



geelong



Level 1, Sally Walker Building  
1 Gheringhap Street, Geelong Vic 3220  
p +61 3 5227 8075  
e [cfg-admin@committeeforgeelong.com.au](mailto:cfg-admin@committeeforgeelong.com.au)

PO Box 1418, Geelong Vic 3220  
[www.committeeforgeelong.com.au](http://www.committeeforgeelong.com.au)

-  [@Comm4Geelong](https://twitter.com/Comm4Geelong)
-  [committeeforgeelong](https://www.facebook.com/committeeforgeelong)
-  [Committee for Geelong](https://www.youtube.com/Committee for Geelong)
-  [Committee-for-Geelong](https://www.linkedin.com/company/Committee-for-Geelong)

ABN 53 600 539 231





2019-20  
COMMITTEE  
FOR GEELONG  
ANNUAL REPORT

**Designing our best future**

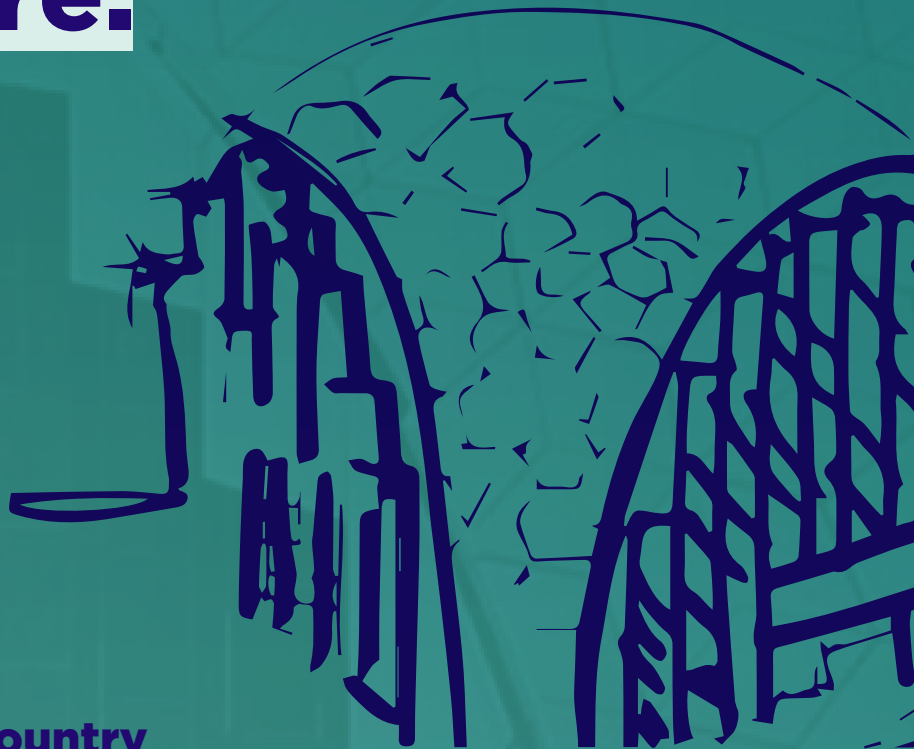


# The Committee for Geelong is partnering with thought leaders in designing Geelong's best future.

## Acknowledgment of Country

The Committee for Geelong acknowledges Aboriginal and Torres Strait Islander people as Australia's First Nations people and the Traditional Custodians of the land and waterways.

We pay our respects to the Wadawurrung people of this land, their Elders past, present and emerging.



# Contents

- 5** Our Values
- 7** Chair and CEO Reports
- 9** Strategic Framework Launch
- 11** Leadership Portfolio
- 13** Major Events Report
- 15** Submissions and Events Listing
- 18** 'In the News'
- 19** Action Area 1 In Focus: Sustainable, Accessible and Connected Transport
- 21** Gateway Cities Alliance
- 23** Colac Jobs Fair
- 24** Corporate Plus Member Story: Bendigo Bank
- 25** COVID Recovery Collective
- 27** Board and Sub-committee Members
- 29** Member List
- 31** 2019-20 Financials
- 33** Auditors Report
- 36** Our Thanks

## Find us here >

-  [@Comm4Geelong](#)
-  [committeeforgeelong](#)
-  [Committee for Geelong](#)
-  [Committee-for-Geelong](#)

# Our Values

Independent

Strategic

Courageous

Collaborative

# Purpose

## *Designing our best future*

Geelong's designation as a UNESCO Creative City of Design helps inspire the Committee for Geelong, and informs us to adopt systems thinking in the development of our strategy and actions. *Our Best Future* promotes the vision for local ownership of our unique identity as a global, creative city that is focused on strategic analysis and scenario planning for our long-term future.

# Vision and Mission

Geelong as a thriving, inclusive and world-class place to live, work, study and prosper. Geelong as a city-region which:

- Is vibrant and innovative;
- Participates on the world stage;
- Has a strong sense of 'place';
- Promotes the high value of its; people and its natural environment; and
- Is considered a compelling choice as a city-region that promotes economic prosperity.

The Committee for Geelong drives collaboration and strategic leadership to deliver economic and social growth for Geelong. We advocate for real change with tangible and positive impacts.



# Testimonials



**Truffleduck is very grateful for Committee for Geelong's role in promoting Geelong as a city and a region, which is very important as we too are looking outward beyond the confines of our local market. The Committee for Geelong provides support and advocacy in our role as professional suppliers to the events industry and the potential of the Geelong region as a destination for both corporates and individuals alike. The support we receive is very reassuring as we strive to connect with both national and international markets and to have the Committee for Geelong as an ally is extremely beneficial for Truffleduck.**

**DEBRA NASH, COMMERCIAL DIRECTOR, TRUFFLEDUCK**



**Wadawurrung Traditional Owners Aboriginal Corporation really values its membership with the Committee for Geelong. It's a dynamic group that provides significant benefits to those willing to get involved. Benefits include networks, access to key decision-makers, information on regional strategies and genuine advocacy that support us and others who are part of Geelong.**

**PAUL DAVIS, CEO, WADAWURRUNG TRADITIONAL OWNERS ABORIGINAL CORPORATION**



## MEMBERS ENGAGE

with the Committee for Geelong because they believe in Geelong as a unique place to live, work, study and play.

# Chair Report

When I accepted the position of Committee for Geelong Chair, I had a good idea about what my role would be – to advocate alongside our members and community stakeholders for economic development and social prosperity in Geelong.

On my first day, I was contacted to support a project for Fast Rail and to attend a briefing on trackless trams; I thought this was a great start.

Instead, my focus was directed to the pandemic response and to ensure that our staff were able to work safely and access the tools they needed to manage a changed way of working.

The Committee for Geelong Finance, Audit and Risk Management Sub-committee moved to ensure the organisation could continue to provide its services with an uncertain financial outlook. Our revised budget assumed some loss of income, which the Board determined would not affect our services and that, if required, we would draw on reserve funds.

Another key area of focus in my role was bringing together other advocacy groups to form the *COVID Recovery Collective*, which is comprised of the Committee for Geelong, the Geelong Chamber of Commerce, Tourism Greater Geelong and the Bellarine, G21 – Geelong Region Alliance, Geelong Manufacturing Council and the City of Greater Geelong. As a collective, we prepared a list of imperatives to present to the Federal and State Governments to support Geelong in coping with the pandemic, to lead us into recovery and to support a sustainable future.

The Collective's advocacy was well received by stakeholders and representatives of each tier of government, with positive engagement and commentary from government representatives in discussing these projects.

I am grateful for the Committee for Geelong staff who have been outstanding in fulfilling their roles, including the move to online delivery of the Leaders for Geelong program, the launch of the Gateway Cities Alliance and the weekly briefings hosted by the Committee, for members.

I would like to thank the Board for their support and diligence during the year and to you, our members, for your ongoing support.

**Clive Pugh**  
*Committee for Geelong Chair*



## 2019-20 HIGHLIGHTS

- Colac Jobs Fair
- Trackless Trams Delegation to China
- 2019 Annual Dinner and Leaders Graduation
- Annual General Meeting
- Annual Leadership Breakfast with keynote speaker, Brian Cook
- *Leadership During Times of Crisis* featuring former Governor General, Sir Peter Cosgrove AK AC(Mil) CVO MC(Retd)
- Move to working from home
- Weekly Zoom catch-ups
- COVID Recovery Collective collaboration



# CEO Report

**As I write and reflect on the 2019-20 financial year, it seems like another world away to report on activities that occurred prior to the pandemic. Much has changed in our economy, social norms and relationships.**

The last six months of 2019 were a whirlwind of launches, events, travel and significant change for the Committee for Geelong. During October, we partnered with the Federal Government to run the Colac Jobs Fair and then hosted Dylan Alcott OAM at our 2019 Annual Dinner and Leaders for Geelong Graduation event at the Geelong Football Club (refer to page 13 for more details).

In November, we travelled to China with a delegation from Deakin University and Urbis to research the new automated rapid transport technology, the trackless tram. Returning home, we flew to Canberra to launch the *Australia's Gateway Cities: Gateways to Growth* report with Federal Minister for Cities, Population and Urban Infrastructure, Alan Tudge, and returned to Geelong in time to host members at our Annual General Meeting at the Novotel.

At our 2019 AGM, our long-standing Chair, Dan Simmonds stepped down, we farewelled our Deputy Chair, Mark Valena, and welcomed our new Chair, Clive Pugh, and Deputy Chair, Justin Giddings.

Thinking about those last months of 2019, we feel incredulous at the freedoms and opportunity for travel and personal engagement we took for granted. The year 2020 will be recorded in history as one of extreme local and global challenges. It commenced with Victoria's devastating bushfires and, as COVID-19 hit our shores, continued with the government-mandated shutdown of key elements of our economy as well as restrictions on travel and social connection.

It is with some irony that in February 2020, the Committee for Geelong held one of its most successful, well-attended and emotional events, celebrating the leadership of Geelong Football Club CEO, Brian Cook. Over 350 people were enthralled with Brian's storytelling and moved by his humility as he shared his experience of decades at the helm of one of our greatest and most loved assets - the Geelong Cats.

Reports of an infectious virus originating in China were beginning to circulate, and in March we were abruptly sent home to work. Victoria entered a State of Emergency and, in response to the new restrictions,

the Committee for Geelong team swiftly pivoted by adopting a new operational model and finding new approaches to keep in touch with members and stakeholders.

Since April, in an effort to keep our members connected and informed, we have hosted weekly briefings and heard from politicians, economists, infrastructure experts, academics, health specialists, members and stakeholders (refer to page 17 of this report for the list of guest speakers).

**I am proud the Committee for Geelong has continued to be a leading voice during an abnormal year.**

I want to sincerely thank our members for their incredible support during this time. With such great uncertainty, we were not sure of the potential effects of the pandemic on our member organisations, but early indications have showed a strong renewal rate.

A big shout out to the Committee for Geelong team for their resilience, advice and support. To our new Chair, Clive Pugh, many thanks for your wisdom, optimism and leadership in what was certainly a more challenging year than any of us anticipated.

**Jennifer Cromarty**  
*Committee for Geelong CEO*





# Strategic Framework Launch



At the Committee for Geelong Annual General Meeting on 27 November 2019, we officially launched our new 2019-22 Strategic Framework. This Strategic Framework provides a focus for our activities with five key areas for action.

The Framework was developed as a result of the following inputs:

- 2019 Member Survey
- Strategy and Policy Committee-facilitated sessions in May and July 2019. Feedback and engagement with the Purpose and Function of S&PC working group
- Review of current Federal, State and Local Government policy initiatives
- One-on-one meetings with members and Committee for Geelong staff
- Committee for Geelong's Proposed Second City Policy Framework
- Stakeholder advice and engagement

The CEO reports on progress of the Strategic Framework at every Board and Strategy and Policy meeting.

## The five action areas and key achievements during 2019-20 include:

### Core Action Area:

#### Population Growth: Geelong @ 2047

This action area is a core focus for the Committee for Geelong. Geelong @ 2047 provides an overarching focus for our strategic thinking as the region grows.

If Geelong is going to have a population of 500,000, what is needed for the long-term planning for the region? Geelong @ 2047 aims to focus on how to maintain liveability while being one of the fastest growing cities in the country.

This focus is still important in light of COVID-19 as Geelong is well positioned to continue to grow as metropolitan residents look to relocate to the regions considering physical distancing measures and concerns regarding density.

### Key actions during 2019-20

- Significant engagement with key stakeholders and government regarding population growth challenges and alignment to current policy.
- Submissions to City of Greater Geelong draft Settlement Strategy and C395 Growth Area.
- Launch of the *Australia's Gateway Cities: Gateways to Growth* report in November 2019.
- Formation of the Gateway Cities Alliance with City of Newcastle, Wollongong City Council and the City of Greater Geelong. Committee for Geelong as member and Secretariat.
- Progression of population and migration as key priority for Gateway Cities Alliance with Federal Government focus.
- Ongoing engagement and progression of the Brand Geelong project.
- Representation of multiple stakeholder, advisory and reference groups and committees to ensure the Committee for Geelong's voice is heard at the policy and political levels. This includes the City of Greater Geelong's Vision Partners Forum, G21 Planning and Economic Development Pillars and the Geelong City Deal Implementation Advisory Group.

### Action Area 1:

#### Sustainable, Accessible Transport Connections

This work needs to identify the opportunities to be leveraged in planned transport infrastructure as well as gaps. Sustainable, accessible transport connections continue to have strong relevance in light of COVID-19. Significant government investment in rail and the growing awareness of the vital role of transport infrastructure, such as the port and airport, will inform how Geelong can be strategically positioned. There may also be a reticence for people to use public transport systems until a vaccine is found, but this may be countered by fewer people commuting to work as more work from home.

**Key actions during 2019-2020 include:**

- Progression of advocacy for an Integrated Regional Transport Plan with Victorian Government Department of Transport.
- Integrated Regional Transport Plan as key priority for G21 Transport Pillar and the Geelong COVID Recovery Collective.
- Research and advocacy to support trials of innovative new transport technology in the region - trackless trams.
- Member of the Victorian Government's Geelong Fast Rail Reference Group, Geelong Port Coordination Group and G21 Transport Pillar.
- Gateway Cities Alliance key priorities include Transport, Supply Chain and Logistics with a Federal Government focus.

## Action Area 2:

### The Future of Work

The key areas to be explored in order to develop our workforce in partnership with key employers and industry are: agile work mindsets, the impact of digital technology and skills development needs for the future of work. This work continues to have relevance and impact in light of COVID-19.

**Key actions during 2019-2020 include:**

- Committee for Geelong engaged via the development of the G21 Learning Scoping Study and the Gordon's Geelong Education and Workforce Profile 2011-2021 report.
- Commitment to fund and initiate a Future of Work Forum in late 2020.
- Progression of support for Creative Industries Strategy for the G21 Region.
- Formation of Creative Industries Strategy Project Steering Committee, with Committee for Geelong CEO as Chair. Members include: G21 Geelong Region Alliance, Geelong Arts Centre, Geelong Gallery, Back to Back Theatre, Platform Arts, Creative Geelong Inc, Geelong Regional Library Corporation and the Committee for Geelong as financial contributors.
- Committee for Geelong lodged an application for funding for the Creative Industries Strategy with Regional Development Australia Committee, Barwon South West.

## Action Area 3:

### Including everyone

Everything we do needs to include our whole community to ensure those facing challenges can benefit from growth and prosperity. We need to address issues such as: affordable housing, family violence, gender equity, barriers to employment and engagement with Traditional Owners and local

Aboriginal community. Multiple stakeholders are doing significant work in this space with several new community members joining the Committee for Geelong during 2019-20. The Committee for Geelong believes that good policy has both a social and economic focus.

**Key actions during 2019-2020 include:**

- Support for an International Women's Day event in March 2020.
- Sponsorship of the Geelong Advertiser inaugural Women of the Year awards 2020.
- Engagement and connection with addressing disadvantage via GROW compact and the Northern Futures Advisory Committee.
- Member of the Technical Advisory Committee for the Workwell Network project via Give Where You Live
- Ongoing significant engagement with Wadawurrung including hosting the Committee for Geelong's first NAIDOC week event in July 2019.
- Adding voice and support for the recognition of Wadawurrung in policy and planning forums.
- Funding scholarships for Aboriginal and Torres Strait Islander applicants to the *Activate* program.
- Theme of *Accessible and Inclusive* for the Committee for Geelong's Annual Dinner and Leaders Graduation event in October 2019, with Dylan Alcott OAM as keynote speaker.

## Action Area 4:

### Creative and Dynamic Geelong

Having a vibrant central Geelong that performs a clear function in the greater Geelong area is an essential component for a *Clever and Creative* city, particularly in relation to commercial demand, retail offer, nightlife and entertainment.

**Key actions during 2019-2020**

- Engagement with key stakeholders including the City of Greater Geelong, Revitalising Central Geelong and the Geelong Authority regarding the future of central Geelong planning.
- Participation in multiple forums to support strategic, long-term, design thinking.
- Commissioning Deakin University's Professor Louise Johnson to build on her analysis of Geelong's economic history over 40 years. Initial findings presented in June 2020. Final research paper, *Resilient Geelong*, due later in 2020.
- Public opposition and advocacy regarding the Geelong Council's decision to reverse aspects of the Green Spine project in Malop Street.
- Public statements and advocacy regarding the planned closure of the ATO's office in central Geelong.
- Member of the UNESCO Creative City of Design Framework Plan working group.

# Leadership Portfolio

During the 2019/20 financial year, the Committee for Geelong Leadership Portfolio had a change of the guard. We welcomed new team members to drive forward the frameworks and delivery of our leadership programs and build on business opportunities and engagement.

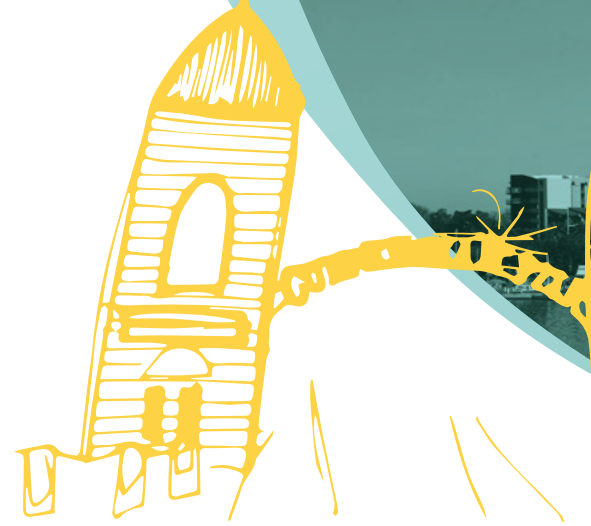
The Committee for Geelong leadership programs continue to attract individuals from a wide spectrum of industries. This makes for not only enriching conversation but also dynamic networking, with one passion in common: Geelong's future.

At the beginning of the financial year, Activate programs 8 and 9 took place, providing 32 emerging leaders access to highly-regarded guest speakers and facilitators across the region during the eight-week program.



## Leadership Portfolio Outcomes:

- **6 community-based, Barwon Regional Partnership priority-aligned projects**
- **57 Leaders for Geelong participants (1st and 2nd year)**
- **32 graduates from Activate 8 and 9 Leadership Programs**
- **8.6/10 program rating from Leaders for Geelong graduates**
- **9.5/10 program rating from Activate 8 graduates**
- **Over 500 Leadership Program alumni**



*You never stop learning if you want to be a good leader.*

**Brian Cook, CEO, Geelong Football Club**

The 2019/20 Leaders for Geelong program participants enjoyed a delegation to Canberra in December. This enabled the group to develop greater insight into politics at the nation's capital. The delegation participated in discussions with Federal Parliamentary Members and a visit to Old Parliament House. They also visited the Australian Institute of Aboriginal and Torres Strait Islander Studies where they heard from CEO, Craig Ritchie. This time in Canberra also symbolised the end of the first year of the program for the participants before embarking on community projects in 2020.

In February 2020, we welcomed the latest Leaders for Geelong recruits at a two-day opening residential held at Waurin Ponds Estate. Unbeknown to us then, time together in person would be a rare occurrence during 2020, making the experience all the more memorable for recruits.

Leaders for Geelong participants moved to online learning in March 2020, which presented various challenges. Our whole community has faced similar challenges over the year, including balancing working from home with home schooling, changes to social life, normal routines and a new sense of isolation. With a positive mindset and viewing the circumstances as an opportunity to grow, the participants showed courage in embracing the new norm.

*The participants have shown resilience and optimism to adapt.*

The 2020/21 Leaders for Geelong first year participants heard from incredible leaders about how they have managed in such an unpredictable climate. The speakers represented a range of sectors: education, innovation, transport, justice and law, diversity and inclusion and governance.

Meanwhile, the 2019/20 Leaders second year participants have worked closely with project champions from local organisations on six important community-based projects. Due to restraints faced during the pandemic, two of the scheduled

community projects were unable to go ahead after restrictions came into place in Victoria and were replaced with projects from organisations who had previously submitted concepts and, fortunately, these organisations were willing to step in at short notice. We take this opportunity to thank all project champions for their energy and mentorship of the community project groups this year.

After extensive consultation with participants, the decision was taken to extend the project year so that groups had enough time to adapt to the new environment and meet their project outcomes. They have learned new skills in developing frameworks and implementation strategies, stakeholder engagement, project management skills, research methodologies, project writing and project presentations.

## 2020 Community Projects

- **Accessible and Inclusive Geelong:** Develop an implementation framework and plan for Accessible and Inclusive Geelong Feasibility Study (Deakin University)
- **Active Geelong:** Creation of an Active Events Guide (Active Geelong)
- **Alumni Mentoring Program:** Develop a mentoring program framework for implementation (Northern Futures)
- **Healthy Geelong:** Investigate non-auditory impacts of the construction and traffic noise in Geelong and recognise environmental noise as a health risk (Deakin University)
- **Loneliness in Geelong:** Research contributing factors to loneliness to inform recommendations to address loneliness in the Geelong community, particularly young adults (Barwon Health)
- **Promoting Djilang:** Contribute to the local awareness of Djilang by embedding Wadawurrung cultural heritage within the Greater Geelong region (Wadawurrung Traditional Owners Aboriginal Corporation)

The Leaders for Geelong program could not take place without the wonderful support of our portfolio sponsors during 2019-20:

- Regional Development Victoria (Major Government Partner)
- VRCA (Major Partner)
- genU (Major Partner)
- Avalon Airport (Partner)
- KANE Constructions (Partner)
- Agriculture Victoria (Scholarship provider)
- Bisinella (Activate Scholarship provider for residents living in the North/Lara)
- Victorian Rural Women's Network (Scholarship provider)
- Geelong Connected Communities (Grant provider)

We would also like to thank the facilitators, Catherine Bell, Jem Fuller, Andrew Jones, Kevin Larkins, Helen Long, Damien O'Malley and Paige Williams, for their support of program participants and providing additional dynamic learning and insight. Thank you also for the support you have provided to the Leadership Portfolio team throughout the year.

The richness of Committee for Geelong leadership programs continue to be in the relationships forged by the participants with one another, the reflections on their personal development and the leadership learnings generously shared by our city-region's leaders. These revered individuals donate their time because they believe in giving back to our community and supporting the future generation of leaders, for which the Leadership Portfolio team is also very grateful.

## Margaret Foulkes & Vicki Strachan

Leadership Portfolio Team



# Major Events Report



Dylan Alcott OAM

## Signature Events

Each year, the Committee for Geelong holds three signature events. During 2019-20, we were able to host and deliver all three events prior to the pandemic. Each event had a unique focus and all were headlined by esteemed guest speakers. A record number of attendees enjoyed our events this year.

### Leaders for Geelong Project Presentation Lunch: 18 September 2019

The Leaders for Geelong Project Presentation Lunch was held at The Pier in September 2019. The 2018/19 Leaders program participants presented their key outcomes and recommendations for five community projects, demonstrating their hard work and dedication across the year.

### Annual Dinner and Leaders Graduation: 31 October 2019

In late October 2019, the Annual Dinner and Leaders Graduation took place at GMHBA Stadium. Sponsored by genU, the theme for the dinner was *Accessible*

*and Inclusive*. Guests heard from former genU CEO, Mike McKinstry and the former co-CEO of Back to Back Theatre, Alice Nash. Attendees also witnessed the 2018/19 Leaders for Geelong participants proudly graduating and celebrating their personal leadership learnings over two years. The highlight of the night was hearing from keynote speaker, Dylan Alcott OAM. Dylan shared his experience as a person with a disability and offered suggestions for how our city-region could be more inclusive; to query perception versus reality and remind us that disability does not define a person.

### 2020 Annual Leadership Breakfast: 19 February 2020

We were honoured when Brian Cook, CEO of the Geelong Football Club, agreed to be our keynote speaker at the 2020 Annual Leadership Breakfast in February. Not only is Brian a renowned and revered leader within our region, he was also the recipient of the Committee for Geelong Annual Leadership Award. Brian's speech made for an emotional event as he recollected decades of leadership to a crowd of over 350 people.



Brian Cook, CEO, Geelong Football Club



*Alice Nash, Former Executive Producer and Co-CEO, Back to Back Theatre*

## **Celebrating Women: Working To Address Gender Inequity**

### **International Women's Day**

The Committee was invited by member organisation, Ramsay Property Group to support an International Women's Day Event in March. This was to be our final face-to-face event for 2020. In an effort to raise awareness about issues of gender equity and family violence, profits from ticket sales were donated to the Sexual Assault and Family Violence Centre. We heard from Elise Potter, the Editor of Geelong Advertiser, as she launched the Geelong Advertiser Women of the Year Awards, for which the Committee sponsored the Woman in Business Award category. We then heard from keynote speaker, Diana Taylor, Vice President of Geelong Football Club, in addition to a vibrant

panel facilitated by Committee for Geelong CEO Jennifer Cromarty, which featured CEO of G21 Region Alliance, Elaine Carbines AM, Member for Geelong, Christine Couzens MP and the General Manager of Health, People and Community at GMHBA Ltd, Dr Sarah Leach. The panel discussed gender equity in the workplace and ideas to support the gender equity journey for businesses. With over 180 attendees and \$8841 raised and donated, we are proud of our involvement and grateful for the opportunity to collaborate with members for such an important cause.

Susan Foenander, business administration and human resources manager at Wallington's Water Rural Garden (WRG), was the recipient of the 2020 Committee for Geelong Woman in Business Award. A 12-month Committee for Geelong membership was awarded to Wallington's WRG in recognition of Susan's achievement.



*L-R: Elaine Carbines AM, Jennifer Cromarty, Christine Couzens, Elise Potter, Nat Anson (MC), Diana Taylor, Dr Sarah Leach, Samantha Ramsey*

# Submissions

## 2019

- July** Amendment C395 Settlement Strategy and Northern and Western Growth
- September** Submission from the Committee for Geelong to Creative State 2020+ consultation process

## 2020

- January** Submission to the City of Greater Geelong's Transport Network Operating Plan
- February** Submission to Victorian Government Inquiry into Recycling and Waste Management
- February** City of Greater Geelong Draft Settlement Strategy and Amendment C395 Submission

# Event List

<b>12 July 2019</b>	Celebrating NAIDOC Week Forum with David McKinnis, Barwon Water, Christine Couzens, Member for Geelong and Corinna Eccles, Wadawurrung Woman
<b>17 July 2019</b>	Strategy and Policy Committee Meeting
<b>31 July 2019</b>	Finance and Risk Management Committee Meeting
<b>21 August 2019</b>	Committee for Geelong Development Forum
<b>21 August 2019</b>	Leaders for Geelong Information Session
<b>27 August 2019</b>	Board Meeting
<b>28 August 2019</b>	Digital Innovation Festival: Innovation Attitude with guest speakers Brian Fitzpatrick, IT Principal, Dialog and Joe Calafiore, CEO, Transport Accident Commission
<b>29 August 2019</b>	Activate Alumni Networking Event
<b>5 September 2019</b>	Infrastructure Victoria Private Round-table briefing followed by all member briefing with Catherine Rooney, Infrastructure Australia Executive Director of Strategy and Research
<b>18 September 2019</b>	Leaders for Geelong Project Presentation Lunch
<b>20 September 2019</b>	Deakin Park and Ride Forum with guest speaker Karly Lovell, G21 Transport Pillar and Deakin University
<b>23 September 2019</b>	Deakin University Vice Chancellor Member Briefing with Professor Iain Martin, Vice-Chancellor Deakin University
<b>9 October 2019</b>	Finance and Risk Management Committee Meeting
<b>24 October 2019</b>	Colac Jobs Fair
<b>31 October 2019</b>	2019 Committee for Geelong Annual Dinner and Leaders for Geelong Graduation with guest speakers Mike McKinstry, genU, Alice Nash, Back to Back Theatre and, keynote speaker, Dylan Alcott OAM
<b>4 November 2019</b>	Leaders for Geelong Alumni 10 Year Reunion
<b>7 November 2019</b>	G21 Geelong Region Alliance and Committee for Geelong Members Forum: Geelong City Deal with Janet Quigley, Federal Government, Kerri Erler, Victorian Government and Brett Luxford, City of Greater Geelong

<b>12 November 2019</b>	Board Meeting
<b>18 November 2019</b>	Recycling and Waste Management Member Forum with Andy Meddick MLA, Member for Western Region
<b>25 November 2019</b>	Australia's Gateway Cities Report Launch, Parliament House, Canberra with The Honourable Allan Tudge, Minister for Population, Cities and Urban Infrastructure
<b>27 November 2019</b>	Strategy and Policy Committee Meeting
<b>27 November 2019</b>	2019 Committee for Geelong AGM and Christmas Celebration
<b>9 December 2019</b>	Committee for Geelong Member Briefing: Trackless Trams with Graeme McCabe, Director, Transport Advisory Urbis
<b>9 December 2019</b>	Committee for Geelong and Deakin University Trackless Tram Stakeholder Dinner with Graeme McCabe, Director, Transport Advisory Urbis
<b>29 January 2020</b>	Strategy and Policy Committee Meeting
<b>5 February 2020</b>	Finance and Risk Management Committee Meeting
<b>5 February 2020</b>	Afternoon Tea with General the Honourable Sir Peter Cosgrove AK AC (Mil) CVO MC (Retd)
<b>19 February 2020</b>	2020 Committee for Geelong Annual Leadership Breakfast with keynote speaker Brian Cook, CEO Geelong Football Club
<b>26 February 2020</b>	Board Meeting
<b>6 March 2020</b>	2020 International Women's Day Lunch with Diana Taylor, Vice President Geelong Football Club, Christine Couzens MP, Member for Geelong, Elaine Carbines AM, CEO, G21 Region Alliance and Dr Sarah Leach, General Manager Health, People and Community at GMHBA Ltd
<b>COVID-19 MEANT ALL MEETINGS TO FOLLOW WERE HELD VIRTUALLY</b>	
<b>31 March 2020</b>	Strategy and Policy Committee Meeting
<b>1 April 2020</b>	Call for Community Support Discussion with Christine Couzens MP, Member for Geelong
<b>8 April 2020</b>	Hospitality Operations during COVID-19 with Debra Nash, Truffleduck, Hugh Palmer, Truffleduck and Lyndsay Sharp, The Sharp Group
<b>15 April 2020</b>	Development Forum with Kirsten Kilpatrick, NOVO Planning, Tom Roe, GERSCH Investment Partners, Greg Bursill, Lovely Banks Development Group and Richard Hill, GHD
<b>22 April 2020</b>	Finance and Risk Management Committee Meeting
<b>22 April 2020</b>	Mental Health in the Workplace Panel with Liz Everist, GROW at Give Where You Live, Leigh Bartlett, BATForce, Tracie McPherson, Bethany Community Services and Bernadette Purton, Norris Construction
<b>29 April 2020</b>	City of Greater Geelong Local Government Update with Mayor Stephanie Asher and Deputy Mayor Kylie Grzybek, City of Greater Geelong
<b>6 May 2020</b>	Geelong Tourism Rebooted Forum with Brett Ince, Tourism Greater Geelong and the Bellarine, Justin Giddings, Avalon Airport, and Brett Winter, GeelongPort
<b>13 May 2020</b>	Board Meeting
<b>13 May 2020</b>	Agriculture Logistics and Supply Chains Panel with Wayne Street, G21 Agri-Collective, Patrick Prendergast, GrainCorp and Dr Hermione Parsons, Deakin University
<b>20 May 2020</b>	Barwon Health Update with Frances Diver, Barwon Health
<b>27 May 2020</b>	Strategy and Policy Committee Meeting
<b>27 May 2020</b>	Current Economic Climate Presentation with David Robertson, Bendigo Bank
<b>3 June 2020</b>	Deputy Chair Update of the COVID-19 Senate Select Committee with Senator James Paterson, COVID-19 Senate Select Committee
<b>10 June 2020</b>	Geelong Transport Forum with Karly Lovell, G21 Transport Pillar, Aaron Walley, Ratio Consultants and Vanessa Shernickau, Department of Transport
<b>17 June 2020</b>	Briefing on the Northwest Growth Area with Greg Bursill, Lovely Banks Development, Samantha Ramsey, Ramsey Property Group, Todd Devine, Costa Asset Services, and Jessica Hurse, Manager: Planning and Growth, City of Greater Geelong
<b>24 June 2020</b>	Geelong's Economic Resilience Presentation with Dr Louise Johnson, Deakin University
<b>30 June 2020</b>	The Future of Geelong's Creative Economy with Joel McGuinness, Geelong Arts Centre, Jason Smith, Geelong Gallery, Dr Fiona Lee, Creative Geelong and Tony Grybowski, Back to Back Theatre



# Virtual Briefings

# Guest Speakers



April - July 2020



Cr. Stephanie Asher



Leigh Bartlett



Greg Bursill



Christine Couzens MP



Todd Devine



Frances Diver



Liz Everist



Justin Giddings



Tony Grybowski



Cr. Kylie Grzybek



Richard Hill



Jessica Hurse



Brett Ince



Prof. Louise Johnson



Kirsten Kilpatrick



Dr Fiona Lee



Karly Lovell



Joel McGuinness



Tracie McPherson



Debra Nash



Hugh Palmer



Dr Hermione Parsons



Senator James Paterson



Patrick Prendergast



Bernadette Purton



Samantha Ramsey



David Robertson



Tom Roe



Vanessa Schernickau



Lyndsay Sharp



Jason Smith



Wayne Street



Aaron Walley



Brett Winter

# The News

## Population surge 'E' NEEDS TRANS, TRAMS

OLIVIA SYING

GEELONG needs trackless trams and a bolstered network to cope with a population explosion, council says. Demographers predict Geelong's population could surge by 50 per cent in two decades just under 600,000 by 2041. Respected demographer Bob Birrell said the predicted boom could see outer Geelong suburbs meet up with the outer fringe of Melbourne, effectively connecting Victoria's two biggest cities.

"Melbourne is such a major recipient of migration and that's contributed to forces pushing the suburban frontier of Melbourne into Geelong and beyond," Mr Birrell said. The latest projections are slightly higher than those listed in the City of Greater Geelong's Settlement Strategy that predicts Greater Geelong's population will reach between 552,300 and 587,900 by 2036.

Mayor Stephanie Asher said the strategy, released in October 2018, would "guide us" in meeting the housing needs of the community until 2036. "Our aim is to preserve the things we all love about Greater Geelong — such as our beautiful natural environment, our strong sense of community and our relative lack of congestion — while becoming a big city," Cr Asher said. "This is in line with the community's 30-year clever and creative vision, and fits with our role of growth as Australia's only UNESCO City of Design."

The majority of new population growth will be directed towards Armstrong Creek, and planned new Northern and Western Growth Areas near Lovely Banks and Balfour which would have the ability to house 110,000 residents. It ex-

pected Armstrong Creek's population will eventually reach around 55,000.

Cr Asher said council is already investing heavily in community facilities and infrastructure — such as new childcare centres, community facilities, and sporting and recreational facilities — to support our growing population, and that it was strongly advocating for public transport improvements to mitigate potential traffic impacts across the region, particularly in the CBD and on the Bellarine Peninsula.

"Improvements to public transport are at the top of the list, including the planned duplication of the rail line between Waurn Ponds and South Geelong, and more frequent and direct bus services — especially to the Bellarine," Cr Asher said.

"We're also very open to discussing innovative new ideas such as trackless trams. Trackless trams run on streets and have rubber wheels and are understood to be the best features of trams, buses and light rail."

Geelong representatives toured China in November to explore the potential for a pilot of the trackless tram to be deployed in Geelong using Deakin University's park and ride route between Belmont and the Waterfront.

Geelong's parks and ride route between Belmont and the Waterfront. "We're also very open to discussing innovative new ideas such as trackless trams. Trackless trams run on streets and have rubber wheels and are understood to be the best features of trams, buses and light rail."

## Cook shares insights

DAVE CAIRNS

GEELONG Football Club boss Brian Cook reflected on the making nature of leadership and the complexity of its challenges as he accepted the Chairman for Geelong's annual leadership award yesterday.

"Leadership isn't about anything, it's about a bunch of things," Mr Cook said. The wide-ranging insights he shared on themes including the need to never stop learning, working on professional relationships, having a mentor and a peer support network, and leading by example.

At times he had to gather his emotions before the annual 70-minute award at GMBA Stadium in April and wear-planned thoughts of more difficult days along the journey appeared in each year.

Mr Cook advised leaders to get help in areas they were not strong in, acknowledging his own limitations in appreciation, diversity and inclusion. He said he had to work on these areas through a mentorship program at the Hart and Business School in Ballarat.

"I came from a long way back but I'm trying to be better at the narrative with development around how to lead and how to lead inclusively and women's programs and ethics of things."

Mr Cook reflected on the importance of having a vision and approach to management and his leadership required a more supportive, human-centred focus.

Organisational leaders now had "two conversations" with development and growth of people and roles in joining but low level metrics such as profit and loss statements. Mr Cook said the Geelong Football Club paid \$600,000 a year on training and development programs for its 400-odd staff, not including the players whose programs he said were funded by the player's own money, taking the total investment in staff and development at Kardinia Park to more than \$2 million.



design our best future.

## Spine fight cash bite

BARBORN TIPPT

AN innovative project linking Geelong's Southern Gateway to the city's main streets has been halted, as the State Government forces funding to Geelong council for waiting streets to be approved as part of the Green Spine.

But the State has revealed key city infrastructure projects including the long-awaited convention centre, Geelong tram station upgrade, and Arts and Innovation Precinct, are not on the council's funding list.

Mr Neill also revealed the council's co-ordinating group overseeing the planning authority and RCTC would not work to discuss how to fund the project. State Labor member for Southern Gateway, Mr Neill said the council's funding list for the project is "not a good sign" and that the council is "not a good sign" and that the council is "not a good sign".



## Safe port in economic storm

JENNIFER CROMARTY

THE port has also been a key driver of the local economy, initially driven by the coal and iron ore exports. It has built a reputation for being a safe port for grain and other agricultural products. The highly skilled workforce of the port also supports other industries, including the tourism, industry and retail sectors.

Cr Asher said the port is a valuable asset for the community, creating 10,000 jobs and generating \$1 billion in economic output and \$100 million in tax revenue. The port is a valuable asset for the community, creating 10,000 jobs and generating \$1 billion in economic output and \$100 million in tax revenue.



## United together as Djilang

JENNIFER CROMARTY

THE port has been battered by ECONOMIC STORMS AND STOOD FIRM. IT HAS CONTINUED TO BE A RESILIENT FRIEND IN OUR ECONOMIC AND IT'S TIME WE REBUILT THE PORT. However, we also need to integrate the planning to include Indigenous people and passenger connections from the port to the CBD and to the CBD to the new North and West Growth Areas.



## New train of thought needed

DAVE CAIRNS

CHANGING the perception of public transport in Geelong is a key objective behind a trackless tram trial in the city. Under Geelong's 30-year Clever and Creative vision, it is set to be a 20 per cent of journeys to work and 20 per cent of journeys to school.

Cr Asher said the trial is a key objective behind a trackless tram trial in the city. Under Geelong's 30-year Clever and Creative vision, it is set to be a 20 per cent of journeys to work and 20 per cent of journeys to school.



## In the News

"These are not normal times. Generations will look back at this period as a seismic shift in the way we work, relate and exist." Jennifer Cromarty opinion piece written for the Geelong Advertiser March 25, 2020.

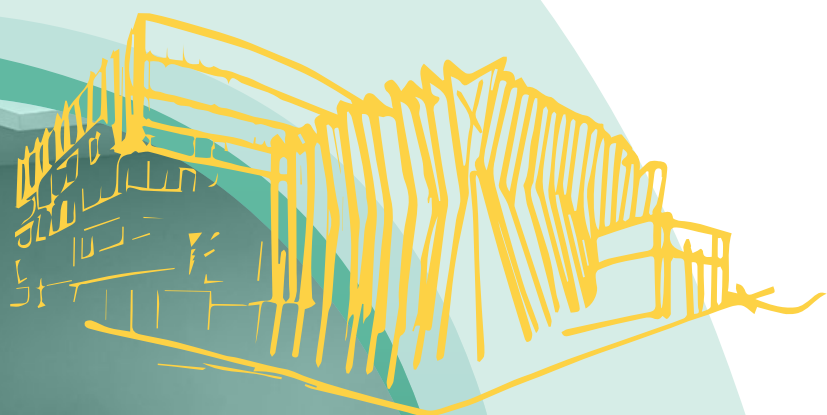




Jennifer Cromarty introducing Geelong to the CRRC/SRIG team in Yibin, China.



The delegation at the CRRC manufacturing facilities in Yibin, China.



## Strategic Framework: Action Area 1 Update:

# Sustainable, Accessible and Connected Transport

### In Focus

According to the data outlined in the City of Greater Geelong's draft Transport Network Operating Plan, of all the people who travel to work in Central Geelong from a 4-6 kilometre radius, 92 percent travel by car, 5 percent choose to use public transport and 3 percent cycle. This clearly shows there is a considerable public transport challenge facing the Geelong community as it continues to grow quickly.

The Committee for Geelong's 2019-22 Strategic Framework highlights Sustainable, Accessible and Connected Transport as a key action area. Our members have concerns about the:

- Capacity of our road and rail connections to Melbourne;
- Functionality of road networks through and around the region;
- Challenges between bicycle and car users;
- Lack of a future-focused car parking strategy in central Geelong; and
- Ongoing debates regarding bus routes and bus shelters in Moorabool Street.

In the community's *Clever and Creative* vision, there is an aspiration for a fast, reliable and connected transport network. Within that aspiration, there is a measure of success that outlines a future where 50 percent of journeys to work are made by public transport, walking or cycling. **Apart from short walking and cycling trips, public transport is the key alternate transport option to private vehicle use into the Central Geelong area.** Beyond rail and regional ferry services, all public transport within Geelong shares the road network, which highlights the lower-order priority that public transport plays in our transport networks.

Shortly after Jennifer Cromarty commenced the role of Committee for Geelong CEO, discussions took place about game-changing infrastructure and technology to encourage catalytic transformation to usage of public transport in the region.

Based on a meeting with members, Lovely Banks, Costa Asset Management and Ratio, who had recently travelled to China and experienced the new trackless trams, a series of briefings with local stakeholders and members quickly ensued.

- A trackless tram is an electric, semi self-driving road vehicle
- It is high capacity with lower numbers of seats. The capacity is achieved through the stability from the suspension that enables commuters to stand while travelling 70km/h
- The trackless tram uses bogies rather than axles
- It requires no physical track
- Lower capital cost to implement than tracked trams

This led to a briefing with the Minister for Public Transport and deeper engagement with the Department of Transport.

As a result, a delegation with Urbis and Deakin University travelled to China in November 2019 to see and experience this technology. Committee for Geelong member, Urbis, has continued to develop and analyse the opportunity for trackless trams to be trialled in Victoria.

### Integrated regional transport plan

Another key outcome during 2019-20 in this key action area was the advocacy to seek funding and support for an Integrated Regional Transport Plan. Discussions with key stakeholders including G21 Geelong Region Alliance, Deakin University, Avalon Airport and the City of Greater Geelong led to a significant push to have Victorian Government support for an integrated regional transport plan.

This push resulted in meetings with the Secretary of the Department of Transport and agreement via the G21 Transport Pillar to make this initiative a key priority. Due to the Victorian Government delay of the 2019-2020 Budget, we are awaiting updates on this initiative.

# Gateway Cities Alliance



*“Australia’s Gateway Cities report highlights the shared and unique characteristics and strategic assets of the cities of Wollongong, Newcastle and Geelong. However, the report is not prescriptive in terms of these cities in isolation of a national approach to infrastructure investment or broader population policy. This report seeks to demonstrate certain assets and advantages of ‘Gateway Cities’ that can be deployed to maximise national economic growth, regional resilience and job creation for Australia’s long-term settlement strategy.”*

*– Jennifer Cromarty, Gateway Cities Alliance Secretariat*

Published by the Committee for Geelong and developed in partnership with the City of Newcastle, Wollongong City Council and the City of Greater Geelong, the *Australia’s Gateways Cities: Gateways to Growth* report was launched at Parliament House on 25 November 2019, by Federal Minister for Population, Cities and Urban Infrastructure, The Hon. Alan Tudge.

**A key contention in the report is that increased population growth in the Gateway Cities of Geelong, Wollongong and Newcastle will help ease population pressures facing Sydney and Melbourne.**

Deakin University led the research team with support from the University of Newcastle and University of Wollongong, developing criteria to help define the factors shared by these three important cities including the size, scale and sufficiently diverse economic base capable of maximising returns on investment. The term ‘Gateway Cities’ was recommended in the report.

*The Hon. Alan Tudge, Minister for Population, Cities and Urban Infrastructure at the launch of the Gateways to Growth report at Parliament House.*

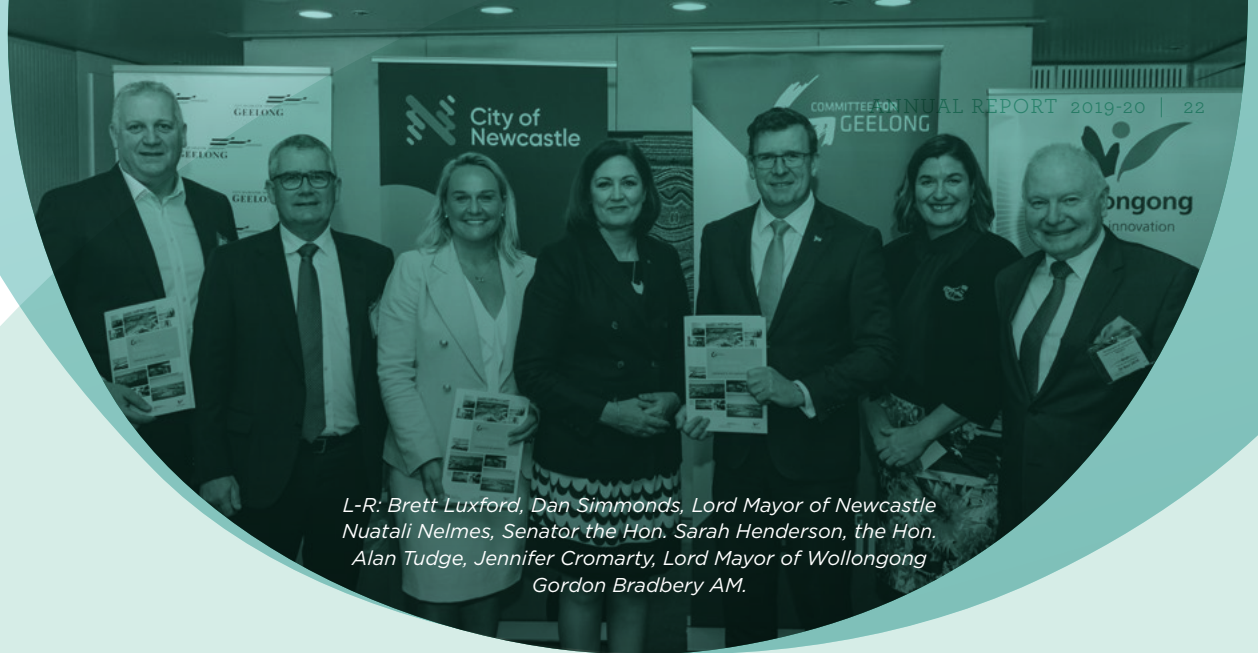
*‘Australia’s Gateway Cities share the following characteristics: geographically well-defined jurisdictions that are predominantly urban while still allowing for a significant agricultural economic base, Gateway Cities undertake significant public administration and public policy functions, which may have a direct impact on the governance and well-being of the nation in addition to the relevant Capital City’ – from the Gateway Cities Alliance website.*

A key recommendation from the report was to form an alliance. In early 2020, the Committee for Geelong, City of Newcastle, Wollongong City Council and the City of Greater Geelong formed the Gateway Cities Alliance to pursue collective advocacy and support actions based on recommendations in the report.

From a Commonwealth policy perspective, the Prime Minister launched the *Planning for Australia’s Future Population* document in early 2019, which recognised the need for a more comprehensive population and investment strategy. This includes initiatives in regional investment, infrastructure support and improved transport networks.



**GATEWAY CITIES**  
The Committee for Geelong provides secretariat support for the Gateway Cities Alliance.



*L-R: Brett Luxford, Dan Simmonds, Lord Mayor of Newcastle Nuatali Nelmes, Senator the Hon. Sarah Henderson, the Hon. Alan Tudge, Jennifer Cromarty, Lord Mayor of Wollongong Gordon Bradbery AM.*

**The Gateways to Growth report extends regional modelling to identify the factors that lead to some regional cities offering greater impact and benefits for investment. These factors include:**

**Market interconnectivity:**

Gateway Cities need to be able to demonstrate a deep connection to broader markets including metropolitan capitals, the national economy and, internationally, into a global economy.

**Economic Pull and Retention:**

These cities need to have not only the strong economic pull factors to draw in capital, private investment and skilled labour, but also the attributes and ability to retain them.

**Economic Resilience and Transformative Capacity:**

These cities can demonstrate a genuine economic and community resilience over a prolonged period and a capacity to adapt to exogenous shocks that challenge their economic and industrial base and long-term viability, whether those shocks be structural economic changes, technological change or natural disasters. These cities have a demonstrated record of adapting to change, including the loss of long-established, wealth-generating industries.

**Demonstrated Long-term Regional and National Economic Integration:**

Such cities need to be able to demonstrate their historical and their ongoing importance to the economic and social development of the regions that they support, as well as facilitating overall integration into state and national economies.

**Strength of the Revenue Base:**

A key feature of the Australian Federation is the commitment by the Commonwealth Government to Horizontal Fiscal Equalisation (HFE), essentially distributing funding to allow for the similar provision

of services to the Australian people, irrespective of the jurisdiction in which they choose to live. This fundamental characteristic of our national economy is relevant to Gateway Cities in two ways: firstly, due to their size and level of economic activity, they are net contributors to GDP, unlike most regional centres and hence help underpin HFE; secondly, they are located in states that are, and historically have been, net ‘donors’ to HFE.

During the first half of 2020, the Gateway Cities Alliance developed a brand and website, conducted media activity and held regular meetings. In June 2020, the Alliance reviewed the recommendations from the report in light of the impacts of COVID-19 and agreed on priorities including: population and migration, transport, future of work, and supply chain and logistics.

For more information: visit — [www.gatewaycitiesalliance.com.au](http://www.gatewaycitiesalliance.com.au) and subscribe for updates.



# Colac Jobs Fair



**In partnership with the Australian Government and supported by Colac Otway Shire, the Committee for Geelong delivered the Colac Jobs Fair on 24 October 2019, at the Bluewater Leisure Centre in Colac.**

Several jobs fairs have been hosted in Geelong in previous years, but this was the first for Colac. The Jobs Fair attracted employers from across the region and provided an opportunity to showcase a range of jobs and career pathways to local jobseekers, highlighting employment opportunities for those considering a move to the region.

This Jobs Fair was prompted after a number of major employers in Colac indicated difficulty in recruiting their workforce. To address this challenge, the Colac Jobs Fair offered a dedicated time and space to meet potential candidates and network with other businesses, service providers and agencies.

## ‘Find your career here’

The inaugural Colac Jobs Fair welcomed close to 300 attendees to meet with over 30 exhibitors, view job boards and discover training opportunities. Solution-focused workshops were also run, such as inspirational and relatable local career stories based on case studies and employer Q&A sessions.

A highlight of the Jobs Fair was the inclusion of a coffee cart provided by genU Training. This was a very popular space at the Jobs Fair where free coffee prompted attendees to gather around and chat within the exhibition space. Over 240 coffees were prepared for Jobs Fair attendees and provided valuable work experience for trainees.



### Key Data:

- More than 200 jobs advertised
- 1274 total visits to exhibitors
- Over 100 job offers made to jobseekers from exhibitors
- 45 jobseekers were offered follow-up interviews
- 80 resumes were collected
- 362 substantive discussions between exhibitors and jobseekers



*Simon French from the Australian Government launches the Colac Jobs Fair.*

# Corporate Plus Member Story: By Bendigo Bank

**Bendigo Bank is a little bank that does big business with individuals, businesses and non-for-profits across the Greater Geelong.**

As the fifth biggest retail bank in Australia, Bendigo Bank often gets forgotten when being considered as a serious contender in the market, but we understand better than anyone out there that when you are a big bank, you also have big responsibilities. The biggest of which is to do the right thing.

It is something that we have always been good at and why we have earned the name of being the Better Big Bank. This title is not just a label, it is based on our core principle of feeding into the prosperity of the community, not from it.

In Geelong, Bendigo Bank has demonstrated this by giving out over \$15 million to the wider community over the past 20 years, in partnership with our local Community Banks.

This accountability that we have to our community was recognised in the 2018 Geelong Business Excellence Awards when we won in the category of **Corporate Social Responsibility**.

This award was in recognition of our involvement as the Principal Partner of the Barwon Health Kids Appeal, our investment into local community groups, plus for our fundraising efforts for multiple initiatives around Geelong.

While providing the community with support to enable a vibrant future is important, we also prioritise our responsibility to our customers.

As one of Australia's most trusted brands, we service over 1.9 million customers in over 500 locations Australia-wide. Additionally, we are a national organisation that has been able to give back \$229 million into local communities as of the 30 June 2020.

Bendigo Bank has been nationally recognised by our customers via the Mozo People's Choice Awards 2020, winning the *Customer Satisfaction - Bank Accounts*, *Customer Satisfaction - Credit Cards*, *Excellent Customer Service*, *Highly Trusted*, *Most Recommended*, and *Outstanding Customer Service* awards.

With 21 branches across Greater Geelong, you can be sure that the staff in each and every one of these sites know how to help the customers who walk through our doors, no matter the life stage they are in.

Our staff are committed to our customers and doing our bit to ensure the Geelong community is well serviced and sustainable into the future.

**Find out more at [www.bendigobank.com.au](http://www.bendigobank.com.au)**



**OUR MEMBERS**  
represent a breadth of  
organisations both by  
sector and size.



# COVID Recovery Collective



As the reality of a global pandemic hit our shores and we were placed in a State of Emergency, the Committee for Geelong moved to engage with members, stakeholders and government to understand the immediate needs and challenges of our community.

It was clear that a unified response from the region was required.

Committee for Geelong Chair, Clive Pugh, approached local organisations: G21 Geelong Region Alliance, Geelong Chamber of Commerce, Tourism Greater Geelong and the Bellarine, the Geelong Manufacturing Council, and the City of Greater Geelong.

The aim was to work together to define priorities for the region, form a collective and advocate to State and Federal governments; a joint approach for recovery in our region.

These organisations formed the Geelong COVID Recovery Collective. A list of agreed priorities was released in June 2020 and sent to the Prime Minister, Scott Morrison and the Premier, Daniel Andrews.

geelong



**COVID RECOVERY**  
Working with other local organisations to provide a unified response to the pandemic.

The priorities are:

- **Expediting the City Deal and all of its projects:**

These projects are already funded and approved, with many of them having developed project plans. Expediting the funding agreements and enacting these projects immediately can provide the region with increased tourism product plus significant short, medium and long-term employment growth.

- **Duplication of the rail line between South Geelong and Waurn Ponds:** This is an approved project of the Victorian and Federal Governments with funding allocated in the 2023/24 Federal Budget. It will create better access to the region via rail and assist further private development and economic growth.

- **Investment and support for a region-wide integrated transport plan:** This includes both freight and passenger connections. As our region continues to grow rapidly, it is vital that transport connectivity is improved across the region, including public transport, roads, connections to Geelong Port and to Avalon.

- **Prosperity through health and wellbeing:** The proposed Northern ARC Health and Wellbeing Hub at Norlane delivers state-of-the-art aquatic and fitness facilities along with health and community facilities, with a focus on preventative health and wellbeing to complement Barwon Health North, situated on the same site. It would provide long overdue health infrastructure to a growing area and generate \$111 million in preventative health benefits to the community over 10 years.

- **Stimulus for the visitor economy:** With a need to foster creativity and a new way of thinking in the visitor economy, a product innovation fund could be established to focus on supporting new or changed visitor experience products.

- **A focus on local procurement:** If included in the supply chain, local industry will benefit from significant government and private investment. Funding contracts need strong local content provisions which should target and support regional suppliers and, where relevant, include enforceable mandated local (Australian) procurement provision.

- **A focus on social procurement:** All government funding contracts should include strong, measurable provisions for GROW social procurement.

- **Small to medium suppliers (SMEs) in the supply chain:**

Victorian and Federal governments must ensure government departments, government agencies, statutory authorities, local governments and private enterprises associated with government-funded projects adhere to strict payment guidelines ensuring all SMEs are paid no later than 30 days.

- **Stimulus for local manufacturing:** With much discussion on the loss of sovereign capability, the Federal Government can provide programs to support the development of alternative manufacturing through R&D, other rapid write-off incentives for new investment, enforceable mandated local content provisions and supportive measures for innovative manufacturing and start-up business.

- **Port of Geelong:** The port requires funding to increase freight efficiency, support general port business needs and deliver on the actions defined within the Port Development Strategy. With the announcement of the Spirit of Tasmania set to berth in Geelong from 2022, planning and infrastructure to support this significant project also requires immediate focus.

- **Avalon Airport:** Avalon has significant demand for improved transport connections to Melbourne, Geelong and regional Victoria. Avalon Airport has produced a plan for a remote terminal connected into a faster rail station making it more accessible to passengers, which will increase demand for airline services and, in turn, lead to more airlines using the airport.

- **Support for Deakin University:** Hit hard financially from COVID-19 and now forecasting the loss of 400 jobs, Deakin needs further support from the Federal Government to access financial supports for its staff and international students. International students also require clarity in terms of pathways and post-study work rights, domestic students need mechanisms to enable study, particularly in areas of skills shortage.

For more information about the COVID Recovery Collective, please visit the Committee for Geelong website and view *Current Initiatives*.



# Committee for Geelong Ltd Board and Strategy & Policy Committee 2019-2020

## Board of Directors

Name	Member organisation	Title & Date (as applicable to 2019-20)
Dan Simmonds	Mast Lawyers	Chair from 1 July — ceased as Director Nov 25 (AGM)
Mark Valena	GMHBA Ltd	Deputy Chair from 1 July — ceased as Director Nov 25 (AGM)
Julie Hunter	SC Technology Group	Treasurer — full term
Justin Giddings	Avalon Airport Australia Pty Ltd	Director 1 July — Deputy Chair from 25 Nov (AGM)
Kirsten Kilpatrick	NovoPlanning	Director — full term
Clive Pugh	Winchester Australia Ltd	Director 1 July — elected Chair 25 Nov (AGM)
Cora Trevarthen	Deakin University	Director — full term
Jennifer Cromarty	Committee for Geelong	Company Secretary — full term
Mat Dickens	Corio Waste Management	Director — endorsed by S&PC on 31 March 2020
Jo Murdoch	Barwon Water	Director — endorsed by S&PC on 31 March 2020

## Strategy & Policy

### Committee member - Corporate Plus

Name	Organisation	Dates applicable to 2019-2020
Richard Bisinella	L. Bisinella Developments Pty Ltd	Full term
Natalie McColl	Transport Accident Commission	Full term
Jessica Cotter / Michael Cave	Viva Energy Australia	Jessica Cotter 1 July/Michael Cave from Aug 2019
Chris Faulkner	National Disability Insurance Agency	Full term
Brian Fitzpatrick	Dialog Information Technology	1 July — October 2019
Michael Harvey/ Peter Mannion	Victorian Regional Channels Authority	Michael Harvey 1 July / Peter Mannion from Aug 2019
Melissa Pearce/ Steven Davis/ David Tudor	Bendigo & Adelaide Bank Ltd	Melissa Pearce from 1 July 2019/Steven Davis from August 2019/David Tudor from March 2020
Jo Murdoch	Barwon Water	Full term
Erica Traicos/ Dr Sarah Leach	GMHBA	Erica Traicos from 1 July/ Dr Sarah Leach from Sept 2019

## Strategy & Policy Committee Members

Name	Member organisation	Dates applicable to 2019-2020
Rob Birch	Gforce Employment Solutions	From 1 July to 30 June 2020
Mathew Dickens	Corio Waste Management Pty Ltd	Full term
Leigh Harry	LBW	Full term
Richard Hill	GHD	Full term
Andrew Jones	G2 Innovation Pty Ltd	Full term
Joe Ormeno	The Gordon	Full term
Anna Burgess	Barwon Health	Full term
Brett Luxford	City of Greater Geelong	From 1 July 2019 to 1 July 2020
Mike McKinstry	genU	From 1 July to February 2020
Sean O'Reilly	Incitec Pivot	Full term
Matthew Payne/ Alexandra Brown	Spiire	Matthew Payne from 1 July — 25 November/ Alexandra Brown from 25 November 2019
Kevin Roache/Martin Reid	Coulter Roache Lawyers	Kevin Roach from 1 July — 25 November/ Martin Reid from 25 November 2019
Shane Royle	Geelong Port	From 1 July — 25 November 2019.
Kay Mills	Australian Bureau of Statistics	Elected 25 November 2019
Paul Gray	Harwood Andrews	Elected 25 November 2019
Michael King	Kings Funerals	Elected November 25 2019 — 1 July 2020
Brett Ince	Tourism Greater Geelong & the Bellarine	Elected November 25 2019
Simon Kelleher	Geelong Football Club	Elected November 25 2019
Dan Simmonds	Mast Lawyers	Elected November 25 2019

## Strategy & Policy Committee Leaders Alumni Representatives

Martha O'Sullivan	Stood down Nov 2019
Daniel Clair	Full Term

## Finance, Audit & Risk Management Sub-Committee

Leigh Harry	LBW	Full term
Julie Hunter	SC Technology	Full term
Clive Pugh	Winchester	Full term
Ian Clydesdale	VRCA	Commenced February 2020
Julie-Ann Forsyth	Committee for Geelong	Full Term
Jennifer Cromarty	Committee for Geelong	Full Term

# Member List

## Corporate Plus Members

Bendigo & Adelaide Bank Ltd

GMHBA Ltd

L Bisinella Developments Pty Ltd

National Disability Insurance Agency (NDIA)

Transport Accident Commission

Victorian Regional Channels Authority

Viva Energy Australia

Worksafe Victoria

## Corporate Members

Adroit Insurance & Risk

Alcoa of Australia Limited

AMDA Foundation Limited

Anseed Pty Ltd

Arthur St Digital

AusNet Services

Australian Bureau of Statistics

Avalon 2020

Avalon Airport

Balmoral Quay

Barwon Health

Barwon Water

Boral Cement

Brown Magpie Wines

Built

City of Greater Geelong

Commonwealth Bank of Australia

Corio Waste Management Pty Ltd

Costa Asset Services Pty Ltd

Costa Property Group

Cotton On Group

Coulter Roache Lawyers

CSIRO

Davidsons Pty Ltd

Davinski Nominees Pty Ltd

Deakin University

Dialog Information Technology

Direct Recruitment Pty Ltd

Epworth Health Care

Executive Travel Management

Fagg's Geelong Pty Ltd

Findex (Aust) Pty Ltd

Fluid Group Pty Ltd

G2 Innovation Pty Ltd

Geelong Advertiser

Geelong Arts Centre

Geelong Chamber of Commerce

Geelong Football Club Limited

Geelong Grammar

Geelong Motors Pty Ltd T/A Mercedes-Benz Geelong

GeelongPort

genU

Gforce Employment Solutions

GHD Pty Ltd

Godfrey Hirst Australia Pty Ltd

Graincorp Operations Ltd

Greg Bryant

Hamlan Homes

Harwood Andrews

Herron Todd White

HR4Business Pty Ltd

Incitec Pivot Ltd

Jetstar

JK Personnel

Kane Construction Pty Ltd

Kardinia International College

Kardinia Park Stadium Trust

Kings Funerals

K-Rock/Bay FM

LBW Business + Wealth Advisors

LiveTiles R and D Pty Ltd

Lovely Banks Property Development

Mast Lawyers

Moore Stephens

National Australia Bank Limited

Norris Construction Group

NovoPlanning

Novotel Geelong

Paul Kelly Creative

Port Phillip Ferries

Preston Rowe Paterson (Geelong) Pty Ltd

Quintessential Equity

Raffles Chatter

Ramsey Property Group

Ratio Consultants

Royal Geelong Yacht Club

Sacred Heart College

SC Technology Group

Select Architects

Spiire Australia

St John of God Health Care

St Quentin Consulting Pty Ltd

Surf Coast Shire

Tango Energy

Techne Development Pty Ltd

Telstra

TGM Group Pty Ltd

The Gordon

The Pier Geelong

The Sharp Group

Tourism Greater Geelong and the Bellarine

Tract Consultants Pty Ltd

TREC Group Pty Ltd

Truffleduck Pty Ltd

Urbis Pty Ltd

VicSuper

Villawood Properties

Wallingtons WRG

West Carr & Harvey

Western Victoria Primary Health Network

Westpac Banking Corporation

Winchester Australia Limited

WT Partnership Australia

## Community Members

Active Geelong Limited

AFL Barwon

Anam Cara House - Geelong

Back to Back Theatre

Barwon South West Waste & Resource Recovery Group

BATForce

Bethany Community Support

Creative Geelong

Diversitat

Encompass Community Services Inc

Geelong Community Foundation

Geelong Connected Communities

Geelong Gallery

Geelong P-TECH

Good Cycles Ltd

GROW @ Give Where You Live

Leisure Networks

Lifeline Geelong & South West Victoria

NetGain

Northern Futures

Pivot Summit

Renew Australia

Runway Geelong

Urban Development Institute of Australia (UDIA)

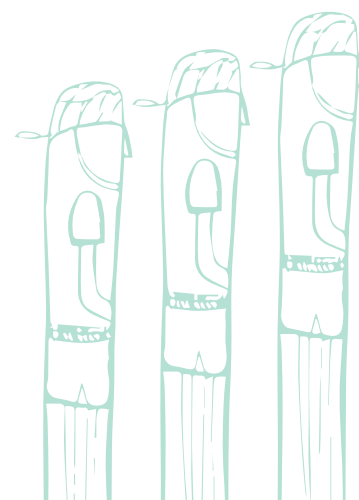
VECCI

Victoria Police

Wadawurrung Traditional Owners Aboriginal Corporation

Wathaurong Aboriginal Co-operative

Women's Health & Wellbeing Barwon SW



# 2019-2020 Financials

## Income statements

for the year ended 30 June 2020

	2020 \$	2019 \$
<b>INCOME</b>		
Government Grant	200000	180000
Interest Received	11937	14560
Subscriptions	530527	617318
Leadership Program - Income	232476	304282
Other Income	194132	135659
	1169072	1251819
<b>EXPENDITURE</b>		
Employment Expenses	567646	727932
Operating Expenses	288877	343854
Leadership Program Expenses	176127	176392
	1032650	1248177
<b>SURPLUS FOR THE YEAR</b>	136422	3642
Retained earnings at the beginning of the financial year	532110	528468
Adjustment for change in accounting policy AASB 16	2535	
Retained earnings at the end of the financial year	671067	532110

## Balance Sheet

as at 30 June 2020

	2020	2019
	\$	\$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	987434	978544
Trade and other receivables	85678	45114
<b>TOTAL CURRENT ASSETS</b>	<b>1073112</b>	<b>1023658</b>
<b>NON CURRENT ASSETS</b>		
Fixed Assets	3200	884
Intangible Assets	30333	0
<b>TOTAL NON CURRENT ASSETS</b>	<b>33533</b>	<b>884</b>
<b>TOTAL ASSETS</b>	<b>1106645</b>	<b>1024542</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade and other payables	65628	172725
Revenue in Advance	312145	288088
Provisions	21313	23263
Lease liability	14085	
<b>TOTAL CURRENT LIABILITIES</b>	<b>413171</b>	<b>484076</b>
<b>NON CURRENT LIABILITIES</b>		
Provisions	7890	8356
Lease liability	14517	
<b>TOTAL NON CURRENT LIABILITIES</b>	<b>22407</b>	<b>8356</b>
<b>TOTAL LIABILITIES</b>	<b>435578</b>	<b>492432</b>
<b>NET ASSETS</b>	<b>671067</b>	<b>532110</b>
<b>Member Funds</b>		
Retained Earnings	671067	532110
<b>TOTAL MEMBER FUNDS</b>	<b>671067</b>	<b>532110</b>





## Independent Auditor's Report To the Members of Committee for Geelong Limited

### Opinion

We have audited the financial report of Committee for Geelong Limited (the Company), which comprises the statement of financial position as at 30 June 2020, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the Directors' declaration.

In our opinion, the accompanying financial report of the Company is in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the Company's financial position as at 30 June 2020 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards to the extent described in Note 1 and the *Corporations Regulations 2001*.

### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Emphasis of Matter – Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the Directors' financial reporting responsibilities under the *Corporations Act 2001*. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

### Responsibilities of Management and the Directors for the Financial Report

The Directors of the Company are responsible for the preparation of the financial report and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the needs of the members and the *Corporations Act 2001* and for such internal control as the Directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

*Liability limited by a scheme approved under Professional Standards Legislation.*

*The title 'Partner' conveys that the person is a senior member within their respective division, and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is the Crowe Australasia external audit division. All other professional services offered by Findex Group Limited are conducted by a privately owned organisation and/or its subsidiaries.*

*Findex (Aust) Pty Ltd, trading as Crowe Australasia is a member of Crowe Global, a Swiss Verein. Each member firm of Crowe Global is a separate and independent legal entity. Findex (Aust) Pty Ltd and its affiliates are not responsible or liable for any acts or omissions of Crowe Global or any other member of Crowe Global. Crowe Global does not render any professional services and does not have an ownership or partnership interest in Findex (Aust) Pty Ltd. Services are provided by Crowe Audit Australia, an affiliate of Findex (Aust) Pty Ltd.*



In preparing the financial report, the Directors are responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

The Directors' are responsible for overseeing the Company's financial reporting process.

## Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.



We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during the audit.

A handwritten signature in black ink that reads "Crowe Audit Australia".

**CROWE AUDIT AUSTRALIA**

A handwritten signature in black ink that reads "Cgravenall".

**CASSANDRA GRAVENALL**

**Partner**

Dated at Geelong this 21<sup>st</sup> day of October 2020

# Thank You

We are sincerely thankful to all of our members. We acknowledge the support of the 2019/20 Corporate Plus member organisations, who make a significant contribution to the work of the Committee for Geelong, for which we are very grateful.



## Corporate Plus Members 2019/20

