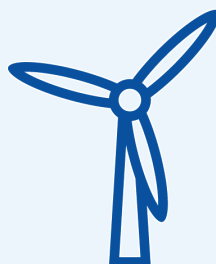
Connecting our education and skills sector to industry



Achieving a more connected community



Collaborating to attract infrastructure that increases liveability



Identifying environmental solutions that deliver sustainable outcomes

TRANSFORMING THE SOUTH EAST

Delivering jobs and investment

The natural population centre of Melbourne, the south east is home to more than 1 million people. It is critically important to attract the right number of the right jobs to our region, now and in the future.

Currently, employment growth is not keeping up with population growth. This is a major problem, as less than 17 per cent of our resident workers travel to the Melbourne CBD for work, compared to 30 per cent of resident workers in the west and north of Melbourne.

Job opportunities in our region are decreasing, but because of south east Melbourne's share of Victoria's population, the scale of the unemployment problem is much larger in the south east than the state overall.

Youth unemployment has been a long-standing challenge. Increasing the number of young people working would generate much-needed economic benefits and strengthen social cohesion.

For the south east to remain one of Australia's most economically significant regions, we must tackle our employment challenges on a regional scale.

Australia's leading caravan manufacturer **Jayco**

Australia's most recognised brand for quality and affordable recreational vehicles, Jayco is a major success story of south east Melbourne and Australian manufacturing.

Employing more than 1,100 people, this locally owned family business built its first camper trailer in 1975. Its reputation for competitive quality and pricing has underpinned its growth as the leader in the Australian RV market. All Jayco RVs are manufactured in a 50-acre state of the art complex with a purpose-built 60,000sqm undercover facility.



Expanding our nationally significant manufacturing sector

South east Melbourne is a nationally significant manufacturing area, generating approximately 44 per cent of metropolitan Melbourne's manufacturing output.

As well as established industrial hubs including Dandenong, Frankston and Kingston, there are exciting new industrial hubs such as the Pakenham South Employment Precinct and the Carrum Downs Industrial Precinct. Infrastructure services must keep up with this growing economic activity.

Manufacturing, associated wholesale trade, transport and warehousing services currently account for more than 30 per cent of the region's output, which is much higher than other parts of Melbourne and Victoria.

- *The south east is Australia's sixth-largest manufacturing employment area, ahead of Western Sydney*
- *Our region employs half of Melbourne's manufacturing sector employees*
- *There are more than 71,000 manufacturing jobs in the south east.*

While we are proud of the manufacturing sector's strengths, we face significant challenges in the short and long term.

The manufacturing sector is being reshaped by global economic conditions, technological change, digital disruption and trends towards high-value manufacturing. South East Melbourne is well placed to take advantage of trends toward smart manufacturing and innovation.

Despite reports of automotive closures and manufacturing job losses, SEM has identified significant opportunities and innovation in this changing environment. By ensuring our businesses can invest in upskilling their workforce, engage new technologies and reshape old business models, SEM believes that the manufacturing sector can grow and secure south east Melbourne's place as Australia's leading manufacturing zone.

Our manufacturing and other business sectors range from global businesses that export throughout the world to micro businesses that foster an entrepreneurial culture. There are already integrated supply chains with a critical mass of companies across industry sectors including retail, health, construction and wholesale, as well as manufacturing. Many businesses have a commitment to research and development and strive to be leaders in their fields.

With all levels of government working together alongside our manufacturing sector and other regional industries, we can make Melbourne's south east one of the most job-dense areas in Australia.





SEM's manufacturing and industry priorities:

- Advocate for investment in infrastructure for the manufacturing sector and secure continued growth.
- Ensure public transport routes connect working residents to employment hubs.

Growing our world-class food economy

The south east's food production is incredibly rich in diversity and quality. Producing some of Australia's highest quality wines and foods, the south east is a significant contributor to the local and regional economy with more than 7,000 people employed in this \$5 billion industry.

Many hospitality businesses buy fresh, seasonal, local produce, a competitive advantage as consumers increasingly want to connect with the local environment, food and wine.

The region has immense potential for increased agricultural production. By capitalising on growing demand for high-value products such as premium beef, wine and dairy, asparagus, berries, herbs and vegetables as well as further innovation in our region's strong food processing capabilities, the south east has unlimited opportunity to further develop and diversify our region's economy.

The strength of food manufacturing shows food is a significant contributor throughout the entire value-added supply chain. Key sectors include packaged foods, dairy, grains, wholesale and distribution, with 4,900 businesses and \$3 billion in annual earnings.

There are many smaller businesses thriving with strong growth, as well as corporate food entities in the region including Simplot, Patties, Goodman Fielder, Chobani and Inghams. Access to agricultural products from Gippsland and south east Victoria, with good transport and freight linkages, is a key competitive advantage for these businesses.

Keeping it fresh Hussey & Co

Hussey & Co, established in 1975, are renowned for producing Australia's finest gourmet baby leaf salad mixes. We maintain a leading edge through our continual pursuit of excellence in quality, technology and customer service. All our salads are naturally field grown. With our production and processing locations in both Victoria and Queensland, we grow and supply premium baby leaf salad mixes all year round.

Our optical sorting, triple wash system and air-drying technology ensures a clean product that continues to achieve SQF 7.2 accreditation, based on HACCP food safety principles. Our state of the art salad processing line ensures only the most premium product reaches consumers.

We aim to continually develop new and exciting products that stand out in the industry and to remain innovators in horticulture. Our single most important objective is to provide all our customers in the local and export markets with the very best quality product all year round.





SEM's food economy priorities:

- **Attract investment in programs and infrastructure that reduce the cost of production, increase local producer capacity and improve access to market**
- **Continue advocating for improved freight infrastructure and efficiency**
- **Promote sustainability and environmental innovation.**

Connecting our education and skills sector to industry

One of our most important tasks is to ensure there are pathways to success for our youngest residents. Research suggests 65 per cent of children starting primary school today will end up working in jobs that don't yet exist. SEM knows it is crucial that skill providers in our region educate the workforce of the future, meeting the needs of our changing economy.

An associated challenge is the low proportion of our residents with a tertiary degree – just 14 per cent compared to a state average of over 20 per cent.

Many of our businesses therefore face difficulties recruiting employees with specific skill sets, restricting business growth.

The region has Federation University, two campuses of Monash University and two TAFEs (Chisholm and Holmesglen). We must ensure our education sector supports our youth and meets current and future industry demand.

With some of the highest rates of youth unemployment in Victoria, the region needs a focus on course offerings aligned to the jobs market and improved vocational pathways that directly relate to our local industry needs.

With world-class tertiary education, research institutions and innovative local industry, south east Melbourne could become the epicentre of a knowledge economy, growing jobs of the future.

Action needs to be taken quickly to boost the number of graduates to participate in this emerging knowledge economy, characterised by high-value, high wage jobs.

Linking learning and research with jobs Holmesglen Private Hospital

The new \$100 million hospital at Holmesglen's Moorabbin TAFE campus provides an extensive range of healthcare services including a 24-hour emergency department, intensive care, coronary care, integrated theatres, cardiac catheter laboratory, oncology and a comprehensive range of medical and surgical services.

Alongside existing TAFE operations, Holmesglen Private Hospital has added 750 healthcare staff to service the 150 beds, patients and visitors. It provides clinical practice as well as teaching and research for nursing and allied health students.





South East Melbourne has the opportunity to be at the forefront of a knowledge economy, creating pathways for our youth to thrive in industries of the future.

SEM's skills priorities:

- **Expand university presence, strength and course offerings**
- **Achieve closer links and alignment between education and industry**
- **Improve access to education, training and vocational pathways**
- **Skill and re-skill local workers to align with regional industry needs.**

Achieving a more connected community

Although SEM welcomes our increase in residents, businesses and visitors, we are concerned about the growing pressure on our transport infrastructure. With hundreds of thousands of people commuting to work and education facilities each day, our ageing road and rail services are stressed and struggling.

While some areas of south east Melbourne have access to excellent rail services, many residents are wholly dependent on private transport due scarcity of public transport alternatives. Newer suburbs that have developed across the outer south east over the past two decades generally have poor public transport, isolating their residents accessing jobs-rich, growing areas.

Public transport service improvements are crucial to support better access to employment clusters within and outside the region, as well as providing access to vital services, education, health and recreation activities.

South east Melbourne is also an important market for consumer goods, with almost 30 per cent of all shipping containers that pass through the Port of Melbourne either originating from or arriving in the south east. The same forces that drive the increase in demand for passenger transport will also drive increased demand for freight transport. Decreasing congestion and promoting mode shifts is vital to mitigating climate change, reducing detrimental environmental impacts and preserving the quality of life of more than one million people who call South East Melbourne home.

Koo Wee Rup's asparagus industry goes global

The small town of Koo Wee Rup (65 km south east of Melbourne) is Australia's major asparagus production area, responsible for more than 95 per cent of crops worth \$43.6 million. It is the eighth-largest in the world, with 700 cutters and 900 packers in the Koo Wee Rup area. Good freight links are critical, as 85 per cent of produce is exported overnight to Japan. Other major export destinations are Singapore, Korea, Hong Kong and Taiwan.



Collaborating to attract infrastructure that increases liveability

South east Melbourne is well known for its quality lifestyle, with liveability assets including excellent parks, golf courses and sporting facilities that host national and international competitions.

There's easy access to dozens of bay and ocean beaches, the foothills of the Dandenong Ranges and city experiences. Retail options range from small, stylish villages such as Berwick and Sorrento, to large retail centres such as Southland and Fountain Gate.

Housing ranges from some of Melbourne's most sought-after locations to very attractive new suburban and regional developments.

Residents and visitors alike enjoy some of Victoria's prime tourist attractions that represent water and land-based adventure activities, international standard gardens, unique trails and train journeys, relaxation experiences and the food and wine sector with multiculturally diverse, award-winning restaurants and international standard chefs.

Capitalising on what is perhaps south east Melbourne's greatest asset, our liveability, will decrease congestion, lessen the stress on Melbourne's critical infrastructure and transition Melbourne to a truly polycentric city.

Demographic changes will continue to exacerbate pressure on south east Melbourne assets and services, therefore ongoing investment is critical to ensure our residents retain the quality of life and prosperity benefits of economic growth.

This will only succeed with ongoing regional collaboration between business, industry and all three tiers of government.

Creating Bunjil Place

Bunjil Place will soon be Melbourne's south eastern home of entertainment, arts and culture. Commissioned, owned and led by the City of Casey, the landmark precinct is the largest ever investment in cultural infrastructure by local government. Bunjil Place integrates an unprecedented mix of facilities within the Australian context, including an outdoor plaza complete with big screen, amphitheatre, splash pad and play spaces; state-of-the-art 800-seat theatre, international standard gallery, black box studio and function centre. The precinct will also house the City of Casey Customer Service Centre and Council headquarters which has been modelled on the latest in activity based working. Within walking distance of one of Australia's largest retail precincts, Westfield Fountain Gate, the precinct will change the face of Melbourne's south eastern growth corridor and broader surrounding region. Bunjil Place is opening 28 October, 2017.





SEM's collaborative priorities:

- Enhance the south east as a premier liveability hub
- Promote regional planning activities that involve all levels of government, business and industry
- Develop shared services and resourcing models, integrated procurement and promotion opportunities for the entire region.

Strengths	Challenges	Opportunities	Priorities
We are a nationally significant area for jobs	<p>Changing makeup of the global economy and manufacturing sector.</p> <p>Automation and declining worker productivity.</p>	Shift to localised production and high-tech manufacturing puts south east Melbourne at an advantage as a leader in this sector.	<p>Delivering jobs and investment:</p> <ul style="list-style-type: none"> Advocate for job-creating programs to reduce unemployment, particularly youth unemployment <p>Expanding our nationally significant manufacturing sector:</p> <ul style="list-style-type: none"> Advocate for investment in infrastructure for the manufacturing sector and secure continued growth Ensure public transport routes connect working residents to employment hubs.
South East Melbourne has a vibrant food economy	Increasing global competition to get goods to markets and consumers.	Strong demand from growing middle class in Asia for Australian agricultural and value-add products.	<p>Growing our world-class food economy:</p> <ul style="list-style-type: none"> Attract investment in programs and infrastructure that reduce the cost of production, increase local producer capacity and improve access to market Continue advocating for improved freight infrastructure and efficiency. Promote sustainability and environmental innovation
We have a large workforce with diverse skill sets	Critical mismatch between workforce skills and industry demand.	<p>The world is still adjusting to the changing nature of the global economy. South east Melbourne and Victoria can be at the forefront of emerging industries.</p> <p>Attract and grow businesses that offer high value, high wage jobs in knowledge industries.</p>	<p>Connecting our education and skills sector to industry:</p> <ul style="list-style-type: none"> Expand university presence, strength and course offerings Achieve closer links and alignment between education and industry Improve access to education, training and vocational pathways Skill and re-skill local workers to align with regional industry needs.
SEM is the population centre of Melbourne	Population growth and increased pressure on transport infrastructure and government services.	<p>South East Melbourne is the largest market of Victorian consumers.</p> <p>Pressure on Melbourne CBD can be eased by creating connected 20-minute neighbourhoods where people can live and work.</p>	<p>Achieving a more connected community:</p> <ul style="list-style-type: none"> Achieve upgraded and electrified rail lines to growth areas, supporting increased commuter and freight needs Increase transport efficiency through the removal of level crossings Encourage priority road projects including significant inter-regional corridors, growth area links, tourism links and ongoing improvements to the arterial road system Improve freight access from major south east industrial and employment clusters, activity centres and rural primary production sources to ports, airports and industrial centres in other regions.
Our liveability and visitor economy are world renowned	<p>Congestion and difficulty accommodating increasing demand.</p> <p>Ageing population putting more pressure on assets and services.</p> <p>Increasingly tight government budgets.</p>	Melbourne and south east Melbourne have a natural advantage to cement their reputation as global liveability destinations.	<p>Collaborating to attract infrastructure that increases liveability:</p> <ul style="list-style-type: none"> Enhance the south east as a premier liveability hub Promote regional planning activities that involve all levels of government, business and industry Develop shared services and resourcing models, integrated procurement and promotion opportunities for the entire region. <p>Identifying environmental solutions that deliver sustainable outcomes.</p>



