

THE INNER SOUTH-EAST REGIONAL FRAMEWORK SUPPLEMENTARY REPORT

Prepared for the Inner South-east
Metropolitan Partnership

October 2020



Acknowledgments

We respect and acknowledge the traditional Aboriginal owners of the Inner South-east Region, including the Boon Wurrung and Wurundjeri people of the Kulin Nation.

We pay respect to the Elders past and present for they hold the memories, the traditions, the culture and hopes of Australia's First Peoples.

We acknowledge there are also other Aboriginal and Torres Strait Islander people who live, work in and contribute to the cultural heritage of Melbourne.

The Inner South-east metropolitan Melbourne Regional Framework is the culmination of three years of rich engagement with community, service providers, content experts and councils. As such, we would like to thank the numerous individuals who shared their time and insights to make our framework possible. We would also like to thank Bayside, Boroondara, Glen Eira and Stonnington City Councils for their continued support and commitment.

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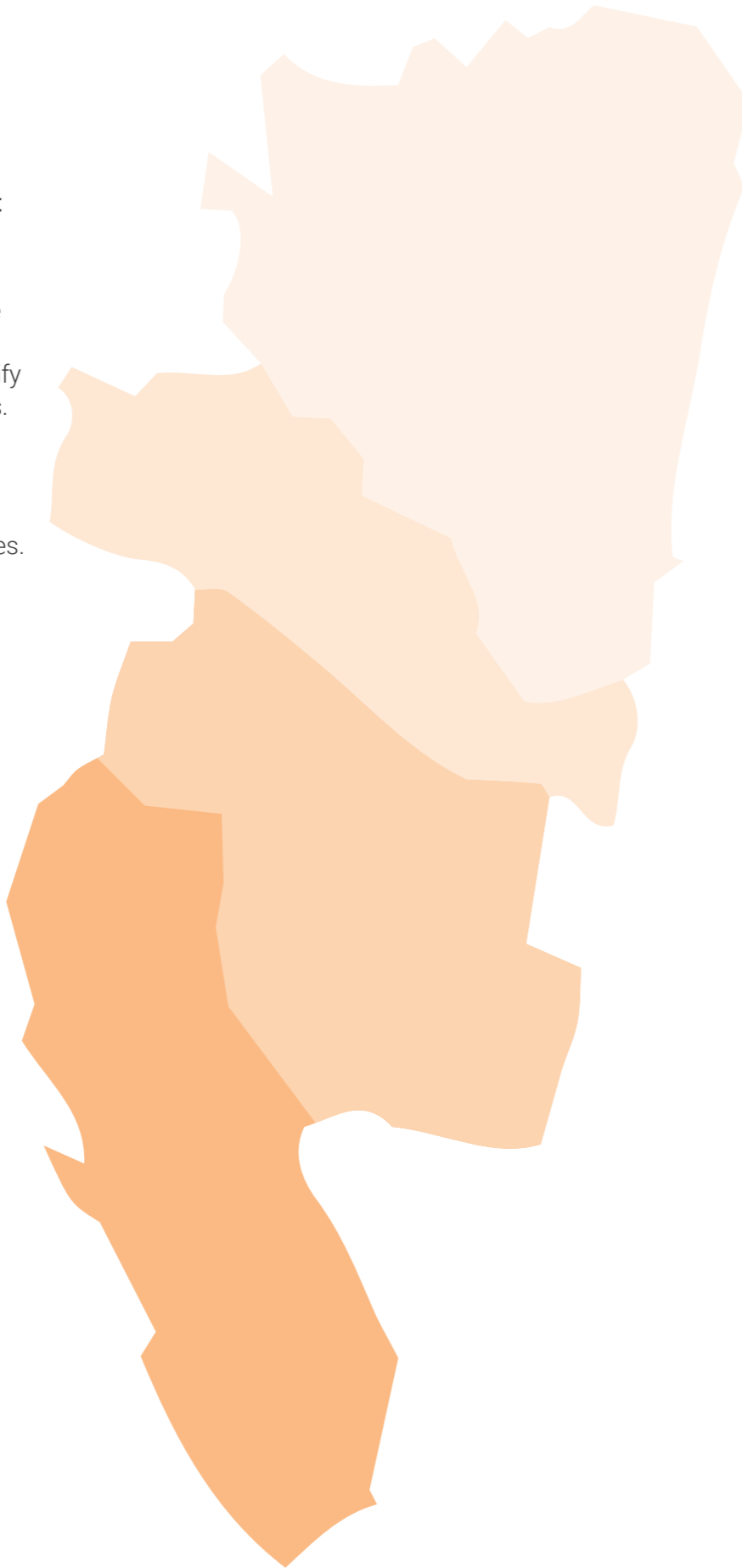
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Introduction

This document is the companion report supplementing the Inner South-east Regional Framework ('the Framework').

The purpose of this report is to provide more detail about the Framework, including the work undertaken to identify priority outcome areas and key actions.

This report also outlines the practices and principles informing the Partnership's ways of working, to achieve its vision and agreed outcomes.



About the Inner South-East Metropolitan Partnership

In 2017 the Victorian Government established six Metropolitan Partnerships to better understand and respond to the needs of Melbourne's communities*. The Metropolitan Partnerships work with community, stakeholders and local government to develop advice for the Victorian Government on the top priorities for each region.

Metropolitan Partnerships comprise up to 10 community and business volunteer members from across the region with a mix of backgrounds, experience and networks, the CEOs of each local council, and a Deputy Secretary from the state government.

The Inner South-east Metropolitan Partnership encompasses the councils of Boroondara, Glen Eira, Stonnington and Bayside.

The Partnership's purpose is to work with communities, local government, and other stakeholders to develop regional policy advice for the Victorian Government.

The Journey So Far

In July 2017, the Partnership was formed.

The Partnership undertook its first Assembly in August. This involved 103 community members, business representatives, councillors, and mayors, who worked collaboratively to identify key priorities for the Inner South-east Metropolitan Region.

In May 2018, the Partnership facilitated the Metropolitan Partnerships Youth Forum, which drew on the ideas of young people to maintain and improve the liveability of the community. The second Partnership Assembly took place in August, drawing on communities to identify key policy priorities. That September, the Partnership reported back to the Victorian Government on the regional policy advice addressing the outcome areas of youth, inclusion, environmental sustainability, and community connectedness.

In 2019, the Partnership delivered research and tailored engagements on the focus outcome areas of Economy and Jobs, Environmental Sustainability, Social Isolation and Loneliness, and Transport. This included the Social Isolation and Loneliness Report and the Making Connections event, which were both delivered in August. The latter brought together 80 stakeholders to discuss social isolation and loneliness. A further 27 stakeholders attended two Business Roundtable events to discuss the challenges, opportunities and needs facing small business. These key engagement processes allowed the Partnership to provide its annual policy advice to the Victorian Government in September. To feed into the 2020 regional policy advice, the Sustainability Advocacy Strategy was delivered in September, and the Integrated Transport Framework for the Inner South-east Metropolitan Region Report was delivered in October.

In February 2020, the Strategy for a Vibrant Local Economy in the Inner South-east Region was delivered, followed by the completion of the Inner South-east Affordable Housing Study in July.

At this time, work began to develop the Inner South-east Regional Framework, which would draw on the Partnership's reports and consultations to date. Most recently, in September 2020, the Partnership's annual stakeholder engagement event was held online (due to COVID19 restrictions).

Introducing the Inner South-East Regional Framework

The Framework is a consolidation of the extensive work undertaken by the Inner South-east Melbourne Partnership to advocate for community relevant policy advice with the Victorian Government. The purpose of this Framework is to identify and align regional priorities in order to secure funding and drive collaborative action in the Inner South-east Region.

The Framework is intended to guide the implementation of the Partnership's vision of:

A thriving & connected Inner South-East Region that meets the diverse needs of its community

Components of the Framework

The Framework consists of the following components:

1. A **Vision** for the Inner South-east region
2. A timeline of the **How We Got Here** (outlined in Our Journey so Far on the framework summary)
3. Five **priority outcomes areas** that are vital to building a thriving and connected Inner South-east Region
4. Eight **key actions** that will accelerate progress toward the five priority outcome areas
5. **Ways of working** for the region's diverse stakeholders to successfully collaborate in the implementation of the Regional Framework.

The Framework is presented on page 6, followed by a detailed consideration of its components.



Timeframe

It is expected that this Framework will inform and advocate for regional priorities for the coming four years (2020 – 2024).

2020 – 2024

Regular reviews will be included to determine the ongoing relevance of priority outcome areas and the achievement of associated actions.

An in-depth review will be undertaken in October 2022 and October 2024 to coincide with the midway point and final years of the Framework.

This will involve determining substantive progress towards achievement of key policy actions and contribution to the overarching high-level vision statement.

It is expected that the in-depth reviews will be used to update the key actions or to extend timeframes for achieving key actions as required.

Methodology

To develop the Framework, a comprehensive design and consultation process was undertaken. The purpose of this process was to build on the Partnership's previous work and maximise engagement with the region's stakeholders.

This process commenced with a literature review of the Partnership's reporting to date and key informant interviews to scope the Framework. The scoping phase was followed by workshops with the Partnership Working Group to determine the Framework's vision and purpose as well as co-develop criteria with which to prioritise actions from the Partnership's existing advice to the Victorian Government (refer Appendix 1: List of Partnership Endorsed Actions).

Having determined the criteria for selection, an online survey was circulated to the Partnership and the four local councils to understand which policy actions were of highest priority. In addition to the survey, focus groups were undertaken with each of the four councils, followed by interviews with the council CEOs, to understand their alignment with the selected actions. The follow up interviews with council CEOs informed the commitments to ways of working required to implement the Framework. These findings were taken to the Partnership Working Group who reviewed and finalised the components of the Framework.

For a detailed description of the methodology, see Appendix 2: Methodology and Consultation Plan.

Limitations

The process adopted was limited in its ability to engage with all important stakeholder groups in the Inner South-east region.

It was identified early on the need and importance to engage with the Traditional Custodians of the Lands on which the councils sit – the Wurundjeri and Boon Wurrung peoples. The Boon Wurrung Foundation and the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation were identified as the key stakeholders to engage. Unfortunately, the timeframes of the Framework did not allow for substantial engagement with First Nations. It is the intention of the Partnership to continue pursuing more meaningful and collaborative engagement with First Nations in the future.

Community engagement and the Framework's development were undertaken separately. While some engagement occurred regarding outcome statements, which were found to be generally supported, low survey response rates limited community input into the development of the Framework. As a result, the process relied heavily on council perspectives and the extensive prior engagement undertaken by the Partnership. The ISE Partnership is committed to ongoing consultation on key actions and involvement in the advocacy and implementation of the Framework.

While significant consultation was undertaken with the four councils, particularly with council CEOs and leads relevant to the five outcome areas, there were notable governance challenges associated with the role of local councils. Due to the nature of partnership governance, further engagement with councils is necessary to secure their full endorsement and ensure relevance.

The Inner South-East Regional Framework

A Thriving & Connected Inner South-East Region
that meets the diverse needs of its community

HOW WE GOT HERE

- July 2017**
The Inner South-east Partnership is established
- August 2017 – August 2018**
Assemblies and Forums held
- September 2018**
Priorities reported back to the Victorian Government
- 2019 - July 2020**
Five key reports published and Making Connections event
- September 2019**
Policy advice provided to Victorian government
- October 2020**
Regional Framework completed

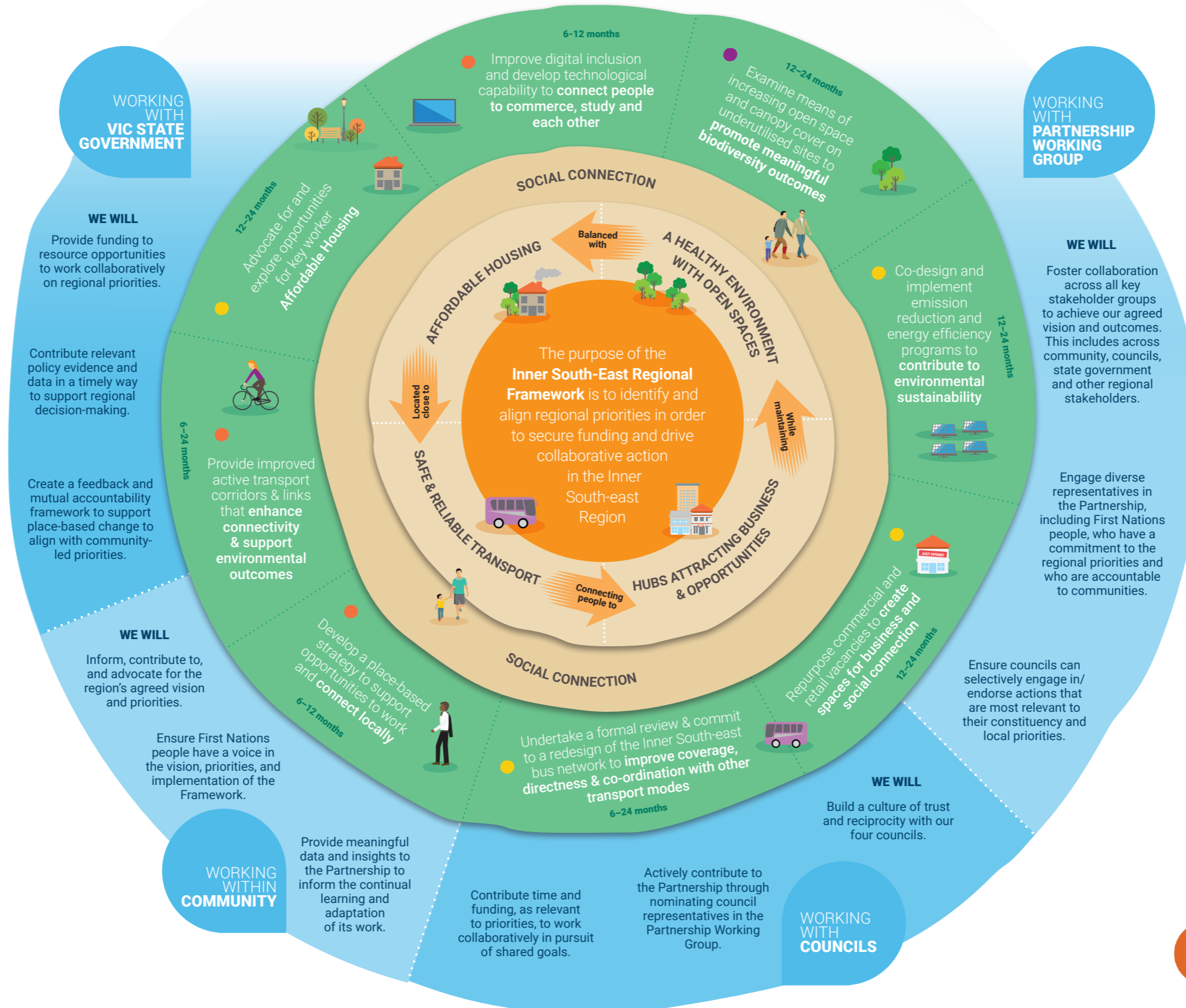
Further contextualisation of this timeline is provided within the Supplementary Report.

DELIVERABLES

- Social Isolation and Loneliness Report
- Inner South-east Affordable Housing Study
- Strategy for a Vibrant Local economy in the Inner South-east Region
- Integrated Transport Framework
- Inner South-east Partnership 2019 summary of advice Economy and Jobs
- Inner South-East 2020 Affordable Housing Study Final Report
- Inner South-East Metropolitan Partnership Sustainability Advocacy Strategy

WHAT'S NEXT?

Distribution of the Regional Framework and policy advice provided to Victorian Government.



Unpacking the Framework

The following section outlines the 'what, how and who' of the Regional Framework. It is the detailed version of the succinct one-page summary Framework.

OUR VISION

A thriving & connected Inner South-East Region that meets the diverse needs of its community

PRIORITY OUTCOME AREAS

The Partnership affirms that **Affordable Housing, Economy and Jobs, Environment, Social Connection and Transport** are vital pillars to build a thriving and connected Inner South-east Region.

Each of these pillars are defined in the Framework as targeted outcomes, supported by research and consultation undertaken by the Partnership. The rationale and what success looks like for each outcome area is outlined below.

Affordable Housing



Why affordable housing

The focus on affordable housing (housing which costs 30% or less of gross household income) stems from acknowledgment that the cost of housing in Australia has far outstripped wage growth. Within the Inner South-east region, the median rental price for a two-bedroom unit across the region has increased by more than a third (35%) between 2009 and 2019.

In the production of the Partnership's Inner South-east Affordable Housing Study (2020), it was established that affordable housing for key workers is of importance for the region. Key Workers are defined as those who:

"provide essential functions in areas such as childcare, aged care, education and health, or significantly contribute to the economic vitality ... [occupying roles in] education and training, healthcare and social assistance, retail trade, accommodation and food services, and professional, scientific and technical services".

The report found that in the Inner South-east region, 59-64% of residents are categorised as key workers with more than half on very low, low or moderate incomes, and with a continuing rise in the region's cost of living. In the future, there is significant risk that key workers will be unable to afford living in the inner South-east. While key worker housing was widely endorsed, the Inner South-east Affordable Housing Study (2020) and subsequent consultations indicated that councils hold different views of how to achieve this. Challenges include the amount of land some councils hold, planning and land use complexities (including heritage), a difference in policy positions between councils, and a question of the role of the Victorian Government in leading affordable housing initiatives.

What success looks like

Coordinated advocacy and exploration of opportunities to increase key worker access to Affordable Housing in the Inner South-east Region.

Economy and Jobs



Why economy and jobs

Economy and Jobs is a key outcome area for the Inner South-east Framework due to the significant challenges facing the region. Research conducted prior to COVID19 indicates a disconnectedness between local job opportunities and job seekers, an increased need to travel outside of the region for work, high wealth inequality, and growing isolation for people working from home. Further, just 32% of the Inner South-east community are currently employed within the region, resulting in the lowest workforce containment levels in metropolitan Melbourne.

Insights have been generated from Business Roundtables with local businesses, developers, and real-estate agents, as well as the development of a Regional Economic Development Strategy. The policy actions produced as a result of this work can be viewed in Appendix 1: List of Partnership Endorsed Actions.

With the onset of COVID19, existing challenges have been exacerbated and new challenges have emerged. The ISE Vibrant Economy Study identified that more support is needed for growth in shared workspaces. This aligns with stakeholder consultations, which have indicated employers have decentralised workspaces due to COVID19 and may continue to do so following lockdown.

A high rate of retail vacancies was identified in the pre-COVID Strategy for a Vibrant Local Economy, which has been severely exacerbated by COVID19 (as reported in stakeholder consultations). Small and micro strip shopping centre businesses are among those worst hit. Not only do small and micro businesses constitute a large proportion of businesses and employers within the Inner South-east, but they also provide a source of social connection.

What success looks like

Activity and neighbourhood centres are revitalised and support shared workspaces, inclusive of business start-ups, scale-ups, and small to medium enterprises in the local region. Businesses are attracted to the Inner South-east Region, creating jobs that support local economies, allow people to work close to home and are centres for social connection.

Environment



Why the environment

The 2020 Victorian bushfires highlight the impact that environment has on the lives of people within the Inner South-east Region and across Australia. Since the bushfires, COVID19 and the ensuing lockdown has continued to highlight environmental implications on social wellbeing, namely active transport links and access to high quality open space within walking distance of homes.

The Partnership held community engagement events on 22 August and 16 September 2019 that reinforced the importance of environment and amenity in supporting social cohesion and economic prosperity.

The Partnership also developed the Environment Sustainability Project Report, which identified strong alignment between the sustainability policies of the Inner South-east councils (Bayside, Boroondara, Glen Eira and Stonnington) and the Victorian Government.

Within the Environment Sustainability Project Report, the Partnership identified four primary focuses for environment actions: climate change, waste and recycling, water, and biodiversity and open space. Biodiversity and open space have been linked to "positive long-term health outcomes ... [and] increasing urbanisation leading to a decrease in people accessing nature, which in turn has been linked to poorer physical and mental health".

From stakeholder engagement, it became apparent that councils are already engaged in numerous environment-focused actions proposed by the Partnership. Some of these council initiatives are being addressed via other collaborations, such as the Boroondara, Glen Eira and Stonnington's participation in the Eastern Alliance for Greenhouse Action (EAGA) and Bayside's participation in the South-east Climate Change Alliance. As such, there is a strong desire to focus on priority actions not covered by existing initiatives or partnerships, still required Victorian Government focus, and that addressed emerging challenges presented by COVID19.

What success looks like

Residents in the Inner South-east region are connected via active transport links, have access to high quality open spaces close to where they live, and reside in an environmentally smart region, which is emission cognisant and energy efficient.

Unpacking the Framework (cont)

Transport

Why transport



While the Inner South-east region has extensive public transport coverage, the Partnership has identified opportunities for improved connectivity, infrastructure and usage. According to the Inner South-east Partnership Report Back 2019, within the region:

“Just 10 per cent of weekday journeys to work are taken using public transport, two per cent by bicycle, and 22 per cent walking. Most bus and tram lines do not have priority infrastructure, and some are among the most unreliable and overcrowded in Melbourne. The region also has one of the highest rates of injuries and fatalities for bicycle riders of local government areas.”

The Partnership produced an Integrated Transport Framework, which highlighted the following insights:

- Crashes involving people walking and riding bicycles is higher in the region compared to Greater Melbourne
- Access to efficient public transport services varies across the region
- A growing number of people in the Region are excluded from using public transport due to accessibility constraints and an ageing population
- High use of private vehicles for short trips results in increased air pollution, increased congestion, and decreased amenity
- Road network congestion and public transport unreliability are key issues
- New transport technology will continue to impact transport networks

In addition to the work on transport, the issues of inadequate transport options and inaccessible public transport infrastructure was also referenced by older people participating in the Partnership’s research to understand causes of social isolation and loneliness. These findings highlight the clear relevance of accessible transport to improving social connection.

In the development of the Framework, there was clear alignment between the transport priority outcome area and council priorities. The Glen Eira Integrated Transport Strategy includes advocating to enhance public transport services, reviewing the bus service provision and identifies a network of Safe Cycling Streets within the municipality. Councils have also engaged in other partnerships for the purpose of achieving transport outcomes, such as Stonnington’s work with Inner Melbourne Action Plan (IMAP) including its Bicycle Model Report.

It was also evident that COVID19 had reinforced the need for certain transport needs, while reducing the focus on others. Specifically, stakeholders indicated the actions of highest priority involved the strengthening of active transport corridors (both walking and cycling) and the need to improve the bus network. The latter example was not consistent across all councils, with one identifying the preference for improved tram networks. Noting that there will be unique local needs to be considered across the region, the Partnership identified a regional priority to improve bus networks held greater feasibility than tram improvements due to ease of implementation, cost and Victorian Government appetite.

What success looks like

People in the Inner South-east Region have access to safe, reliable and frequent transport that offers access to work, education and leisure, all facilitating social connection.

Social Connection

Why social connection



Social connection is understood as an overarching priority outcome area for the Inner South-east region, which other areas such as Economy and Jobs, Transport and the Environment can work to facilitate or hinder.

1 in 4 young people experience loneliness and up to 50% of older people experience loneliness.

These issues, facing young and older people, are also apparent in the Inner South-east Region, as identified in the Social Isolation and Loneliness Report. However, while social connection and participation is identified within a range of policy documents, there is no state-wide or regional strategy with a dedicated focus on connecting communities.

In 2019, the Partnership developed a Social Isolation and Loneliness Report that encompassed interviews with 30 community members and hosted a Community Engagement on 22 August.

These extensive consultations with community and with service providers surface the following key findings:

- Multiple factors contribute to loneliness
- Social media provides both barriers and challenges for Social Isolation and Loneliness
- Access and affordability are barriers to social connection and participation
- There is a gap in system support for people experiencing transition e.g. school to work, starting a family, retirement

Consultations undertaken in the development of the Framework indicated that much work is currently being undertaken to improve social connection. This work aligns with the Partnership’s previously proposed actions. For example, council initiatives such as the Bayside Volunteering Platform and the Boroondara Volunteer Resource Centre indicate that the region is harnessing volunteering as a means of social connection. Similarly, networks such as the Inner South Multicultural Network and the Southern Metropolitan Primary Partnership for Elder Violence Prevention Network (both of which Glen Eira is an active participant) demonstrate the existence of regional alliances similar to the one proposed by the Partnership.

Social connectedness has become increasingly important with the onset of COVID19 and lockdown. It became apparent in 2020 that while online social networks had become increasingly prominent, access was inequitable. Not all community members are digital-native, requiring community support in building these capabilities. Further, not all members of the community have access to sufficient internet or internet-enabled devices to engage with social networks online. These issues, facing young and older people, are also apparent in the Inner South-east Region, as identified in the Social Isolation and Loneliness Report.

What success looks like

All people living in the Inner South-east Region, regardless of socio-economic status or age, have equitable access to social connection and opportunities to participate in community life.

KEY ACTIONS

The eight key actions proposed in the Framework are intended to be stepping stones in a longer-term movement toward achieving the region's vision.

Through the key informant interviews and focus groups with councils, it was apparent that COVID19 has significantly influenced local and regional priorities. As such, the eight key actions in the Framework were selected from pre-existing policy advice and more recent emerging actions necessitated by the impact of COVID.

Each action is understood to contribute to two or more of the priority outcome areas endorsed for the region. It is expected that these actions will be updated (or their timeframes extended) when an in-depth review of the Framework is undertaken in October 2022 and October 2024.

Type and timeframe


The key actions were categorised according to three types:

1. **Discover and build alignment:** actions which require additional preparation before councils and other key stakeholders of the Partnership enter a "test, try, learn" phase.
2. **Test, try, learn:** actions which councils and other key stakeholders of the Partnership can design, implement & iterate. These may include early signs of success that build toward more substantive collaborative initiatives led by the Partnership.
3. **Influence and advocate:** actions which the Partnership prioritise to advocate to and build alignment with Victorian Government for funding, policy development and/or leadership.

The key actions were also assigned timeframes between 6 and 24 months. These timeframes were determined based on an assessment of the feasibility of implementing the respective action.

The actions

Action	Type	Timeframe
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Advocate for and explore opportunities for Key Worker Affordable Housing.	 Influence & advocate	12 – 24 months
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This action recognises that key workers are vital in maintaining the region's economy and that affordable Housing, delivered by a range of public, private and NGO stakeholders, are required for this to be successful. The Framework proposes that councils test, try and learn as a region, and implement affordable housing as best represents the ability of each council. Affordable housing for key workers, while embedded in the Affordable Housing priority outcome area, will contribute to Economy and Jobs as well as Social Connection by encouraging opportunities to live, work and play in the region.

Action	Type	Timeframe
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Develop a place-based strategy to support opportunities to work and connect locally.	 Test, try, learn	6 – 12 months
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Developing a place-based strategy to support working and connecting locally will contribute to Economy and Jobs as well as Social Connection. This action was proposed by the Partnership in its 2019 advice to government, highlighting the continued relevance of place-based response to social connection and the economy. The Framework proposes that councils partner with the Department of Jobs, Precincts and Regions to test, try and learn a regional strategy that continues to respond to the numerous, varied 'places' within its area.

Action	Type	Timeframe
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Repurpose commercial and retail vacancies to create spaces for business and social connection.	 Influence & advocate	12 – 24 months
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This action is in response to COVID19's impact on the region. Focus groups with councils revealed that vacant retail spaces have an impact on Social Connection whilst also affording opportunities for Economy and Jobs. While responding to a COVID19 context, this action closely mirrors findings in research undertaken by the Partnership, which considered how vacant retail space may be subsidised or provided on short-term leases to small businesses as a means of creating additional commercial space.*The Framework identifies this action as one that requires the Partnership to influence and advocate to state government.


The actions (cont)

Action	Type	Timeframe
Co-design and implement emission reduction and energy efficiency programs to contribute to environmental sustainability.	 Influence & advocate	12 – 24 months


The co-design and implementation of emission reduction and energy efficiency programs builds on Partnership's advice from 2018 and 2019. It highlights the continued need to influence and advocate to the Victorian Government, such as to secure participation from the Department of Transport on street lighting upgrades. Although predominantly situated in the Environment priority outcome area, emission reduction and energy efficiency programs may also have outcomes for Transport, as well as Economy and Jobs, by upgrading and economising public infrastructure.

Action	Type	Timeframe
Examine means of increasing open space and canopy cover on underutilised sites to promote meaningful biodiversity outcomes.	 Discover & build alignment	12 – 24 months


This action builds on the Partnership's advice in 2018 and 2019. As a result of COVID19, the need for high-quality open space within walking distance of homes was discussed by councils and Partnership representatives. Consultations with councils indicated that although councils were undertaken various environmental initiatives, their available open space and environmental assets differed based on their unique geography. As such, the Partnership commits to supporting councils and key stakeholders to discover and build alignment to identify actions that increase open space and promote biodiversity to the best of the ability of each council.

Action	Type	Timeframe
Provide improved active transport corridors and links that improve connectivity and support environmental outcomes.	 Test, try, learn	6 – 24 months

Providing improved active transport corridors and links expands on the 2019 Partnership advice to create safer cycling corridors. The transition from safer cycling to test, try and learn with all active transport modes is a result of growing interest in walking as a method of transport (as discussed in consultations) as well as an attempt to encompass multiple modes of transportation in the discourse of improved connectivity. This action contributes to Transport, Environment and Social Connection outcome areas.

Action	Type	Timeframe
Undertake a formal review and commit to a redesign of the Inner South-east bus network to improve coverage, directness and co-ordination with other transport modes.	 Influence & advocate	6 – 24 months

This action calls for the Partnership to influence and advocate to the Victorian Government in order to review and re-design the Inner South-east bus network. The action builds on Partnership advice from 2018 and 2019. While directly contributing to Transport, previous consultations have also demonstrated the impact of public transport networks on Social Connection as well as Economy and Jobs. Concerns about limited public transportation to employment outside Melbourne city was raised by participants in the first annual Partnership Assembly. Similarly, having access to transportation was cited as an enabler of social connection in consultations informing the Social Isolation and Loneliness Report.

Action	Type	Timeframe
Improve digital inclusion and develop technological capability to connect people to commerce, study and each other.	 Test, try, learn	6-12 months





This is the second new action included in the Framework that has emerged in response to the COVID19 pandemic. The need for improved digital inclusion and technological capability development to enable Social Connection was widely referenced by council as well as Partnership representatives. While the role of technology in connecting and disconnecting people from their community was already identified in the Partnership's previous consultations, the significance of an action addressing digital inclusion and technology has been exacerbated in light of COVID19. The Partnership supports councils and key stakeholders to test, try and learn programs to improve digital inclusion and technological capability, recognising that this action can also benefit Economy and Jobs as well.

Ways of working

Over the last three years the Partnership have developed strong ways of working and understanding of how to work collaboratively across key stakeholders of the Inner South East Melbourne region.

The Partnership is committed to building on these established foundations of the collaboration. In the development of the Framework, the Partnership identified practices and principles to guide collaboration in its work towards the vision and outcomes of the Framework.

There are four key stakeholder groups in the Partnership each with distinct roles and contribution to make to the shared vision and goals of the Region.

STAKEHOLDER GROUP	PRACTICE & PRINCIPLES FOR HOW WE WORK
 <p>THE PARTNERSHIP</p>	<p>WE WILL</p> <ul style="list-style-type: none"> Foster collaboration across all key stakeholder groups to achieve our agreed vision and outcomes. This includes across community, councils, state government and other regional stakeholders. Engage diverse representatives in the Partnership, including First Nations people, who have a commitment to the regional priorities and who are accountable to communities. Ensure councils can selectively engage in/endorse actions that are most relevant to their constituency and local priorities.
 <p>VICTORIAN STATE GOVERNMENT</p>	<p>WE WILL</p> <ul style="list-style-type: none"> Provide funding to resource opportunities to work collaboratively on regional priorities. Contribute relevant policy evidence and data in a timely way to support regional decision-making. Create a feedback and mutual accountability framework to support place-based change to align with community-led priorities.
 <p>COUNCILS</p>	<p>WE WILL</p> <ul style="list-style-type: none"> Build a culture of trust and reciprocity with our four councils. Contribute time and funding, as relevant to priorities, to work collaboratively in pursuit of shared goals. Actively contribute to the Partnership through council representatives to participation in the Partnership Working Group.
 <p>COMMUNITY & REGIONAL STAKEHOLDERS</p>	<p>WE WILL</p> <ul style="list-style-type: none"> Inform, contribute to, and advocate for the region's agreed vision and priorities. Ensure First Nations people have a voice in the vision, priorities, and implementation of the Framework. Provide meaningful data and insights to the Partnership to inform the continual learning and adaptation of its work.

Appendices

Appendix 1: List of Partnership Endorsed Actions

Appendix 1: List of Partnership Endorsed Actions

Underlying the eight key actions encompassed in this Framework are numerous actions identified by the Partnership in policy advice to the Victorian Government. Below is a comprehensive list of 23 actions proposed by the Partnership. Please note that only 19 actions (listed under Economy and Jobs, Transport, Environment and Social Connection) were included in the Partnership's September 2019 advice to government. The four actions proposed under Affordable Housing are derived from the Inner South-East Affordable Housing Study, which was completed in July 2020.

Economy and Jobs	
1	Develop a place-based strategy to support opportunities to work locally in partnership with DPJR.
2	Develop a Regional Employment Jobs and Skills Plan to investigate employment types and clusters.
3	Identify a mix of residential, commercial and entertainment dwellings in the region through the Land Use Framework Plans.
4	Investing in the creation of new business hubs in the region, such as Monash Caulfield, Hawthorn Glenferrie Rd, Prahran-South Yarra, Bay Road Cheltenham, and Carnegie that incentivise a mix of residential and commercial development to incubate and accelerate small businesses to start-up and scale-up.
5	Providing commercial floorspace for social entrepreneurs who deliver opportunities to priority populations, such as co-working spaces for woman to work, gather, connect, and thrive. The Victorian Government can support this by acting as guarantor on a key commercial lease on a strategic redevelopment site within the region and assign the lease to a third party to occupy.
6	Support new and expanding businesses by building on the success of the of the 'Better Approval Project' to further reduce red tape and incentivise business growth in our region.
7	Reviewing local planning schemes and establishing policy initiatives to support the development of office space and new businesses.
Transport	
8	Undertake a formal review and commit to a redesign of the Inner South-east bus network to improve coverage, directness and co-ordination with other transport modes. This should focus on holistic solutions that improve links to major activity centres, education clusters and concentrations of jobs.
9	Providing safer cycling corridors, including co-investing with local governments in strategic cycling corridor improvements with priority given to the connection between St Kilda Road and Djerring Trail, the Hawthorn to Box Hill Trail and Gardiners Creek Trail.
10	Develop a common approach and regulatory framework across local and state governments to support and manage the impacts of emerging transport technologies in the region, such as electric and autonomous vehicles.
Environment	
11	Co-design and implement emission reduction and energy efficiency programs, including an asset maintenance framework for the reduction of emissions through cost-shared street lighting (as asked in previous years).
12	Develop a timeframe to implement Environmentally Sustainable Design and Development (ESD) provisions in planning scheme and building regulations.
13	Review opportunities for targets that reduce the amount of waste into landfill and initiatives to achieve these targets.
14	Reducing water use and protecting waterways for water security and future generations by partnering with state and water corporations to codesign and implement community education and behaviour change programs.
15	Opportunities to improve protection of trees and open space in the planning scheme and create meaningful penalties for tree removal, support for tree bonds and resourcing tree removal investigation.

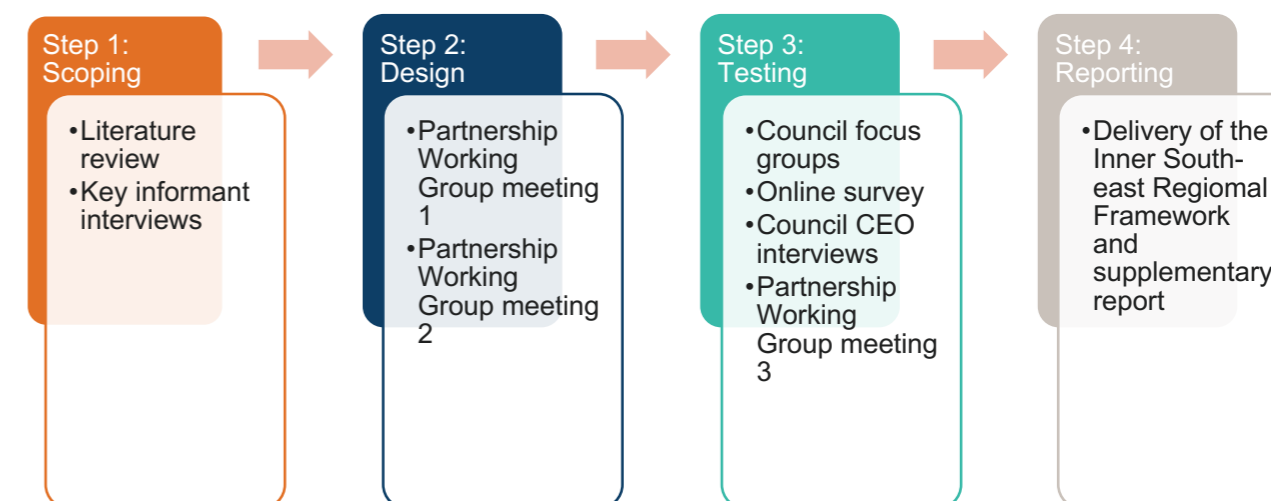
Affordable Housing	
16	<p>Develop a fit-for-purpose database with the aim of achieving the following:</p> <ul style="list-style-type: none"> To support an ongoing needs-based assessment of affordable housing for key workers in the Inner South East and; To support an ongoing needs-based assessment of affordable workplace in the Inner South East and; To assist in developing projections, housing targets and key performance indicators (KPIs) that measure the success of chosen models and strategies in the provision of affordable rental housing for key workers in the Inner South-East and; To monitor, on an ongoing basis, the effect of chosen delivery models and strategies on the provision of affordable housing and affordable workplaces across the Inner South East through pre-determined KPIs and targets.
17	Seek independent planning advice that outlines the level of detail required for a needs-based assessment of affordable housing for key workers in the Inner South-East.
18	<p>Undertake feasibility studies on sites owned by local government with the aim of allocating a percentage of any residential development to affordable key worker housing through one or more of the development strategies identified in this document, including;</p> <ul style="list-style-type: none"> Value capture Using air rights above 'lazy land' Redevelopment of strategic sites
19	Investigate opportunities to provide rates incentives or subsidies that promote construction of or private investment in affordable key worker housing.
Social Connection	
20	Establish a Regional Alliance for Social Inclusion that will: Draw upon the existing collaborators within the partnership including Swinburne University, Red Cross, Alfred Health, Star Health, Cabrini Outreach and local government. Expand the collaborative network to include a broad range of community service providers, business and education.
21	Facilitate regular contact and information sharing across existing regional services and networks, provided by local government and the health and community sectors, to meet the needs of those socially isolated.
22	Trial and evaluate an innovative regional volunteer activation pilot (modelled on learnings from Boroondara's model & digital platform) to connect individuals across the region, and address the evolving nature of volunteering, especially for younger people.
23	<p>Trial a Life Transitions Program for identifying and responding to individuals who experience social isolation and loneliness as part of major life transitions. This trial could include:</p> <ul style="list-style-type: none"> An intergenerational volunteer opportunity modelled of the 'Old people's home for four-year olds' program for connecting stay at home parents and their children to the elderly. Share homes between young people and elderly (already trialled in NSW).

Appendices

Appendix 2: Methodology and Consultation Plan

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The Framework was developed using the following four-step process:



In addition to the process adopted by Clear Horizon Consulting, a community engagement process was undertaken by the Partnership. As part of their community engagement, the Partnership circulated a survey on Engage Victoria and facilitated the annual Inner South-east Signature Engagement Event. Findings from the Partnership’s process was to be incorporated into Step 4 (Reporting). However, due to a low survey response rate (see Limitations), community engagement data could not be included in the process.

Methods

This table below provides an overview of the methodology, including the purpose and output from each method applied. A description of each method follows.

Method	Purpose	Output
Literature review	To better understand the work done to date – both the consultative process and the reports on each outcome area influencing the policy advice actions.	<ul style="list-style-type: none"> To feed into the prioritisation criteria Preliminary insights regarding vision and purpose
Key informant interviews	To better understand the work done to date and expectations from the Framework (including content, use and the process taken to develop it).	<ul style="list-style-type: none"> To feed into the prioritisation criteria Preliminary insights regarding vision and purpose Emergent actions as a result of COVID19

Partnership working group meetings	To collaboratively design the purpose, vision and process moving forward. To check in on progress and finalise content for the Framework.	<ul style="list-style-type: none"> • Prioritisation criteria • Vision statement • Purpose statement • Finalised Framework (including key actions and ways of working)
Council focus groups	To understand the tensions facing implementation of action items, as well as initiatives currently underway that are relevant to the outcome areas and specific action items	<ul style="list-style-type: none"> • Test implementation tensions across priority outcome areas • To identify existing initiatives relevant to priority outcome areas and specific action items
Online survey	For councils to prioritise specific action items with the collaboratively designed criteria:	<ul style="list-style-type: none"> • List of prioritised, specific action items
Council CEO interviews	To add additional context and insights on the information gathered through the council focus groups and online surveys so far.	<ul style="list-style-type: none"> • Refined list of prioritised, specific action items. • Drafted ways of working
First Nations consultation	To understand which actions are most relevant to the Traditional Custodians and tensions facing implementation	<ul style="list-style-type: none"> • TBD

1. In your opinion, what is the most important priority to include in the Regional Framework, and why?
2. What do you need from the Regional Framework for it to be useful/successful for your Council?
 - a. How can it be used?
 - b. What would it look like?
 - c. How it should be socialised?
3. Do you foresee any tensions or decisions about the inclusion of priorities in the Regional Framework?
4. We will be testing drafts of the Regional Framework with stakeholders prior to its completion. In addition to the Inner South-east Partnership, who do you think we should engage and how?
5. Do you have any other thoughts about the Regional Framework? What would you like to see from the Framework?

Similarly, Partnership priority outcome leads were asked:

1. In your opinion, what is the most important policy advice or strategic actions from your priority outcome area to include in the Regional Framework, and why?
2. What do you need from the Regional Framework for it to be useful/successful for addressing your priority outcome area?
 - a. How can it be used?
 - b. What would it look like?
 - c. How it should be socialised?
3. Do you foresee any tensions or decisions about the inclusion of priorities in the Regional Framework?
4. We will be testing drafts of the Regional Framework with stakeholders prior to its completion. In addition to the Inner South-east Partnership, who do you think we should engage and how?
5. Do you have any other thoughts about the Regional Framework? What would you like to see from the Framework?

Literature review

The literature review was focused on better understanding the Partnership research and engagement to date. The review included 14 Partnership documents, collating information on:

1. What policy advice has been made for each priority outcome area?
2. How do the priority outcome areas relate to one another?
3. Are there any possible tensions across priority areas?
4. Are there any challenges or decisions to be made regarding scope?
5. What does this mean for the vision and strategic goals of the overarching Regional Framework?

Key informant interviews

Nine key informant interviews were undertaken to better understand the context underlying the Framework in order to scope its structure, content and upcoming consultation process. Key informant interviews were categorised into interviews with Council CEOs and Partnership representatives who had led the work undertaken in developing each of the five priority outcome areas. Council CEOs were asked:

Partnership Working Group meetings

The Partnership Working Group meetings were designed as an opportunity, at the beginning of the process to share initial thoughts and feedback, and at the end of the process, to finalise the Framework. In the second meeting, the Partnership co-designed a set of criteria to facilitate prioritisation of the key policy actions. This drove the online survey process with councils. The third Partnership Working Group meeting focused on discussing the results of the prioritisation work and the draft Framework. This provided a key feedback point to ensure the final deliverables were fit-for-purpose.

Online survey

The online survey was distributed to council key stakeholders through their Partnership representative. The survey sought to understand council perspectives on which policy actions were of highest priority. Respondents (n=19) were asked to allocate each action a rating on a 5-point scale, from “very weak” to “very strong” alignment with the following criteria:

Criteria	Description
Benefit to the Inner South-east community	The potential contribution to social and economic objectives, potential community reach, long-term impact, and synergy across two or more priority areas.
Alignment across local councils	The extent to which it aligns with multiple council's priorities.
Feasibility of implementation	The availability of necessary social, technical, and economic needs to drive implementation of policy advice.

Council Focus Groups

A parallel focus group process was undertaken with each of the four councils to understand their thoughts on the list of key actions, if they envisaged any tensions facing action implementation and whether councils were currently involved in any initiatives which related to the 23 actions.

CEO interviews

Interviews with each CEO from the four councils was undertaken to test the advice and synergies derived from the online survey and council focus groups. Interviews were used to triangulate and further contextualise the information received and the vision of how best to move forward.

First Nations Engagement

As the timeframes of the Framework did not allow for substantial engagement with First Nations, the recommended next steps are for the Partnership Working Group to meet with the Boon Wurrung Foundation and the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation individually. These meetings would serve to socialise the Framework and begin a dialogue about how each group would like to contribute to the shaping and implementation of the Partnerships' work. These will ideally be framed as ongoing dialogues with a strong focus on building relationships and trust.

In addition to ongoing dialogue, it is recommended that at least two positions on the Partnership Working Group be for representatives of the Boon Wurrung and Wurundjeri Woi Wurrung communities.

All future policy positions, evaluations and strategies should include adherence to local cultural protocols on engagement with First Nations communities from start to finish. This may also include having First Nations people working in the teams to create the policy, evaluation and strategy and/or First Nations Advisory Groups for this work. Having representatives on the Partnership Working Group and long-term relationships with both communities will be essential for this to occur in a meaningful way.

References

Clear Horizon (2019) **Social Isolation and Loneliness Report**

Echelon & BWEC (2020) **Strategy for a Vibrant Local Economy in the Inner South East Region**

Inner South-east Partnership (2019) **Inner South-east Partnership 2019 summary of advice – Economy and Jobs**

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Jacobs (2019) **Integrated Transport Framework for the Inner South East Metropolitan Region: Inner South East Metropolitan Partnership Integrated Transport Framework Final Report**

MGS Architects (2020) **Inner South-East Affordable Housing Study: Final Report**

Proud Mary Consulting (2019) **Inner South-East Metropolitan Partnership Sustainability Advocacy Strategy**

Victorian Government (2018) **Inner South east Metropolitan Partnership: Report Back 2019**

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