



# *AGM Report*

A Year in Review

# Our People

## Patron



Her Excellency the Honourable  
**Linda Dessau AC**  
Governor of Victoria

## Directors



**Scott Tanner**  
Chair,  
Committee for Melbourne



**Gerard Dalbosco**  
Deputy Chair, Committee for  
Melbourne, former Melbourne  
Managing Partner, EY



**Professor John Dewar AO**  
Vice-Chancellor,  
La Trobe University



**Danny Elia**  
Head of Global Asset  
Management for Infrastructure,  
IFM Investors



**Dale Fisher**  
Chief Executive,  
Silver Chain Group



**Jane Hodder**  
Deputy Co-Chair, Committee  
for Melbourne, Partner,  
Herbert Smith Freehills



**Peter Konidaris**  
Managing Partner,  
PwC Melbourne



**Tony Macvean**  
Managing Partner,  
Hall & Wilcox



**Ishaan Nangia**  
Partner, McKinsey & Company



**Jacqueline Savage**  
Founder and Director,  
MedCorp Technologies



**Craig Shute**  
Managing Director, JLL



**Claire Spencer AM**  
CEO, Arts Centre Melbourne



**Roland Van Benten**  
Development Origination  
Manager, Dexus



**Michael Wandmaker**  
Managing Director, Melbourne  
Water



**Kee Wong**  
Founder & Managing Director,  
e-Centric Innovations



**Martine Letts, FAIIA**  
CEO, Committee for  
Melbourne Company  
Secretary

## Secretariat



**Julieanne Carson**  
Events Coordinator



**Joanna Cimino**  
Manager, Finance



**Christopher de Layton-Melville**  
Membership & Engagement  
Coordinator



**Clive Dwyer**  
Director, Engagement



**Leanne Edwards**  
Director, Policy & Research



**Matt Gaffney**  
General Manager,  
Future Focus Group



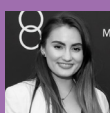
**Chrissie Heyn**  
Office Manager and  
EA to the CEO & Directors



**Bridget McKenna**  
P/T Administration Assistant,  
Engagement Team



**Laura Kerr Surah**  
Communications, Events &  
Engagement Manager  
(on Maternity Leave)



**Claire McLaverty**  
Senior Marketing & Digital  
Services Coordinator



**Rita Romeo**  
Communications, Events &  
Engagement Manager



**Brett Van Duppen**  
Policy & Research Officer

# From Chair and CEO

As 2021 draws to a close, Melbourne's emergence from one of the world's harshest and longest COVID-19 induced lockdowns seems assured. This is worth celebrating as we reflect on 2021, the second year with COVID-19, which was particularly tough on Melburnians and Victorians.

We know that for many of our members, 2021 was much harder than 2020. We thank you for your continuing support, your loyalty and your contributions. You are our lifeblood.

The Committee continued to focus on members' needs. Our Road to Recovery advocacy called for government, business and the community to work together to emerge from the COVID crisis. What you will read in this report is that despite multiple pivots in and out of lockdowns, we had a productive year for all sectors in our diverse 150 strong membership.



Scott Tanner and Martine Letts

In 2021, our membership delivered a suite of ideas for Melbourne's recovery, comprising affordable housing, transport, international education, the visitor economy, digital infrastructure, the for purpose sector, arts and culture, and technology investment.

We helped amplify the voices of the productive sector of our community, the business, knowledge, performing, hospitality, service and visitor sectors, all of them severely damaged by lockdowns and restrictions.

We called on governments not to wait for the eradication of COVID-19 to implement economic and community recovery. We were pleased when in September, governments started to shift the narrative beyond infection numbers, moving towards a nationally consistent approach to vaccination targets, and engaging with business and the community for successful delivery at scale, thereby also helping to protect our health system. We were proud to collaborate with government promoting COVID-safe business practices with our members and in all our public engagements.

Our message was clear and consistent: all sectors play a key role in our city's recovery from this health crisis to manage the looming, longer-term economic crisis, which our members have told us will take between two, five, even ten years.

We must now lift our heads and start rebuilding on Melbourne's foundational attributes such as arts, culture, sport, events infrastructure, open spaces, a world class research and education system, a multicultural society, close to rapidly expanding Asia. Big bold ideas and investment in our physical and digital infrastructure, in sustainable energy, in advanced manufacturing will be the cornerstones of our Future Melbourne.

This will be the Committee's focus for 2022. Drawing on our visionary Melbourne 4.0 program challenging Melbourne to be competitive in the era of the Fourth Industrial Revolution and our recent Road to Recovery Program, we will convene our members to plot and shape Future Melbourne as it re-emerges as one of the world's most successful and liveable cities.

Collaboration is the power of the Committee's networked and committed membership and the foundation stone for the Committee's formation in the 1980s, the last time Melbourne was in deep trouble.

Once again, this is our time.

Scott Tanner  
Chair

Martine Letts  
CEO

# Members

## Foundation

---

|                                |  |  |
|--------------------------------|--|--|
| AECOM                          | GHD  | Monash University                          |
| Allens                         | Global Business College of Australia       | National Australia Bank                    |
| Arcadis                        | Greater Metropolitan Cemeteries Trust      | NBN Co                                     |
| Arup                           | Haileybury                                 | NewsCorp                                   |
| Australian Catholic University | IFM Investors                              | Plenary Group                              |
| Australian Unity               | Jacobs                                     | Port of Melbourne                          |
| Bank of Melbourne              | Keolis Downer                              | PwC Australia                              |
| Bates Smart                    | Kinetic                                    | RMIT University                            |
| Blackmore Capital              | La Trobe University                        | SEC Newgate Australia                      |
| City of Melbourne              | Lendlease                                  | Swinburne University of Technology         |
| City of Port Phillip           | Maurice Blackburn Lawyers                  | Telstra                                    |
| Corrs Chambers Westgarth       | McKinsey & Company                         | The Age                                    |
| CSIRO                          | Melbourne & Olympic Parks Trust            | The University of Melbourne                |
| Deakin University              | Melbourne Airport                          | Tonkin + Taylor                            |
| Deloitte                       | Melbourne Convention and Exhibition Centre | Toyota Motor Corporation Australia Limited |
| Department of Transport        | Melbourne Water                            | Transurban                                 |
| Dexus                          | Metro Trains                               | Urbis                                      |
| Edvantage Institute Australia  | MinterEllison                              | Victorian Land Registry                    |
| Ethos Urban                    | Mirvac Victoria                            | Victoria University                        |
| EY                             |  | Warren + Mahoney                           |
| Fulton Hogan                   |  |  |

## Corporate

---

|   |                               |                                    |
|---|-------------------------------|------------------------------------|
| 13Cabs  | GoGet                         | Quest Serviced Apartments          |
| Ashurst                                       | Grimshaw                      | R-Co                               |
| Assemble                                      | Grollo Group                  | Racing Victoria                    |
| Australian Grand Prix Corporation             | Hall & Wilcox                 | Recoveries & Reconstruction (Aust) |
| Australian Sports Technologies Network (ASTN) | Hassell                       | Royal Automobile Club of Victoria  |
| Avalon Airport                                | Hatch RobertsDay              | Russell Reynolds Associates        |
| Beca  | Herbert Smith Freehills       | Silver Chain Group                 |
| BGIS  | Holding Redlich               | SJS Strategy                       |
| BioMelbourne Network                          | Hume City Council             | Slattery Australia                 |
| Clemenger BBDO                                | Intelematics                  | Sofitel Melbourne On Collins       |
| Creative Vision & Audio                       | InternMatch                   | Strategic Connections Group        |
| Development Victoria                          | Ipsos Australia               | Struber                            |
| East End Theatre District                     | JLL                           | Superpedestrian Inc                |
| e-Centric Innovations                         | K&L Gates                     | Sustainable Certification          |
| Fed Square                                    | KJA                           | Tridant                            |
| Finnish Early Childhood Education             | Lime Network                  | VicHealth                          |
| Fisher Leadership                             | Nous Group                    | Waldron Smith Management           |
| Fitzroys                                      | Peter MacCallum Cancer Centre | Weston Williamson + Partners       |
| Gilbert + Tobin                               | Procurement Australia         | Yarra Valley Water                 |



## Not-for-Profit

|   |                                    |  |
|---|------------------------------------|--|
| Ardoch  | Lord Mayor's Charitable Foundation | Open House Melbourne   |
| Arts Centre Melbourne                         |                                    | Oz Harvest Limited   |
| Asialink and Asialink Business                | Melbourne City Mission             | Public Libraries Victoria                                    |
| Australian Centre for the Moving Image (ACMI) | Melbourne Girls Grammar            | Puffing Billy Railway  |
| Australian Olympic Committee                  | Melbourne Health                   | Royal Botanic Gardens Melbourne                              |
| Australian Road Research Board (ARRB)         | Melbourne Prize Trust              | Royal Flying Doctor Service                                  |
| Australian Volunteers International           | Melbourne Recital Centre           | The Australian Ballet  |
| Cabrini Foundation                            | Melbourne Theatre Company          | The Big Issue  |
| Good Cycles                                   | Mercy Health Foundation            | The Walter & Eliza Hall Institute of Medical Research (WEHI) |
| IPWEA   | Naomi Milgrom Foundation           | Victorian Opera  |
|   | National Gallery of Victoria       | Western Melbourne Tourism                                    |
|   | NORTH Link                         | Youth Activating Youth                                       |
|   | Nurse & Garden Industry Victoria   |  |

## Diplomatic

|  |  |  |
|--|--|--|
| Australian Embassy of the Kingdom of the Netherlands | Consulate General of the Republic of Indonesia | Republic of Sri Lanka                            |
| British Consulate                                    | Consulate of Spain                             | Department of Foreign Affairs & Trade, Melbourne |
| Consulate of the Republic of Chile                   | Consulate of the Federal Republic of Germany   | Royal Danish Consulate General                   |
| Consulate of Hungary                                 | Consulate of Italy                             | U.S. Consulate General Melbourne                 |
| Consulate of India                                   |  |  |
| Consulate General of the People's Republic of China  | Consulate General of the Democratic Socialist  |  |

## Life Members

|  |   |  |
|--|---|--|
| Mr George Pappas AO<br>Former Chancellor,<br>Victoria University             | Mr Gary Morgan<br>Executive Chairman, The Roy<br>Morgan Research Centre | Mr Tom Fricke<br>Executive Manager, GHD                      |
| Mr Roger Poole OAM<br>Director, Roger Poole Architects                       | Prof. David Beanland AO<br>Professor Emeritus, RMIT<br>University       | Mrs Pamela Warrender OAM<br>Director, Melbourne Prize Trust  |
| Mr Hugh Morgan AC<br>Principal, First Charnock Pty Ltd                       | Mr Jack Smorgon AO<br>Director, Escor Pty Ltd                           | Mr David Miles AM<br>Life Member,<br>Committee for Melbourne |
| Dr Janine Kirk AO<br>Former Chief Executive,<br>The Prince's Trust Australia | Mr Bruce Teele<br>Life Member,<br>Committee for Melbourne               |  |



# Our Work



## COVID-19 Road to Recovery

2021 was marked by an outstanding display of collaboration and commitment by the Committee's members and stakeholders as we continued our advocacy for Melbourne's Road to Recovery, focussing on five key actions to stimulate Melbourne and Victoria's recovery:

1. Tackle health and economy challenges together
2. Secure a successful and safe opening of the economy
3. Create accountability, trust and confidence in our government and bureaucracy
4. Promote government – industry collaboration
5. Invest in bold projects to kick-start the economy – short and long term

A lot of knowledge was shared between government and industry as we delivered an impressive array of community forums and workshops with supporting submissions and advocacy publications. This helped promote industry recovery, COVID-19 business compliance and supported priority sectors, which have suffered greatly from the extensive COVID-19 operating restrictions.

Our special thanks go to our working group chairs and working group members for their tireless support.

## Committee for Melbourne Road to Recovery Working Groups and Chairs

Road to Recovery Taskforce, Chair, Gerard Dalbosco – Committee for Melbourne Co-Deputy Chair and former Managing Partner, EY.

Not-for-Profit, Chair, Scott Chapman – CEO, Royal Flying Doctors Service Victoria

Arts & Culture, Chair, Martine Letts – CEO, Committee for Melbourne

International Education, Chair, Professor Michael Wesley – Deputy Vice Chancellor (International), The University of Melbourne

AI and Digital Economy, Chair, Scott Tanner – Board Chair, Committee for Melbourne

Affordable Housing, Chair, Jane Hodder – Partner, Herbert Smith Freehills and Committee for Melbourne Co-Deputy Chair

Integrated Transport, Chair, Ishaan Nangia – Partner, McKinsey and Co and Committee for Melbourne Director

Visitor Economy, Chair, Clive Scott – General Manager, Sofitel Melbourne on Collins

Future Skills, Chair, Derek Scott – CEO and Principal, Haileybury

Let's Melbourne Again Campaign Chair, Jim Gall – CEO, Clemenger BBDO

Future Melbourne 2022 Standing Committee Chairs:

Future Economy Standing Committee: Professor John Dewar AO (Vice-Chancellor La Trobe University)

Infrastructure & Sustainability Standing Committee: Roland Van Bente (Manager, Development Origination, Dexus Victoria)

Liveability & Urban Optimisation Standing Committee: Craig Shute (Managing Director, Victoria, JLL)

## News

- The AGE, *Move the narrative: Committee for Melbourne pushes for clearer road map*
- The Australian, *COVID-19: Daniel Andrews must focus on CBD rebound*
- Herald Sun, *Shutting down is a poor fix*
- Mirage News, *Learning and collaboration key to unlocking innovation*
- Australian Financial Review, *Reinvent cities to ride out COVID*
- Media Release, *Long-term COVID readiness plan essential for Victorian cities and regions*



Meet the Minister: The Hon. Martin Pakula MP – Member Forum



## Not-for-Profit

Our priority this year was to support our not-for-profit (NFP) members and the Corporate and Foundation members supporting them. We raised awareness of the charitable sector's enormous and unsung contribution to our community and the challenges arising from COVID-19. Our forums were well attended, with a strong commitment to the sector, and some great ideas for collaboration to amplify the sector's contribution and impact.

### Publications

- Charitable Giving in Australia: the report confirms the social and economic importance of the NFP sector, an enduring theme in our Road to Recovery agenda and activity.
- Working Together – Guiding Principles for Private Sector Collaboration: the paper provides and explains five guiding principles for effective collaboration between NFP and private organisations.

### Events

- How NFPs can thrive in a Post-COVID-19 World – Member Forum
- SkillsBank: Volunteering on the Road to Recovery with AVI – Roundtable Meeting
- Why NFP Private Sector Collaboration Matters – Member Forum
- Leading Thinker: Michael Traill AM – Member Forum
- Building strong and connected communities: The role of volunteering in post-pandemic Australia – Member Forum



## Arts & Culture

We continued to advocate for Melbourne reclaiming its position as a vibrant destination for arts, culture and design. This goes to the heart of Melbourne's essence and global reputation. We did this through member and stakeholder forums and the publication of agreed priorities including submissions to the government on its 'Creative State' vision, and support for commercial theatres, events and the arts community. Our 'Let's Melbourne Again, Let's Theatre' campaign in January was a highlight before we were locked down again. We look forward to the reopening of our world class theatres and performing arts.

### Publications

- Victorian Government's Creative Industries Strategy 2020-24
- Arts & Culture Taskforce – Summary of Ideas: we published recommendations for the arts and culture sector and continue to speak with government on how to further support the sector.
- Legislative Council Economy and Infrastructure Committee, Inquiry into Expanding Melbourne's Free Tram Zone (FTZ): despite government opposition to the expansion of the FTZ, a 2009 Committee for Melbourne initiative, we continue to advocate for its extension to iconic Melbourne events and cultural precincts as a quick win for 'Brand Melbourne'.

### Events

- 'Let's Melbourne Again, Let's Theatre' – Member Workshop

- Road to Recovery briefing with Andrew Abbott, Deputy Secretary, Creative, Sport and Visitor Economy; Chief Executive, Creative Victoria – Member Forum
- Danny Pearson MP, Assistant Treasurer and Minister for Creative Industries – Taskforce Meeting
- Community Sport Post-COVID-19 with Victoria University – Member Forum
- Free Tram Zone extension with Rod Barton MLC – Taskforce Meeting



Meet the Minister: The Hon. Martin Pakula MP – Member Forum



Building strong and connected communities: The role of volunteering in post-pandemic Australia – Member Forum



# Our Work



## International Student Advocacy Network

In 2021, our International Student Advocacy Network (ISAN) continued to promote the vital role international education and international students make to Melbourne's economy and community. The October 2021 Victorian Government Student Arrivals Plan announcement was a significant milestone for ISAN's advocacy for the safe return of international students, ensuring a welcoming Melbourne environment.

Our Future Focus Group leadership program successfully secured government funding for the launch, in May 2022, of an inaugural Melbourne International Student Week event, as we welcome back over 47,000 international students to our universities, our community and our workforce. We hope it will become a permanent feature of Melbourne's events calendar.

## Publications

- Australian Government Department of Education, Skills and Employment, Consultation Paper – Connected, Creative Caring, an Australian Strategy for International Education: in its submission, the Committee articulated a three-step approach to enable the timely return of international students to Victoria: to establish a robust, dedicated quarantine system; to educate the community on the importance of Victoria's international education sector; and to welcome and support international students with their return to Victoria.

## Events

- How universities can build innovation districts for generations to come with JLL – Roundtable Meeting
- Meet the Minister, The Hon. Alan Tudge MP with The University of Melbourne – Member Forum
- Melbourne International Student Week – Steering Group Meetings

## News

- *Mirage News, Targeted Support for International Student Wellbeing*
- *Media Release, Committee for Melbourne welcomes planned return of international students: now let's make them feel welcome!*



Rethinking the Future of Talent with Fisher Leadership – Member Forum



Meet the Minister, The Hon. Alan Tudge MP with The University of Melbourne – Member Forum



## Digital Capability

COVID-19 has also highlighted how urgent accelerating Victoria's digital economy is for Melbourne's recovery and future prosperity. Understanding the challenges and opportunities of Artificial Intelligence (AI) is also fundamental to making the most of this opportunity and managing its risk. The Committee's AI report identified significant opportunities for the Victorian and Federal Governments to take a lead on AI initiatives. We were delighted that the report helped The University of Melbourne solidify its plans for a digital hub at Melbourne Connect with partners from industry and business.

## Publications

- The Future of Artificial Intelligence (AI) in Australia: the report details the extensive economic and social benefit that could be achieved from developing AI.

## Events

- Implications of COVID-19 on our Digital Infrastructure – Member Forum
- Facing up to Australia's Skills Challenge – Member Forum
- Public Libraries: Digital Inclusion & Innovation – Member Forum

## News

- Consultancy.com.au, *Consulting firms support Victoria's vision for artificial intelligence*
- Presenting Partner for the Victorian Government's 2021 Digital Innovation Festival





## Housing Mix

COVID-19 has amplified that affordable housing is a foundational strategic need for Melbourne's future economy and prosperity. The Committee's objective is to ensure Melbourne remains an attractive and affordable city for key workers, creatives and budding entrepreneurs.

This year, we were proud to deliver a comprehensive and well publicised submission to the Victorian Government's 10-year social and affordable housing strategy. This included recommendations for community awareness campaigns and a new levy to fund more housing and better data collection and data sharing.

## Publications

- Delivering Affordable Housing Paper: the Committee's submission to the Victorian Government's 10-year social and affordable housing strategy recommended that key elements of the strategy include community awareness campaigns, data collection and sharing to inform better policy, and setting targets and developing policies that will increase the supply of much needed housing.
- Response to City of Melbourne's Draft Affordable Housing Strategy 2030

## Events

- Meet the MP: Tim Wilson, Federal Member for Goldstein, Chair of Standing Committee on Economics – Member Forum

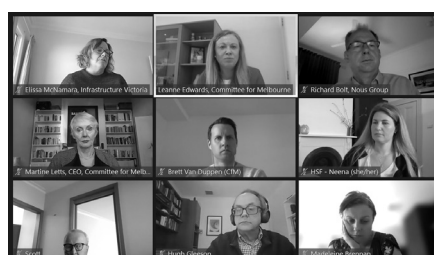
- What does the future of Victoria's property market look like with Bank of Melbourne – Member Forum
- Infrastructure Victoria's Draft 30-year Strategy – Member Workshop
- Delivering affordable housing – Member Forum

## News

- The Age, *State urged to impose bushfire style levy to raise funds for more housing*
- ABC Radio, *Community leaders suggest levy to tackle housing*
- 3AW, *State urged to introduce new levy to raise funds for more housing*



Renewable energy investment in Australia with MinterEllison – Member Forum



Great gas conundrum: The future of natural gas in Australia – Member Forum



## Climate Change and Energy

Our 2021 member survey showed that climate change and sustainability were the greatest areas of concern for our members. The Committee's Infrastructure and Sustainability Standing Committee builds on our members' interest in dealing with climate change and sustainability through the creation of a climate change and energy agenda and this year, with papers and forums on climate policy, zero emissions vehicles and Victoria's transition from natural gas.

## Publications

- Thought leadership paper on Australia's Climate Policy
- Policy brief on Zero Emissions Vehicles
- Policy brief on Victoria's Transition from Natural Gas

## Events

- Infrastructure Victoria's Draft 30-year Strategy Workshop, Energy – Member Workshop
- Preparing for the electric vehicle revolution – Member Forum
- Renewable energy investment in Australia with MinterEllison – Member Forum
- Great gas conundrum: The future of natural gas in Australia – Member Forum



# Our Work



## Integrated Transport

Melbourne's Transport challenges are a consistent priority for our city and our members. Our Transporting Melbourne Report advanced an integrated transport vision for Melbourne that addresses the challenges of technology, population shifts, freight and future mobility. In 2021, we were delighted to see the call for an integrated transport vision picked up in Infrastructure Victoria's comprehensive Draft 2021-2051 Infrastructure Strategy. Numerous other recommendations from our report have underpinned a series of 2021 Committee for Melbourne forums and submissions, including increased attention to the opportunities associated with electric vehicles, active transport and flexible transport pricing.

## Publications

- Transporting Melbourne: the report calls for an Integrated Transport Plan for Greater Melbourne to publish and implement an efficient, sustainable and integrated transport plan that includes land-use and economic plans, to enable seamless mobility throughout Greater Melbourne.
- Department of Transport Independent Review of the Victorian Ports System
- Legislative Assembly Environment and Planning Committee Inquiry into Environmental Infrastructure for Growing Populations
- Federal Government Inquiry into Options for Financing Faster Rail

- Infrastructure Victoria Draft 30-year Victorian Infrastructure Strategy

## Events

- Arup Tactical Urbanism – Member Briefing
- Unlocking Value Jobs in Melbourne's North: A Plan for Activating Industrial Land with North Link, EY, Hume City Council and City of Whittlesea – Member Forum
- Walkable Cities with Hatch Roberts Day – Member Forum
- Infrastructure Victoria's Draft 30-year Strategy Workshops, Transport – Member Workshop
- Fixing Transport Congestion Report Launch with Infrastructure Victoria – Member Forum
- Metro Trains Melbourne's Role in City-Shaping Projects – Member Forum
- Meet the Minister: The Hon. Ben Carroll MP – Member Forum
- E-Scooters are coming to Melbourne – Member Forum

## News

- Herald Sun, *Push for commuter ferry services to deal with Melbourne's traffic and public transport congestion*



RESET: In conversation with leading thinker Professor Ross Garnaut – Member Forum



Meet the Minister: The Hon. Ben Carroll MP – Member Forum





## Visitor Economy Reference Group

Melbourne's visitor economy is a profound driver of our economy, employment and brand. It underpins the health of our central activity district and state. COVID-19 has been devastating. Even before the pandemic struck, the sector needed a distinct voice. In 2019, the Committee created a truly cross-sectoral Visitor Economy Reference Group (VERG) bringing together experts from tourism, aviation, events and conferences, accommodation, hospitality, food and wine, creative industries and retail.

In 2021, we amplified the VERG's voice via Road to Recovery brand campaigns, forums and submissions to government, calling for sustained and sustainable support for the Greater Melbourne visitor economy.

### Publications

- Victorian Government's Creative Industries Strategy 2020-24
- Arts & Culture Taskforce – Summary of Ideas: we published recommendations for the arts and culture sector and continue to speak with government on how to further support the sector.

### Events

- Blue skies ahead? The future of Victoria's aviation industry – Member Forum
- Role of capital cities in tourism with Committee for Sydney – Member Forum
- Meet the Minister: The Hon. Martin Pakula MP – Member Forum



Rethinking the Future of Talent with Fisher Leadership – Member Forum



Renewable energy investment in Australia with MinterEllison – Member Forum



Meet the Minister: The Hon. Martin Pakula MP – Member Forum



Renewable energy investment in Australia with MinterEllison – Member Forum

# Our Events

The Committee's comprehensive annual events program delivered over 50 forums and workshops for members and guests. These events were delivered primarily through the Committee's E-ROOM as a result of the continued lockdowns in Melbourne.

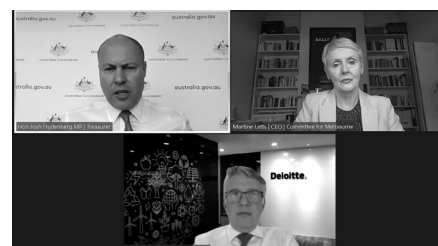
The 2021 events program focused on connections with Ministers, senior government and business leaders, and influential Melburnians, generating ideas to shape strategies for Melbourne's future.

Other events we hosted in 2021 include:

- Melbourne re-emerges with JLL – Roundtable Meeting
- RESET: In conversation with leading thinker Professor Ross Garnaut – Member Forum
- Rethinking the Future of Talent with Fisher Leadership – Member Forum

- Back to the Future Networking with Tridant – Member Forum
- Meet the Minister: The Hon. Josh Frydenberg MP – Member Forum
- Meet the Lord Mayor: Sally Capp – Member Forum
- Annual Treasurer's Forum with Mr Tim Pallas MP, Treasurer of Victoria – Member Forum
- Future Focus Group 25th Anniversary Celebrations – FFG Event
- Annual General Meeting 2021 – Member Forum

A special thanks to our many members who sponsored our events, allowing us to invest in increased production value and also the number of events we were able to deliver. Members can host both physical and digital events, supporting our agenda, presenting their thought leadership and expanding their networks.



Meet the Minister: The Hon. Josh Frydenberg MP – Member Forum



Meet the Minister: The Hon. Martin Pakula MP – Member Forum



Back to the Future Networking with Tridant – Member Forum

# Annual Dinner – a celebration of ‘Our Melbourne’

The Committee’s Annual Dinner is Melbourne’s premier black-tie, business networking event. Held annually in some of the Melbourne’s most iconic venues, the Committee hosts more than 500 members, guests, and dignitaries including our Patron, Her Excellency the Honourable Linda Dessau AC, Governor of Victoria, to celebrate our great city.

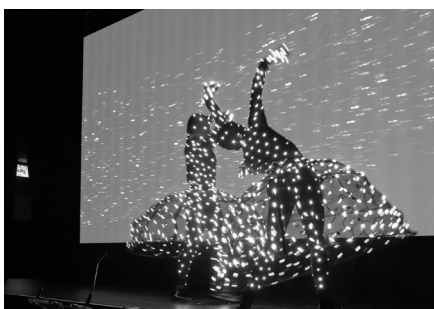
As a result of the continuing uncertainty caused by the pandemic and the associated restrictions, the 2021 Annual Dinner has been rescheduled to Wednesday, 4 May 2022 at CENTREPIECE, Melbourne Park.

Under the theme of ‘Our Melbourne’, we will pay tribute to the extraordinary individuals who have demonstrated resilience, passion and vision, to support our community and shape our city.

One of the highlights of the Annual Dinner is the Committee’s Melbourne Achiever Awards ceremony which celebrates the outstanding achievements of both an individual and an organisation.



2019 Annual Dinner



2018 Annual Dinner



2018 Annual Dinner



2019 Annual Dinner



# Partnerships

COVID-19 reminded our community of the Committee's ability to tap into a broad network, to advocate for Melbourne and its future. Committee for Melbourne partnered with a range of stakeholders, delivering events and conferences relevant to our vision. Subject matter experts from our membership assisted with presentations on behalf of the Committee.

This year, we collaborated on the delivery of numerous external events including:

- The Australian Financial Review Infrastructure Summit
- Launch of Infrastructure Victoria's updated 30-year infrastructure strategy with CEDA
- UN & Australia Sustainable Partnerships Forum
- A New Normal: Melbourne Design Week, City Hub
- Naomi Milgrom Foundation MTalk
- Centre for the New Workforce at Swinburne, Peak Human Workplace Report Launch
- Transform 2021 Public Works Conference
- Women in Leadership Summit Melbourne
- 7th Annual Public & Venue Safety Summit
- How universities can build innovation districts for generations to come with JLL
- Re-envisioning the student experience for the future: new imperatives and opportunities for Australian higher education
- 2021 International Summit on Psychedelic Therapies for Mental Illness
- Asia Society Australia's Asia Briefing LIVE Forum
- VCCI, Victorian road map summit
- Scary numbers: COVID-19 and the role of data for comms professionals with IABC Victoria



Pre Budget Address with AICC Victoria



Victoria's Infrastructure Strategy 2021-2051 with CEDA



Naomi Milgrom Foundation MTalk

# Future Focus Group Program

During these COVID-constrained times, motivating your emerging leaders by connecting them to a Melbourne leadership network and mentors, and giving them the opportunity to shape Melbourne's future, is more important than ever.

The Future Focus Group Program (FFG), Melbourne's own emerging civic leaders' program has provided this opportunity since 1996, celebrating its 25th birthday in 2021 with 15 completed cohorts.

The FFG is a unique program for selected emerging leaders from our membership, and public and community organisations in Melbourne, to better understand, connect and contribute to Melbourne, while building their leadership capabilities as skilled, committed and connected civic leaders who have an enduring positive impact on Melbourne.

The Program runs over 15 months starting in February of each calendar year. It is a transformational experience for participants, with an excellent mix of workshops and active one-on-one mentoring from leaders from various aspects of Melbourne life and a group project to leave a lasting legacy for Melbourne. This year the FFG projects focussed on Melbourne's Road to Recovery.

In 2021, the FFG Alumni Network was given a new lease on life, with the formation of an Alumni Network Steering Group. In 2022, we will plan for three or four themed alumni events. Almost 500 alumni are now connected.



2021 Future Focus Group Graduation



2019 Future Focus Group Governor Reception



# How we connect

The Committee uses a variety of channels to connect and engage with members and stakeholders.

Distributed fortnightly, the Committee's e-newsletter reaches over 6,000 individuals with a 19% increase in subscribers recorded in 2021. Our open and click rates have also increased considerably over the past 12 months to levels well above the industry average. More than 170 articles and thought leadership pieces were shared via the Committee's e-newsletter this year.

We have also noted a significant increase in engagement through our social media channels including LinkedIn and Twitter. Website visits have also increased, together with responses to articles prepared by the team, raising community understanding of our advocacy agenda.

## Communications

- 19% growth in e-newsletter readership
- 20% increase in social media followers
- 120 media partners extending our reach
- 25 external speaking engagements
- 16 editorial articles published

## Stakeholder Engagement

- Our Patron, The Governor of Victoria Linda Dessau AC
- 15 Board Directors
- 50 external stakeholder organisations
- 21 partnerships with Committees for Cities & Regions organisations across Australia and New Zealand
- 14 external Presenting Partnership projects
- Annual Member Survey to determine strategic priorities



Meet the Minister: The Hon. Martin Pakula MP – Member Forum



RESET: In conversation with leading thinker Professor Ross Garnaut – Member Forum



### Membership

- 165 member organisations
- 11 Life members
- 60 Foundation members
- 57 Corporate members
- 34 Not-for-Profit members
- 14 Diplomatic members
- 17 new members welcomed over the last 12 months

### Events

- 50 events in 2021
- 15 partner events with key government agencies and associations
- Federal Treasurer event
- Annual Lord Mayor event
- Annual State Treasurer event
- Annual General Meeting

### Future Focus Group

- Future Focus Group celebrates its 25th year
- 150+ projects from 15 completed programs, helping shape Melbourne's future

### Future Focus Group Alumni Network

- Nearly 500 alumni registered from 25 years of the program
- Alumni Steering Group formed in September 2021 with Committee for Melbourne support
- 4 alumni networking events



2018 Annual Dinner

## **Our vision for Melbourne**

A global city of choice for people and organisations, due to its distinct blend of prosperity, opportunity and liveability.

## **Committee for Melbourne**

ANZAC House

Level 4, 4 Collins Street

Melbourne VIC 3000, Australia

+61 (03) 9650 8800

[melbourne.org.au](http://melbourne.org.au)



@Committee4Melb



@CommitteeforMelbourne



Committee for Melbourne



@committeeformelbourne