



AGM Report

Road to Recovery

“The Committee for Melbourne has a vision for our city, the vision of a strong and globally competitive economy with world-class infrastructure and liveability. It is a vision underpinned by its members’ diverse skills and disciplines, coupled with an obviously deep affection for our city.”

The Honourable Linda Dessau AC, Governor of Victoria,
Committee for Melbourne Patron



Who we are

About us

Committee for Melbourne (The Committee) is an apolitical, not-for-profit, member-based organisation that brings together over 150 organisations from Greater Melbourne's business, academic and community sectors who have a passion for shaping Melbourne as a leading global city in the world's fastest-growing region, the Asia-Pacific.

Independent

The Committee is not constrained by single-interest groups or the short-term political cycle, which enables it to work on a far-reaching agenda to shape our city's future prosperity and liveability.

Collaborative

The collective strength of the Committee's membership provides the knowledge and catalytic thought required to develop practical ideas and initiatives that deliver positive and lasting outcomes.

Integrated outcomes

Our work across business, academic and community sectors gives us unrivalled insight and influence into the issues affecting the long-term development of Greater Melbourne.

How members get involved

Plan the future

Make a difference to Melbourne's future with your knowledge and expertise.

Shape policy

Inform the Committee's advocacy with government and inform the broader public debate.

Connect and build your profile

Expand your networks and enhance your profile with other Committee members, government, senior business leaders and influential Melburnians at our regular events and policy forums.

Learn and share

Deepen your knowledge and share your expertise with our regular, exclusive briefings from political and industry leaders.

Build tomorrow's leaders

Prepare your organisation's talented future leaders to make a contribution through our respected leadership program - Future Focus Group.

Brand Activation

Enhance your brand by partnering at our events to create B2B relationships.

Members

Foundation

Accenture	GHD	Mirvac Victoria
AECOM	Global Business College of Australia	Monash University
Allens	Greater Metropolitan Cemeteries Trust	National Australia Bank
Arcadis	Grollo Group	NBN Co
Arup	Haileybury	Newscorp
Australian Unity	Huawei Technologies (Aust)	Plenary Group
ASSEMBLE	IFM Investors	Port of Melbourne Corporation
Bank of Melbourne	Jacobs	PwC Australia
Bates Smart	Keolis Downer (Yarra Trams)	RMIT University
City of Melbourne	King & Wood Mallesons	Skybus
City of Port Phillip	La Trobe University	Swinburne University of Technology
Corrs Chambers Westgarth	Lendlease	Telstra
CSIRO	Melbourne Airport	Toyota Motor Corporation Australia
Deakin University	Melbourne & Olympic Parks	The Age
Department of Transport	Melbourne Convention & Exhibition Centre	The University of Melbourne
Dexus	McKinsey & Company	Transurban
EY	Melbourne Water	Urbis
Escor	Metro Trains Melbourne	Vanguard Investments
Ethos Urban		Victoria University
		Warren + Mahoney
		Wesley College

Corporate

13Cabs	Grimshaw	Racing Victoria
AEMO	Hall & Wilcox	Royal Automobile Club of Victoria
Ashurst	HASELL	Rosterfy
Aurecon	HATCH RobertsDay	RPS
Australian Grand Prix	Herbert Smith Freehills	Russell Reynolds Associates
Avalon Airport	Hope & Glory	ShineWing Australia
BioMelbourne Network	Hume City Council	SJS Strategy
City of Greater Dandenong	Ipsos Australia	Sofitel Melbourne On Collins
Citywide Service Solutions	JLL	Strategic Connections Group
Clemenger BBDO Melbourne	K&L Gates	Struber
Creative Vision & Audio	KJA	Sustainable Certification
Darebin City Council	Lime	Tridant
Deloitte	Minter Ellison	Uber
Development Victoria	Nous Group	Victorian Health Promotion Foundation
East End Theatre District	Orima Research	Victorian Planning Authority
e-Centric Innovations	Peter MacCallum Cancer Centre	VicSuper
Fed Square	PTV	Vitality
Fisher Leadership	Queen Victoria Market	Yarra Valley Water
Fitzroys	Quest Serviced Apartments	Waldron Smith Management
Gilbert + Tobin	R-Co	Weston Williamson + Partners
GoGet	Recoveries & Reconstruction (Aust)	Woods Bagot

Not-for-Profit

Arts Centre Melbourne	Melbourne City Mission	Royal Botanic Gardens Melbourne
Ardoch	Melbourne Girls Grammar	Royal Flying Doctor Service
AsiaLink	Melbourne Health	Silver Chain
Australian Centre for the Moving Image	Melbourne Prize Trust	The Australian Ballet
Australian Olympic Committee	Melbourne Recital Centre	The Big Issue
Australian Road & Research Board	Melbourne Theatre Company	The Walter & Eliza Hall Institute
Australian Volunteers International	National Gallery of Victoria	Victorian Opera
Community Housing Limited	NORTH Link	Youth Activating Youth
Good Cycles	Open House Melbourne	Youth Projects
Lord Mayor's Charitable Foundation	Public Libraries Association	Western Melbourne Tourism
	Puffing Billy	

Diplomatic

British Consulate General, Melbourne	Department of Foreign Affairs & Trade, Melbourne	Consulate General of Italy
Consulate General of the Republic of Chile (VIC)	Consulate of the Federal Republic of Germany (VIC)	Consulate General of Japan
Consulate General of the People's Republic of China (VIC)	Consulate General Of Hungary	Consulate of the Kingdom of the Netherlands
Royal Danish Consulate General	Consulate General of India (VIC)	Consulate General of Spain
	Consulate General of the Republic of Indonesia (VIC)	Consulate General of Sri Lanka
		U.S. Consulate General Melbourne

Life Members

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



Contents

07	From Chair and CEO
08	Our People
09	Road to Recovery
10	Member Survey
12	Our Focus Areas
13	Advocacy at Work
18	Future Focus Group
19	Annual Dinner & Melbourne Achiever Award
20	Events and forums
21	Event highlights
22	Presenting Partnerships / External Speaking Engagements
24	How we connect
26	Raising our profile

From Chair and CEO

For many years Melbourne has enjoyed global status as one of the world's most liveable cities and Australia's undisputed sporting, cultural, events, hospitality, education and collaboration capital.

COVID-19 has hit Melbourne particularly hard. We need to recognise that the COVID-19 health crisis has not been well managed in Victoria-not since the economic downturn of the 1980s has Melbourne's position as one of the world's great global cities been so profoundly challenged.

However, we must now focus on what Victoria and Melbourne need to do to emerge strongly from the COVID-19 health crisis.



Scott Tanner and Martine Letts

As Proud Melburnians, from all sectors of our diverse economy and community, we want to help our city recover from this terrible shock. This underpins our Road to Recovery campaign, which we launched in April this year. Liaising with industry and government agencies and with the help of our 150 members, our member-led Road to Recovery working groups have contributed ideas for the revival of the visitor economy, arts and culture, events, not-for-profit, transport, real estate, energy, digital, education, research and innovation sectors.

Armed with your feedback, we launched the second phase of our campaign in October with a "call to arms" for good governance, collaboration and bold-ideas to bring our city back to life as the key to Melbourne's COVID-19 Road to Recovery.

We listed 5 key steps for our leaders to get us there. We must:

- Tackle the health and economic emergencies together.
- Secure a successful and safe return to work strategy.
- Create accountability, trust and confidence in our government and bureaucracy.
- Promote Government – Industry Collaboration.
- Build confidence with good, bold projects.

Good governance, collaboration and bold ideas guide the Committee's R2R agenda. They were the drivers for Melburnian business, civic and labour leaders, who formed the Committee for Melbourne in 1985 to work with Melbourne's political leadership, with bold and transformational ideas to restore Melbourne's fortunes, when businesses and people were leaving the city in droves. They held government to account to ensure it delivered outcomes that were good for the city and the state, and they collaborated with government to help it deliver.

The essence of Melbourne's success gives us hope that we can get through this crisis and emerge even better. Melbourne's fine blend of liveability, supported by a vibrant economy, an educated workforce, a strong research and innovation agenda, and a resilient and diverse civil society provide a great foundation for recovery.

Melbourne's recovery is in our hands. As Proud Melburnians, our Board, Secretariat and Members are committed to the spirit of shared endeavour to help shape Melbourne's future. We thank you, our members, for staying with us, in extremely difficult times, to help realise our ambition of restoring and shaping Melbourne's future.

Scott Tanner
Chair

Martine Letts
CEO

COMMITTEE
FOR
MELBOURNE

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



Lorenz Grollo
CEO,
Grollo Group



Jane Hodder
Partner,
Herbert Smith Freehills



Virginia Lovett
Executive Director,
Melbourne Theatre Company



Tony Macvean
Managing Partner,
Hall & Wilcox



Tim Orton
Founder and Managing
Director, Nous Group



Jacqueline Savage
Founder and Director,
MedCorp Technologies



Michael Wandmaker
Managing Director,
Melbourne Water



Kee Wong
Founder & Managing Director,
e-Centric Innovations



Martine Letts
CEO, Committee for Melbourne
Company Secretary

Secretariat



Tilley Byrne
Membership &
Engagement Coordinator



Nikki Chamberlain
Events Coordinator



Joanna Cimino
Manager, Finance



Clive Dwyer
Director, Engagement



Leanne Edwards
Director, Policy & Research



Matt Gaffney
General Manager,
Future Focus Group



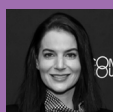
Nick Hansen
Administration Assistant,
Engagement Team



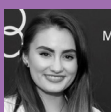
Chrissie Heyn
Office Manager and
EA to the CEO & Directors



Mark Lillehagen
Policy & Research Officer



Laura Kerr Melvin
Communications,
Events & Engagement Manager



Claire McLaverty
Marketing & Digital Services
Coordinator



Brett Van Duppen
Policy & Research Officer

Road to Recovery

Our COVID-19 Road to Recovery campaign, launched in April this year, evokes a spirit of shared endeavour to aid recovery, improve the delivery of growth and restore Melbourne's brand and liveability through genuine partnership.

The Committee's first focus was our members. Many were facing immediate financial hardships and operational challenges, especially our not-for-profit, arts, events, visitor economy and transport members. The Secretariat reached out to every member to tailor their membership engagement and in some cases, hibernated membership renewal. The Board also reviewed the Secretariat expenditures and operations to adapt to challenging times. As with most Not-for-Profit organisations, we are fighting hard for survival.

Our members' feedback was clear: We need to collaborate even more and have responded admirably.

From April to October, we have held more than 40 events with 280 organisations and close to 2000 Melburnians in attendance, publishing 85 thought leadership pieces and submissions. We have coordinated 14 dedicated working groups and perhaps most importantly-united with over 200 members and stakeholder organisations to help shape Melbourne's way forward.

Our Communications team has also been sharing members' road to recovery stories via our rebuilt website, fortnightly newsletters, social media activity and extensive media liaison.

In September, Gerard Dalbosco – the Committee's Deputy Chair and former Managing Partner of EY was invited to Chair our Road to Recovery Taskforce.

Members and stakeholders are powering the following working groups, preparing recommendations in the following sectors:

- **AI and Digital Economy Taskforce:**
Chair, Committee for Melbourne, Chair, Scott Tanner
- **International Education Economy:**
Chair, Professor Michael Wesley, Deputy Vice-Chancellor, (International), University of Melbourne
- **Affordable Housing Taskforce:**
Chair, Jane Hodder, Partner at Herbert Smith Freehills and Committee for Melbourne Director
- **Transport Taskforce:**
Chair, Ishaan Nangia, Partner, McKinsey and Co
- **Not for Profit Taskforce:**
Chair, Scott Chapman, CEO, Royal Flying Doctors Service
- **Future Skills Taskforce:**
Chair, Derek Scott, CEO | Principal, Haileybury
- **Arts and Culture Taskforce:**
Chair, Committee for Melbourne, CEO, Martine Letts
- **Visitor Economy Reference Group:**
Chair, Clive Scott, General Manager, Sofitel Melbourne on Collins.

Working groups are also working on:

- Business Investment in Melbourne
- Energy Security
- Commercial Real Estate and City activation.
- Innovation Precincts (including Fishermans Bend)



Kee Wong, Gerard Dalbasco, Scott Tanner & Dr Xavier Csar

Member Survey

Every year in April we survey our members to help shape or strategic priorities.

The Committee surveyed our members at the start of our current COVID-19 crisis to understand how to best address a return to a vibrant and safe city, and how members feel more generally about Greater Melbourne's progress prior to the pandemic.

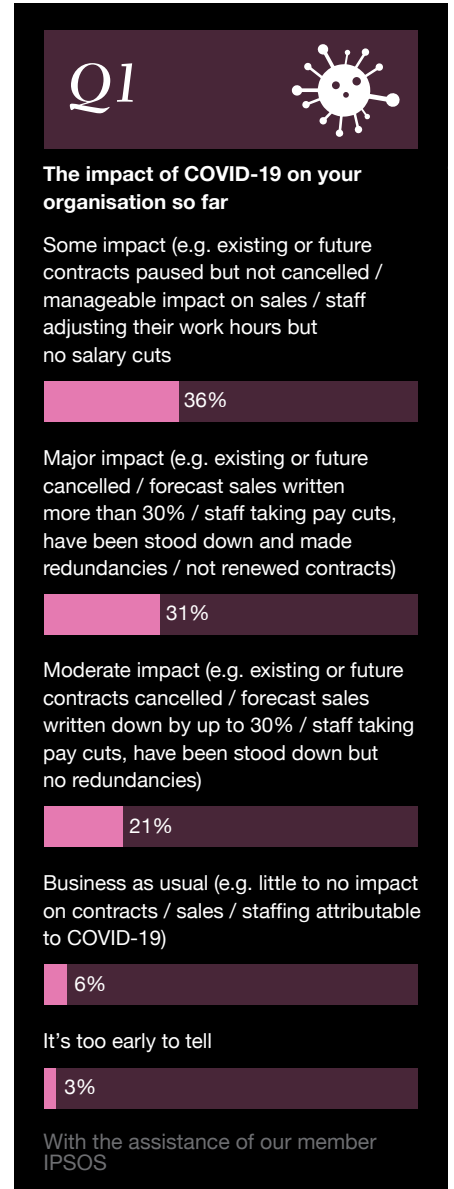
What we learnt 6 months ago, the start of our road to recovery

Overwhelmingly, respondents agreed their organisations had suffered some kind of impact from COVID-19 already (89%); 4% felt it was too early to tell and 7% felt there had been very little (or no) impact.

Around a third (32%) told us the pandemic had resulted in a major impact on their organisation.

Looking forward to June 2021, respondents appeared to have divergent views on their organisation's prospects, with 28% believing things were likely to improve; 25% to deteriorate; 22% to stay the same (22%) and 24% saying it felt too early to make a call on future prospects.

When asked to pick the top three advocacy areas for the Committee, respondents put sustainability/ climate change as the most commonly identified area (55%), followed by transport (38%), and the arts (31%). Rounding out the top five were Visitor Economy (30%) and unemployment (27%).





Pandemic aside, the Committee wanted to identify the areas that respondents believed have been most progressed in Greater Melbourne, as they related to the Committee's four areas of focus.

- **Infrastructure:** the strongest performing of the four areas with almost a quarter (23%) reporting there had been sufficient progress;
- **Liveability:** one-in-five (20%) thought there had been sufficient progress, 57% believed some progress had been made;
- **Future economy:** three quarters (84%) said Greater Melbourne is making progress (70% some and 16% sufficient), and
- **Urban optimisation:** although 12% reported there had been sufficient progress, this was the weakest performing area. More than a quarter (27%) felt there had not been progress made in this area.

We will continue survey mood and sentiment on our Road to Recovery to ensure we are meeting the needs and expectations of our members' priorities.

Our Focus Areas

The Committee's work embraces four key pillars: Future Economy, Infrastructure & Sustainability, Urban Optimisation and Liveability. Working with, and on behalf of our members, the Committee aims to ensure Melbourne's challenges and opportunities are addressed in ways that keep our city vital, inclusive, progressive and sustainable. The expertise of our diverse membership from across Greater Melbourne's major corporations, small and medium businesses, academic institutions, local government and not-for-profit entities, informs our input into policy and advocacy positions.



Future Economy

Jobs creation and economic security will continue to be key issues and we must consider how we wish to shape our own future by identifying and leveraging our strengths.



Urban Optimisation

It is crucial to optimise urban development as our city grows in order to maximise access to jobs, services and housing options, while protecting our architectural heritage and open spaces.



Liveability

Melbourne's liveability is highly coveted. We must identify the key drivers of our liveability — culture, heritage, sports, parks and environment — and plan for their growth.



Infrastructure & Sustainability

Melbourne must plan now for our long-term infrastructure needs through prioritisation of infrastructure & sustainability projects, creating innovative ways to increase the funding pool and streamlining project delivery.



Peter MacCallum Cancer Centre

Advocacy at Work



Transport

Melbourne's transport network forms the backbone of the city's liveability and economic viability.

Guided by the Transport Taskforce Steering Committee, "Transporting Melbourne" was released in July. It calls for the development and publication by the Victorian Government of a comprehensive plan for an integrated transport system, incorporating transport, land-use and economic development planning. The report provides recommendations concerning demand management, infrastructure, technology, land-use planning and economic-development planning, which will form the basis for further advocacy.

Submissions:

- 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

Events:

- Steering Committee | Wednesday 29 January
- Steering Committee | Monday 6 April
- Steering Committee | Wednesday 13 May
- Taskforce Forum: Reimagining mobility in Melbourne after COVID-19 | Tuesday 19 May
- Infrastructure Victoria - Fixing Transport Congestion Report Launch | Monday 25 May
- Lime - Rebuilding Melbourne with E-Transport | Thursday 11 June
- Report Launch: Transporting Melbourne | Wednesday 29 July



Metro's Epping Depot.
Picture credit: James Ireland.

Advocacy at Work



Not-for-Profit (NFP)

The Committee has assumed a leadership role for Melbourne's NFP sector, with the NFP Taskforce highlighting the important work NFP organisations undertake.

In February, prior to the COVID-19 pandemic, the Committee released "Charitable Giving in Australia". The report highlighted the social and economic importance of the NFP sector, and the great work these organisations contribute to the community. The report notes that even before COVID, the capacity of NFPs to deliver core services had become more challenging, especially in attracting donations from everyday Australians. COVID-19 has compounded many of these challenges.

The NFP Taskforce has held important forums and meetings to consider the challenges and the opportunities the COVID pandemic crisis has presented for the sector. The Taskforce is working on how more NFP and private sector collaboration can be facilitated.

Events:

- Steering Committee | Friday 6 March
- Taskforce Forum: How NFPs can thrive in a post-COVID-19 world | Thursday 28 May
- Rosterfy round table - Connecting communities to events | Thursday 2 July
- Steering Committee | Friday 14 August
- AVI round table - SkillsBank: Volunteering on the road to recovery | Thursday 24 September
- Taskforce Forum: Why NFP private sector collaboration matters | Thursday 12 November



Meredith Sussex



Arts and Culture

The arts and culture sector, so important to Melbourne, has been a particular focus of the Committee through its Arts and Culture Taskforce. The sector has been particularly hard hit by the COVID pandemic and the Committee has held several forums to discuss the sector's response.

In September, the Taskforce submitted to Creative Victoria recommendations for supporting and reinvigorating the arts and culture sector, including recommendations for reopening the economy and supporting the sector in the short-term. Drawing on its Victorian Government's Creative Industries Strategy 2020-24 submission, the Committee also recommended ambitious, systemic reforms that might benefit the industry in the long-term, such as greater co-operation across the visitor economy and arts and culture sectors.

In September 2019, the Committee lodged a submission to the Parliament of Victoria's Inquiry into the Expansion of Melbourne's Free Tram Zone (FTZ). The FTZ was originally proposed by the Committee to solve a liveability problem, to improve the visitor

experience, reduce traffic congestion, and improve pedestrian and cyclist safety. The extension of the FTZ would build on its successful introduction in 2015 to include some of Melbourne's most important cultural and sporting institutions.

Submissions:

- Legislative Council Economy and Infrastructure Committee, Inquiry into Expanding Melbourne's Free Tram Zone
- Victorian Government's Creative Industries Strategy 2020-24

Events:

- Connected Melbourne series with the Victorian Opera | Thursday 27 February
- Taskforce meeting: Road to Recovery briefing with Andrew Abbott, Deputy Secretary, Creative, Sport and Visitor Economy; and Chief Executive Creative Victoria | Monday 6 July
- Taskforce meeting | Wednesday 14 August
- Taskforce meeting: Creative Industries Strategy | Wednesday 21 October



East-Coast Megaregion

In May, the Committee released a report entitled "Reimagining Australia's South-East". The report, produced prior to the COVID-19 crisis, details the extensive economic and social benefit of an East Coast Megaregion from Geelong to the Sunshine Coast.

The Committee highlighted that the benefits of collaboration across the country during the COVID-19 crisis should be retained as a platform for an East Coast Megaregion. As the Australian economy recovers from COVID-19, there will likely be a greater need to scale-up new industries and enhance our export capabilities in areas such as agriculture, advanced manufacturing, and medical manufacturing and to coordinate infrastructure investment.

The report received extensive media coverage in Melbourne, Sydney, Brisbane and Perth.

Events:

- Eastern Seaboard Settlement Plan Forum with Mr. John Alexander OAM MP | Monday 29 June
- SGS Megaregions - Eastern Seaboard Collaboration Forum | Wednesday 15 July



Advocacy at Work



Future Skills

With disruptive technology and global forces reshaping economies and societies, Melbourne requires individuals with greater knowledge of the world around them and specific skills to respond and adapt.

The Committee's Future Skills Taskforce has advocated for reforms to Australia's education system, including encouraging the formal recognition of micro-credentials to help fill skills gaps, ease transitions across the workforce and promote lifelong learning. Submissions advocating for those measures were made to various government inquiries.

Such measures would ensure the education system continues to provide students and workers with knowledge and competencies that are beneficial and relevant to themselves, to society and the economy.

Submissions:

- Productivity Commission | Skills and Workforce Development Agreement Interim Report
- Education Council | Exposure Draft on the Declaration on Education Goals
- Legislative Assembly Economy and Infrastructure Committee | Inquiry into Sustainable Employment for Disadvantaged Jobseekers
- Productivity Commission | Skills and Workforce Development Issues Paper

Events:

- Taskforce Forum: Facing up to Australia's Skills Challenge | Thursday 8 October



Melbourne Airport Rail Link (MARL)

A world-class rail service linking Melbourne Airport and Melbourne's CBD is essential for the city to manage growing volumes of travellers and freight, to link the Western suburbs and the regions and to remain a city of international significance.

The Committee has been a vocal advocate for a MARL that provides a 20-minute service via Sunshine. The project requires a tunnel and dedicated MARL tracks to help ensure Melbourne's booming west and regions will be adequately serviced over time.

The "Committees for" network (including Ballarat, Greater Shepparton and Wyndham) has also made representations, organised by the Committee, to advocate for the principles of MARL.

Through various media channels and public forums, the Committee has strongly emphasised that there is just one opportunity to implement the right solution and that a long-term strategic lens is required.

Articles:

- "Airport Rail Warning", Herald Sun, page 6, Monday 2 December 2019
- "Cracks in the air links tracks", Herald Sun, page 24, Monday 2 December 2019

Events:

- Melbourne Airport Rail Link at Ashurst | Wednesday 4 March





Innovative Ecosystem

In October 2019, the Committee attended the first Melbourne City Deal Roundtable with The Hon Alan Tudge MP (Federal Minister for Population, Cities and Urban Infrastructure) and The Hon Steve Dimopolous MP (Victorian Parliamentary Secretary to the Treasurer), to discuss the way forward for the two City Deals proposed for the South-East and North-West.

In March 2020, Toyota Australia hosted over 100 members for a captivating discussion on the Fisherman's Bend Precinct. The panellists delved into the specifics of the Fisherman's Bend development as well as wider innovative ecosystems in Greater Melbourne to consider how precincts interact and broad guiding principles for innovative precinct development.

Events:

- Fishermans Bend, Innovation Precincts at Toyota | Thursday 5 March



Housing Mix

The Committee for Melbourne made a submission to the City of Melbourne's Draft Affordable Housing Strategy 2030 in May. We highlighted that the recommendations were developed using economic modelling in a pre-COVID environment, which may now need to be revisited. Some additional policies such as build-to-rent and value capture, incentives for developers like planning and tax reform and beneficial funding arrangements, may also offer viable opportunities in conjunction with a range of policy levers.

The Committee contributed to the Victorian Government's BTR Working Group and hosted its own Build-to-Rent (BTR) forums to build understanding of the opportunity BTR represents. Both state and federal governments need to consider policy settings to facilitate BTR, including taxation and planning reforms.

Submissions:

- City of Melbourne's Draft Affordable Housing Strategy 2030
- Victorian Government's Build to Rent Working Group
- Red Tape Commissioner | Planning and Building Approvals Process Review Discussion Paper

Events:

- Build-to-Rent Forum with Urbis and Allens | Wednesday 27 May
- Meet the Lord Mayor of Melbourne, Sally Capp, housing agenda | Wednesday 2 September
- Taskforce Housing Mix Taskforce meeting | Tuesday 17 November



Digital Capability

The Committee has researched how the COVID-19 pandemic has affected digitisation and internet usage in Melbourne, including identifying gaps in digital skills, inclusion and efficient internet infrastructure that have become clear during the shutdown. The Committee held a forum with NBN Co, Telstra and RMIT in July to which discussed how the pandemic may lead to a change in living and working in Melbourne longer-term through increased digital and technological usage and whether Melbourne was equipped to deal with these changes.

Events:

- AI Steering Committee | Monday 2 March
- Taskforce Forum: Implications of C-19 on our digital infrastructure | Thursday 9 July
- Taskforce Forum: Facing up to Australia's Skills Challenge | Thursday 8 October
- AI Taskforce: The Future of AI in Australia report briefing | Wednesday 14 October
- Report Launch: The Future of AI in Australia | Tuesday 10 November

Future Focus Group

The Future Focus Group Program (FFG) is Melbourne's own emerging civic leaders' program.

It is a unique opportunity for selected emerging leaders in Melbourne to better understand, connect within and contribute to Melbourne, while building their leadership capabilities. It reflects Committee for Melbourne's continued commitment to the development of emerging leaders into skilled, committed and connected civic leaders who have an enduring positive impact on Melbourne through the FFG. The Program runs over 15 months and is a transformational experience for the emerging leaders who participate, with over 400 graduates to date.

Now in its third decade, FFG features an induction event, group projects in diverse teams, 15 evening workshops and active one-on-one mentoring. FFG also provides opportunities to build enduring relationships with other participants and alumni.

A key component of FFG is the group projects. Based on interaction with a breadth of member organisations of the Committee in advance of the 2021-2022 Program commencing, the Committee will develop 10 to 12 potential FFG group projects. The purpose of each of those projects is to contribute to Melbourne's Road to Recovery through targeted positive developments in one or more of the Committee's 4 Focus Areas, namely:

- Future Economy
- Liveability
- Urban Optimisation
- Infrastructure & Sustainability.

Participants in the Class of 2019-2020 – the last in a 21-month format – commenced in February 2019, are in three project teams and will graduate in November 2020. The Class of 2020-2021 commenced in February 2020 – those participants are also in three project teams and they will graduate in June 2021.

Nominations for the 2021-2022 Program are now being sought, with a start of the Program in February 2021.



Future Focus Group, Governors House 2019



Future Focus Group, Induction Session, 7 & 8 February



Future Focus Group Workshop, 18 February 2020

Annual Dinner & Melbourne Achiever Award

Each year, Committee for Melbourne and our Board recognise the outstanding achievements of both individuals and organisations by awarding them the Melbourne Achiever Award.

Whilst the awards are traditionally honoured at the Annual Dinner in May, its cancellation due to the COVID-19 pandemic has postponed the awards to our Annual General Meeting on 19 November.

Greater Melbourne was still recovering from the devastating effects of the bushfires that swept the country when the coronavirus pandemic hit, leaving many Australians unemployed and hampering reconstruction efforts. We recognise the incredible efforts of our members and look forward to awarding the outstanding achievements of both individuals and organisations with the 2020 Melbourne Achiever Award themed 'Road to Recovery' at our November AGM.

The criteria for nominations are significant, and sustained, contributions to our city that will leave a legacy.

Consideration for nominations are as follows:

- Relevance to the Committee's four policy pillars: Future Economy, Urban Optimisation, Infrastructure and Liveability
- Inspirational achievement
- Reflects the spirit of Committee for Melbourne
- Consideration of the dramatic events of 2019/2020 including Bushfires, drought and COVID-19 road to recovery and helping to shape Melbourne's future

The Committee for Melbourne's Annual Gala Dinner is currently being rescheduled to 2021.



CEO of Telstra, Andy Penn, and Cruzr Telstra's AI enabled humanoid prototype - 2019 Annual Dinner



MCEC Executive Chef, Peter Haycroft and Sofitel Melbourne on Collins, General Manager, Clive Scott - 2019 Annual Dinner



HE the Honourable Linda Dessau AC, Governor of Victoria, 2019 Melbourne Achiever Award Winner Peter Clemenger AO and Scott Tanner

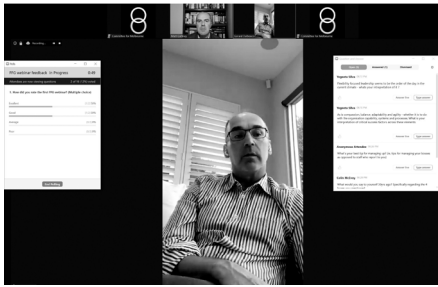


Libby Christie, Executive Director, The Australian Ballet - 2019 Melbourne Achiever Award Winner

Events and forums

The Committee's

E-ROOM



FFG-Webinar with Matt Gaffney & Gerard Dalbosco

The Committee's annual event program delivers over 60 complimentary forums, workshops and networking opportunities for our members and guests of Secretariat. Members also collaborate to host physical and digital events, amplifying their brand and expanding networks. The Committee's events foster dialogue and connections between government, senior business leaders and influential Melburnians; generating ideas that shape strategies for Melbourne's future success.

E-ROOM

In response to COVID-19 regulations, we moved quickly from our usual in person events to launch the Committee for Melbourne E-ROOM events platform in March 2020 with webinars and interactive online forums focusing on our ongoing agendas and the COVID-19 'Road to Recovery'. Our E-ROOM platform also fosters collaboration with other Committees for Cities and Regions and partner organisations. It gives us access to industry leaders and subject matter experts from Australia and the world, who share unique insights and expertise across our policy pillars.

During 2020 we have been proud to host more than 2000 members and guests through more than 60 forums, webinars, workshops and steering committee meetings including:



David Cadzow, Bernadene Voss, Rowan MacLean & Michael Caltabiano



Michael Poulton, Luke Fraser & Felicia Mariani

Melbourne Airport Rail Link (MARL) – 4 March at Ashurst

Purpose: Third MARL forum to advocate for the right solution.

Panel: Felicia Mariani, CEO, VTIC; Michael Poulton, CEO, Committee for Ballarat; and Luke Fraser, Founder and Director, Juturna.

Fishermans Bend, Innovative Precincts – 5 March at Toyota Motor Corporation Australia

Purpose: Third forum on the Fishermans Bend innovation precinct to review innovative ecosystems in Greater Melbourne and how precincts interact.

Panel: Michael Caltabiano, CEO, Australian Road & Research Board; Rowan MacLean, Executive Director, Fisherman Bend Precinct, University of Melbourne; Cr. Bernadene Voss, Mayor, City of Port Phillip; and Robert Considine, Manager, Water Services Planning, Melbourne Water.

How charities can thrive in a post-COVID-19 world – 28 May

Purpose: Not-for-Profit (NFP) Taskforce forum to unpack the challenges and potential opportunities faced by NFPs and charities in today's climate.

Panel: Scott Chapman, CEO Royal Flying Doctor Service (Victoria); Sarah Davies AM, CEO, Philanthropy Australia; Dr Gary Johns, Commissioner, Australian Charities and Not-for-profits Commission (ACNC); and Frank Kelloway, Partner, For Purpose Commercial Advisory, Deloitte Consulting.

Event highlights

International Education: Disruption and renewal – 23 July

Purpose: The state of international education in Victoria as it responds to the COVID crisis.

Panel: Professor Richard Speed, Deputy Vice-Chancellor (International), La Trobe University; Bronte Neyland, Pro Vice-Chancellor (Future Students and Marketing), Victoria University; Professor Michael Wesley, Deputy Vice-Chancellor (International), University of Melbourne; and Councillor Philip Le Liu, Chair of the International Engagement portfolio, City of Melbourne.

Transport Report Launch – 29 July

Purpose: “Transporting Melbourne” report launch.

Panel: Ishaan Nangia Partner, McKinsey & Company and Chair, Committee for Melbourne’s Transport Taskforce; Brendan Bourke CEO, Port of Melbourne; Alison Leighton General Manager – Strategy, Planning & Climate Change, City of Melbourne; and Michel Masson CEO, Infrastructure Victoria.

Committee thanks members of our Transport Taskforce Steering Committee for helping develop the report, including contributions from member organisations Arcadis; Ashurst; Commonwealth Bank of Australia; Good Cycles; Jacobs; McKinsey & Company; Melbourne Water; Metro Trains; Monash University; Port of Melbourne; RACV; RPS and Transurban.

Annual Treasurer’s Forum with Mr Tim Pallas MP – 28 August hosted by EY and NBN Co

Purpose: Exclusive Foundation members round table with the Victorian Treasurer.

Panel: Tim Pallas MP, Treasurer of Victoria; Jo Masters, Chief Economist, EY; and Stephen Rue, CEO, NBN Co.

Annual Meet the Lord Mayor of Melbourne, Sally Capp – 2 September

Committee for Melbourne’s annual ‘Meet the Lord Mayor’ event, held virtually this year, welcomed over 260 members, stakeholders and guests into the E-ROOM.

The Right Honourable Sally Capp, was joined by panellists and proud Melburnians Jane Hodder, Partner, Herbert Smith Freehills and Committee for Melbourne Board Director; Jason Marriner, CEO, Marriner Group; and Professor Duncan Maskell, Vice-Chancellor, University of Melbourne, who discussed the future of Melbourne and how to best use this ‘crisisunity’.

CSIRO Hydrogen Roadmap with Cr Daniel Roberts – 15 September

Purpose: Discuss Australia’s economic, scalable and collaborative opportunities from hydrogen, drawing on the analysis of CSIRO’s National Hydrogen Roadmap, a blueprint for the development of a hydrogen industry in Australia.

Panel: Dr Daniel Roberts, Leader, Hydrogen Energy Systems Future Science Platform, CSIRO Energy; Audrey Zibelman, Managing Director and CEO, Australian Energy Market Operator; Richard Bolt, Principal, Nous; moderated by Claire Manson, Chief of Staff for CSIRO’s Future Industries.



Meet the Lord Mayor, Sally Capp Event – E-Networking Session



The Right Honourable The Lord mayor of Melbourne Sally Capp



Presenting Partnerships/ External Speaking Engagements

The Committee partners with external events and conferences relevant to our agenda and vision for shaping Melbourne's future. We also assist with event development, strategic planning and communications and access to our networks.

This year, we partnered with the following major events:

2nd Annual Local Government Parking Summit 2020 – Combining people, places and technology to solve the parking problem.

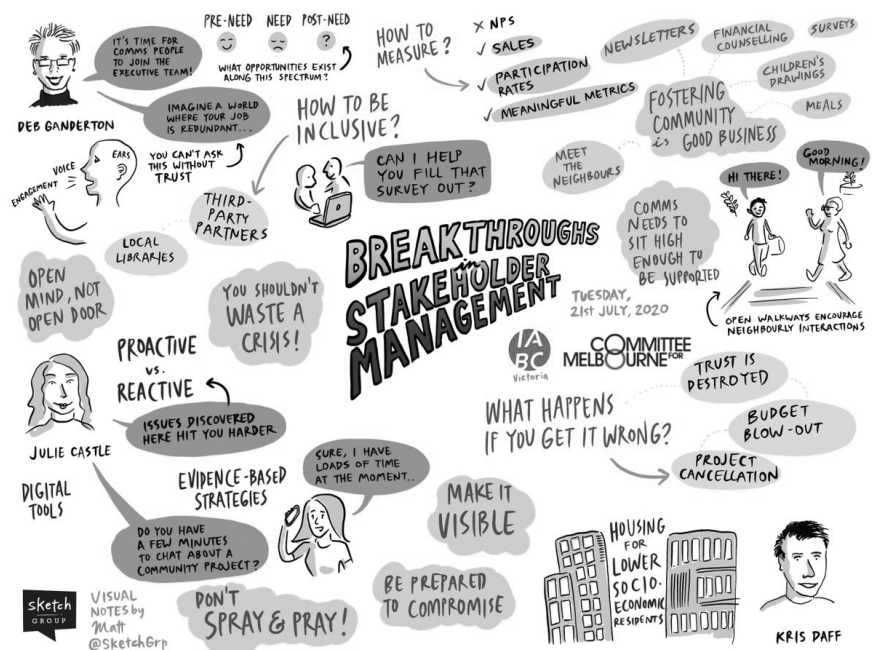
Clive Dwyer, Director Engagement will join a panel discussion: Balancing improvement of the parking experience with discouraging the use of private vehicles.

The Event Sessions

The Committee is a proud Presenting Partner of the Event Sessions; a mini-series of 10-minute episodes that offer the chance to engage in more than a soundbite or podcast. They provide refreshing insights into how to arm the events industry with inspiration and direction during turbulent times.



The Event Sessions





Asia Society Australia – Asia Briefing LIVE 2020

The Committee is a Community Partners for Asia Briefing LIVE, Asia Society Australia’s annual executive forum taking the pulse of the major developments in Asia and the state of Australia’s engagement with the region.

IABC Victoria – The Committee has partnered with the International Association of Business Communicators (IABC), setting the standard of global excellence for communication professionals.

National Roads and Traffic Expo 2020 – Leanne Edwards, Policy and Research Director will present on the Committee’s “Transporting Melbourne” report at the virtual expo.

Telstra Vantage Conference October 2020 – CEO Martine Letts moderated a panel session with Minister Jaala Pulford, Justin Hanney, CEO of the City of Melbourne and senior Telstra and PwC executives.



Asia Briefing LIVE

How we connect

Committee for Melbourne communicates and connects with members and stakeholders leveraging the power of technology, digital and social media. The launch of the new look melbourne.org.au and above the line campaigns on social media has seen an increase in our engagement statistics.

The Committee Communique is published fortnightly, with over 220 articles and thought leadership pieces. This year we are pleased to report a 47% increase in subscribers, with an above industry open rate of over 3.5%. We also note a substantial growth in engagement and responses to articles and thought leadership articles provided by our members, adding to the public discussion.

Communications

- 47% growth in eNewsletter Subscribers
- 16% increase in Social Media Followers
- 350 Communications Initiatives
- 80 Media Partners
- 10 External Speaking Engagements
- 22 Editorial articles published
- Committee for Melbourne Website Published June 2020

Stakeholder Engagement

- Our Patron, The Governor of Victoria Linda Dessau AC
- 14 Board Directors elected annually
- 150 Stakeholder organisations
- 18 Partnerships with other Committees for Cities & Regions across Australia and New Zealand
- 5 External Event Presenting Partnerships
- Annual Member Surveys to determine strategic priorities



In this Edition...

- | | |
|---|--|
| From the CEO | Fair Move: Better Public Transport Fares for Melbourne |
| Road to Recovery working groups | The impact of remote working |
| A roadmap for hydrogen's future | The Event Sessions |
| Smart City: Melbourne's environmental infrastructure imperative | Coming Up... |
| Future Focus Group, MelBees project | Road to Economic Recovery Invitation |

From the CEO

Since COVID-19 struck, the Committee has focused on creating ideas for Melbourne's Road to Recovery to restore our beloved Melbourne to one of the world's most liveable and loveable cities.

As proud Melburnians, we want to do our very best to help our city recover from this terrible shock. In doing so, we do need to recognise that the COVID-19 health crisis has not been well managed in Victoria. Not since the economic downturn of the 1980s has Melbourne's position as one of the world's great global cities been so profoundly challenged.

Rather than dwelling on why we are in this position, however, we should now focus on what Victoria and Melbourne must do to emerge strongly from this health crisis.

Our 'Road to Recovery' campaign was launched in April this year. Since then, we have held more than 35 events with 280 organisations and close to 2000 Melburnians in attendance, published 80 thought leadership pieces and submissions and coordinated 14 dedicated working groups.

Perhaps most importantly, we listened to over 200 members and stakeholders to help shape Melbourne's way forward.

Committee Communique



The Walter & Eliza Hall Institute receiving their Gold Membership Recognition Trophy from Committee for Melbourne Directors, Leanne Edwards and Clive Dwyer

Membership

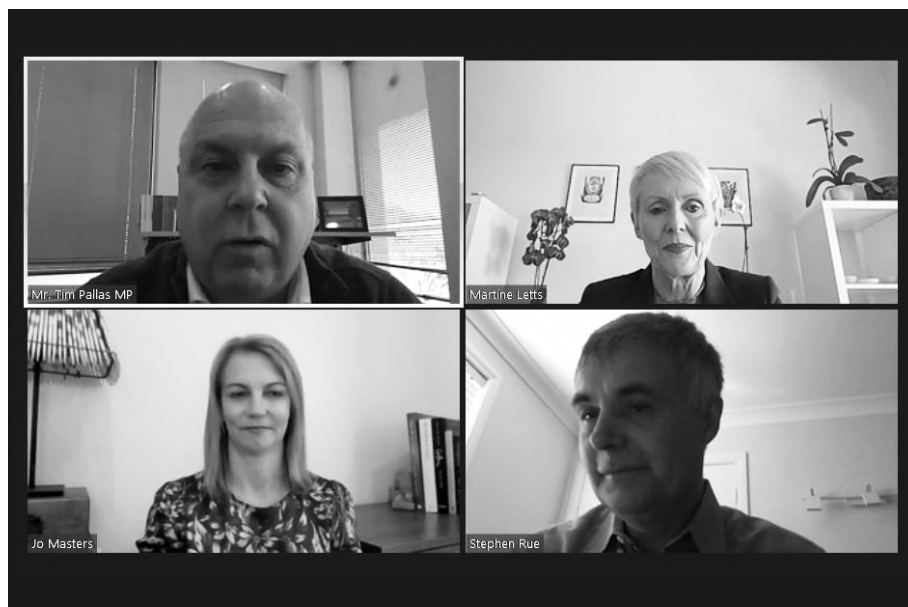
- 2,412 Member representatives participating in our free Events and Forums
- 160 Member Organisations
- 58 Foundation Members
- 57 Corporate Members
- 30 Not-for-Profit Members
- 15 Diplomatic Members
- 22 New Members Welcomed over the last 12 Months
- 13 Life Members

Events

- 2000+ Forum participants
- 84 Events scheduled for 2020
- 27 partner events with key government agencies and associations
- Annual Treasurer's event, August
- Annual Lord Mayor's event, September
- Annual Governor's event, November
- AGM, November

Future Focus Group & Alumni

- The Future Focus group program is now in its 25th year
- Around 480 Alumni
- 150+ Projects from 13 completed programs, helping shape Melbourne's future
- 35 Participants in current programs, with 6 group projects in progress
- Nominations for the 2021-2022 Program are now being sought




Tim Pallas MP, Martine Letts, Jo Masters & Stephen Rue



Martine Letts

Raising our profile

- Committee for Melbourne's Road to Recovery Campaign, AusBiz, Live Interview with Martine Letts, |5 October 2020
 - On the rising tide of good ideas heading for the cities, The Fifth Estate, 1 October 2020
 - Footy and Restaurants still off limits in new COVID normal, Herald Sun, 30 September 2020
 - Good Governance, collaboration key to Melbourne's road to recovery, Herald Sun, 30 September 2020
 - Committee for Melbourne calls on leaders to come together to restore city's fortunes, The Age, 28 September 2020
 - Work together for better transport, Herald Sun, 25 July 2020 - including print (pg. 14) and digital coverage
 - The Chance to Digitise, CBD News, 22 July 2020
 - Bold plan for social enterprise hub in shipping containers under city railway line, Herald Sun, 22 June 2020
 - Aussie committee calls for establishment of Melbourne-Sydney 'mega-region', China Daily, 20 June 2020
 - Time to scrap your gas-guzzler: transport lobby pushes for quick switch to EVs, The Driven, 12 June 2020
 - Why Melbourne, Sydney and Brisbane should put an end to old rivalries, Brisbane Times, 24 May 2020
 - Megaregions, ABC News, 18 May 2020 – Live
 - East coast mega-region would boost national growth: report, The AGE, 18 May 2020, SMH
 - Virgin Australia owes almost \$7b to more than 12,000 creditors, ABC News, 30 April 2020
 - Gondolas, commuter ferries and a meditation space could soon transform the Yarra River, Herald Sun, 10 April 2020
 - New Visions for the Yarra, Herald Sun, 10 April 2020 - page 27
 - Short-term options for Melbourne Airport Rail Link risk compromising Victoria's West, Herald Sun, Wednesday 4 March
 - Direct air rail link is vital, Herald Sun, 3 March 2020
 - Airport tunnel push, Herald Sun, 4 February 2020
 - City divided on free trams extensions, CBD News, 2 February 2020
- 

Airport tunnel fight

Mayors call for detail on rail plans

Mega-region plan for eastern seaboard

AN ECONOMIC mega-region stretching from the Sunshine Coast to Goulburn can drive growth in the north-eastern part of New South Wales, says a new report.

The Committee for Macquarie reported said the economic corridor would connect major cities and co-operative agribusiness across state borders, enhance infrastructure and attract investment. Cabinet would help fund the nation rebuild after COVID-19.

IAN ROYALL

The report, Reimagining Australia's South-East, prepared by SGS Economics and Planning, said an integrated economic powerhouse had great potential.

"The region has the competing, our east-coast cities need to integrate better and function as one collective," the report said.

Committee for Macquarie chief executive Martin Lettis said a mega-region would link cities, with each other and with the world.

It makes sense to consider the Melbourne, Sydney and Brisbane areas as one mega-region, given that the three cities are already creating combined opportunities and trading opportunities between them," he said.

The report estimated the population at around 70 per cent of GDP. By 2050, the combined population living in the Melbourne-Sydney-Brisbane corridor is expected to reach 16 million or 71 per cent.

The committee for Macquarie is calling on the federal, Victorian, NSW and Queensland governments to form a National Cabinet collaboration to set up a body to work towards the region's future and establish and to prioritise infrastructure investment.



Cyclists' train gain



Committee for Melbourne

ANZAC House

Level 4, 4 Collins Street

Melbourne VIC 3000, Australia

+61 (03) 9650 8800

melbourne.org.au

 @Committee4Melb

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