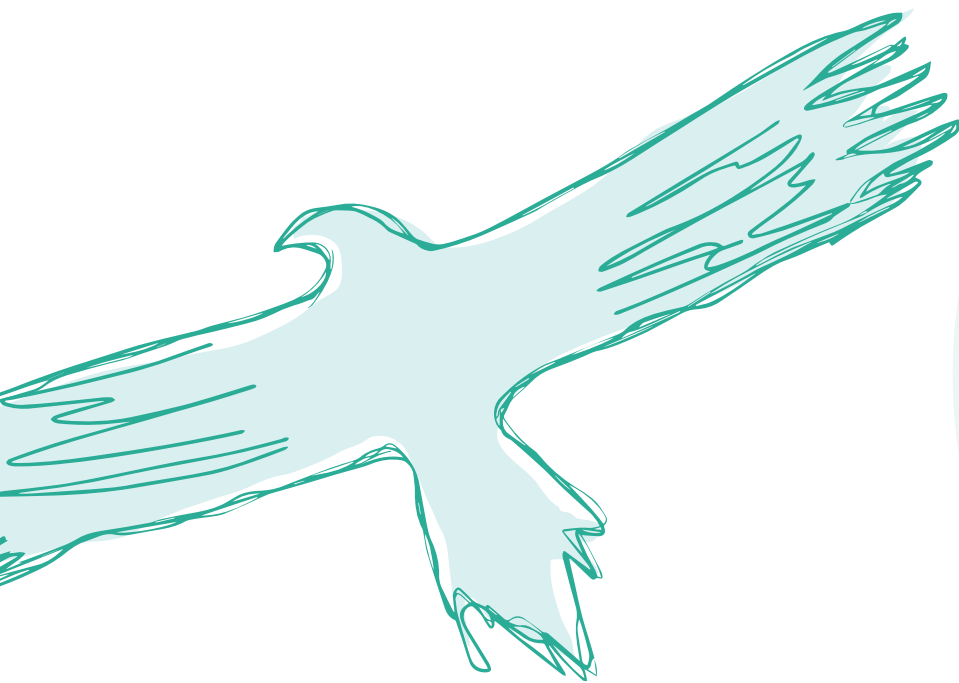


2020-21 Committee for Geelong

Annual Report





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

Acknowledgment of Country

The Committee for Geelong acknowledges the Wadawurrung People as the Traditional Owners of the lands, waters, seas and skies on which we operate. We pay our respects to their Elders past and present. We acknowledge Aboriginal and Torres Strait Islander people as Australia's First Nations people.



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Chair Report

After two years of managing responses to the worldwide pandemic, there is light on the horizon as we end 2021 and move to a reopening of the economy and more social freedom.

The journey has been a relentless one of managing the welfare of people in the face of changing regulations and market challenges. At the Committee for Geelong, we are proud that our staff has maintained the important work of the Committee and continued to deliver a range of programs and initiatives along with a financial surplus.

In 2020, we delivered the Resilient Geelong research paper and used it as an evidence base for our advocacy to government to respond to the changing external environment and to help plan for the growth in Geelong over the next 30 years.

In 2021, we celebrate the 20th anniversary of the Committee for Geelong. It has been wonderful to join with past chairs and members to reflect on the work of the Committee. We are reminded that our task is to work with members and bring the ideas of the world to Geelong as we advocate for economic and social prosperity for the region.

The current political cycle where both State and Federal elections will occur within 12 months comes at the end of our current Strategic Framework. It has been important for us to align our priorities in this cycle to managing growth and for Geelong to start delivering on the Clever and Creative community vision.

In 2021 we have continued our collaboration with other local stakeholder groups to identify and promote priority projects and ideas to all levels of government. We have expanded our reach with our collaboration with the cities of Geelong, Newcastle and Wollongong as Chair and Secretariat of the Gateway Cities Alliance. It also brings us a seat at the table during discussions on key issues facing the regions - including ports, airports, transport, communications and population planning.

I can count 20 meetings with Federal and State Government Ministers and Shadow Ministers as we refine our priorities in the lead up to the elections in 2022. Their feedback has been open and honest and always comes back to needing clarity on specific asks to government and ensuring the ask aligns regional infrastructure plans and policy.

Over 14 submissions and reports have been produced during 2020/21 ranging from Victoria's 30-year infrastructure strategy to commentary on the Principal Freight Network and have delivered on another Leaders for Geelong cohort.

I would like to thank my fellow Board Directors for their support in 2020/2021 and thank Jennifer and the Committee for Geelong team for another year of achievement in what continues to be changing times. Thank You.

CLIVE PUGH

Committee for Geelong Chair



CEO Report

At this time last year, we were hopeful that 2021 would bode a return to normality. As we are all fully aware, we faced a series of repeated lockdowns, second and third waves of the virus including the more infectious Delta variant, and were forced to live and work around an array of ever-changing restrictions.

At the Committee for Geelong, we continued to consider the impacts of the pandemic on our work environment, our members, and our broader community. We were fortunate enough to be able to hold several, large and well-received events in early 2021 and even travel to Canberra in June 2021 for the Leaders for Geelong program,

However, many other trips, events and plans were postponed, re-scheduled or pushed to a virtual environment as we all faced ongoing uncertainty and concern for our family, friends and colleagues.

With the launch of Resilient Geelong: Reasons for Success and Challenges for a Post-COVID-19 Future research report, the Committee for Geelong was able to have a deep conversation with members, stakeholders and government about our optimism for our future. Geelong's economic history has proven to be resilient and able to withstand significant shocks over multiple decades.

When we released the Resilient Geelong report in November 2020, it was at a time when there was still great uncertainty about the impacts of the pandemic both economically and socially. The aim of the paper was to spark a conversation with the community and provoke and provide guidance for innovative ideas and collaboration.

I'm pleased to say that since that launch, the Resilient Geelong report has been used and referenced in multiple government and stakeholder plans and strategies and helped inform the work of the Committee for Geelong itself.

I wish to personally convey my thanks and appreciation to the authors of Resilient Geelong: Honorary Professor Dr Louise Johnson, Dr Meg Mundell, and Rebecca Bartel from Deakin University. This report took great patience and diligence over many months and multiple revisions and is testament to the commitment of our partnership with Deakin University.

I would also like to take this opportunity share my appreciation for the honest and often raw dialogue I have had with our members. Many member organisations and businesses have been hit hard by the pandemic - both financially and mentally. While these conversations have often been emotional and challenging, it has given me significant impetus to continue advocating to government and to share your stories to key decision-makers.

On a brighter note, Geelong is very well positioned to rebound as we continue to see incredible population growth to our region.

The pandemic has caused great pain, but it also is proving to be the catalyst for many people to make the move to our beautiful region. This provides us with a strong foundation to build and grow our region sustainably and truly design our best future.

Many thanks to our Chair, Clive Pugh, for his patience and guidance, and to the Committee for Geelong team who have continued to deliver with unwavering support and care for each other. And finally, to our members - the Committee for Geelong does not exist without your belief in Geelong and the work we do. Stay safe and well

JENNIFER CROMARTY

Committee for Geelong CEO



Resilient Geelong

Read the full Resilient Geelong research paper on the Committee for Geelong's website.

Resilient Geelong – Reasons for Success and Challenges for a Post-COVID-19 Future research paper

In November 2020, the Committee for Geelong launched the Resilient Geelong research paper which included a range of recommendations focusing on employment and work, urban design and social inclusion initiatives for the Geelong region in a post-COVID world.

Building on a strong history of strategic research, the Committee for Geelong's commitment to using an evidence-based approach to policy and strategy development is reflected in Resilient Geelong.

Tracking Geelong's economic and social resilience over three decades, this research paper details Geelong's journey of employment, population growth and key economic sectoral change with the aim of provoking and providing guidance for innovative ideas and collaboration for a socially and economically inclusive and prosperous Geelong.

At the time of the launch, the Committee for Geelong's CEO, Jennifer Cromarty, said that Resilient Geelong was just the start of a conversation with the community to build on Geelong's historic resilience and plan for both ongoing risks and future economic shocks.

"The COVID-19 pandemic is a global health crisis with significant social and economic consequences.

The impact has forced government, private and public organisations, communities, families and individuals to act swiftly and adapt to a new economic and social reality. As a community, we now need to focus on how Geelong will accelerate the recovery," Ms Cromarty said.

Authored by Honorary Professor Dr Louise Johnson, Dr Meg Mundell and Rebecca Bartel from Deakin University, Resilient Geelong was designed to contribute to the public discussion of regional resilience, how and why Geelong has bounced back from major economic disruptions in the past, and how these lessons might apply to a post-COVID-19 future.

This, along with population growth, has acted as an economic shock absorber and helped to withstand setbacks and significant community loss. It also reviews how coordinated government policy and community leadership have also been pivotal for Geelong to absorb, adapt and transform, as well as mitigate some of the negative effects of economic disruptions. When the community works together, we all benefit," said Ms Cromarty.

Resilient Geelong also made 15 recommendations, which aimed to inform local organisations, community and government as they plan for recovery from the impacts of COVID-19.

Several recommendations are already being progressed via strategic initiatives with the Committee for Geelong including:

- Future of Work – development of a local action plan with a focus on skills development, youth employment, leadership development and pathways to work, and the impact of digital innovation on flexible work.
- Brand Geelong project via the City of Greater Geelong's Vision Partners Forum, to inform a creative campaign positioning Geelong as a great place to live, work, study & invest.
- Creative Industries sector strategic planning for the region in partnership with G21 Geelong Region Alliance and local cultural and creative organisations.
- Gateway Cities Alliance partnership with Deakin University, University of Newcastle and University of Wollongong working with regional health agencies regarding opportunities in medical research.
- Ongoing collaboration with other local advocacy organisations that formed the Geelong COVID Collective during 2020, which builds on the 'one voice' for Geelong concept.

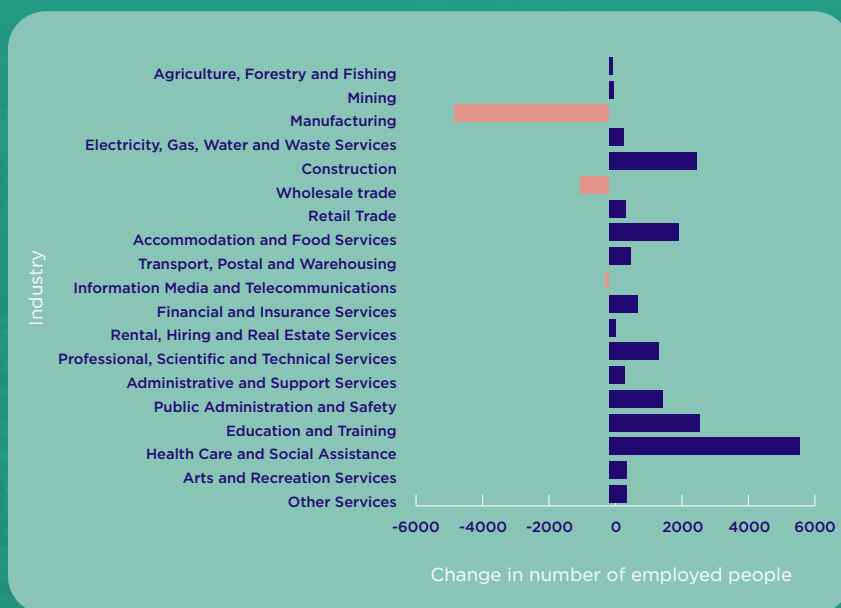
There are also recommendations, which focus on the urban design of Geelong and its sustainability and liveability which we believe needs to be addressed in partnership with local, state and federal government planning and investment. Some of these recommendations may be realised through the Geelong City Deal, the drafting of the Central Geelong Framework Plan and Revitalising Central Geelong initiatives.

Why Resilient?

“Resilient Geelong covers the journey of employment, the diversification of the economy and the development of strategic sectoral specialisations.”

Employment Change in the City of Greater Geelong, 2006–2016

Source: Australian Bureau of Statistics, Census of Population and Housing, 2006 and 2016 (Usual residence data). Compiled and presented by id.profile.



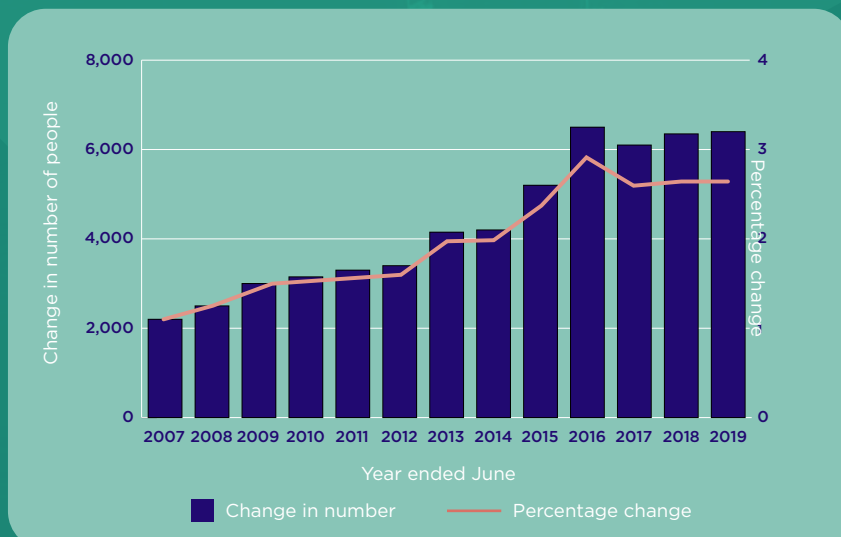
Geelong’s economy has shifted from a traditional manufacturing base towards a service-orientated economy.

Geelong has a strong and diversified economy as well as sector specialisations in manufacturing, health, education, retail, tourism, public administration, professional services, construction, transport, energy and creative industries.

These sectors have expanded due to in-migration of population from mainly Melbourne, the expansion of high-level specialist health services, the increase in international education, the growth of retail and the visitor economy, decentralisation of government agencies, investments in prisons, and growth in new smart advanced manufacturing including food, aerospace and defence as well as transport.

Geelong Population Change in Numbers and Rate from 2007–2019

Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented by id.profile



In 2019, the City of Greater Geelong growth was

2.7%

Despite the many economic shocks and major shifts in economic structure described above, in 2019 the City of Greater Geelong was Australia’s fastest growing regional city: at 2.7 percent, its population inflow was eclipsing that of Greater Melbourne (2.29 percent), which had the largest growth of all capital cities.

Strategic Framework



Our Strategic Framework provides a focus for our activities with five areas for action. The release of the Resilient Geelong research report in November 2020 was a key element to address several aspects of our Framework (see page 6), however more specific initiatives aimed to directly address our action areas are highlighted here:

Core Action Area: Population Growth: Geelong @ 2047

This action area is a core focus for the Committee for Geelong. If Geelong is going to have a population of 500,000, what is needed for the long-term planning for the region?

During 2020/21 a range of submissions related to population growth and planning were completed including to the Distinctive Areas and Landscapes Standing Advisory Committee, Planning for Melbourne's Green Wedges and Agricultural Land and

to the City of Greater Geelong's 'Our Community Plan'. A very significant piece of work during 2020/21 was being directly engaged in infrastructure Victoria's planning for Victoria's Draft 30-Year Infrastructure Strategy. The Committee for Geelong's submission in February 2021 outlined a detailed overview of the needs of our growing community.

Representation of multiple stakeholder, advisory and reference groups and committees is required 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, the Gateway Cities Alliance and the Geelong City Deal Implementation Advisory Group.



Action Area 1

Sustainable, Accessible Transport Connections

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.

Key actions during 2020-21 include:

- Successful of advocacy to the Minister for Regional Development for an Integrated Transport Strategy (due for completion June 2022)
- Announcement by the Australian and Victorian Governments on the progression of Geelong Fast Rail including Geelong line moving back to the Werribee line.
- Member of the Victorian Government's Geelong Fast Rail Reference Group, Geelong Port Coordination Group and G21 Transport Pillar
- Submissions to Victorian Government's Independent Review of the Victorian Port System and Principal Freight Network
- Advocacy in support of the Spirit of Tasmania infrastructure needs
- Deep engagement with Minister for Ports regarding the new Ports Victoria entity - now based in Geelong.

Action Area 2

The Future of Work

Focusing on our workforce, skills needs and new flexible work practices. For a more detailed overview of this action area please refer to page 17.

Key actions during 2020-21 include:

- Series of Future of Work seminars in October 2020
- Development of the Future of Work Action Plan - April 2021
- Deakin University and The Gordon commenced development of the Regional Skills Strategy
- Development of the Creative Industries Strategy for the G21 Region. Committee for Geelong is Chair of the Project Steering Committee. Strategy finalised in June 2021.

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.

Key actions during 2020-21 include:

- Wadawurrung Healthy Country Plan presented to members in 2021
- Funding the first Leaders for Geelong scholarship for Aboriginal and Torres Strait Islanders
- Sell-out International Women's Day event in March 2021
- Launch of the Y WILD Leaders for Geelong scholarship - supported by GMHBA
- Member of the Technical Advisory Committee for the Workwell Network project via Give Where You Live

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.

Key actions during 2020-21 include

- Hosted a series of member briefings during April - July 2021 regarding the Future of Central Geelong. This series assisted in engagement across our membership to provide information to support a submission to the draft Central Geelong Framework Plan.
- Significant engagement regarding the refresh of the Revitalising Central Geelong action plan.
- Regular media commentary and opinion pieces regarding the impact of the pandemic on central Geelong planning and the CBD
- Membership of the City of Greater Geelong's Central Geelong Business Reference group.

Gateways Cities Alliance



**GATEWAY
CITIES**
ALLIANCE

The Gateway Cities Alliance continued strongly during the 20/21 period despite the COVID pandemic and continued to meet bi-monthly between August 2020 and May 2021.

The Committee for Geelong continues to act as the Chair and manage the Secretariat function supported by consultancy Premier Strategy.

During this financial year, the Alliance hosted two major events focusing on transport and logistics in Gateway Cities. The first event was the Transport & Logistics Forum covering topics such as the importance of an Integrated Transport Plan and development of the Geelong Growth Areas Transport Infrastructure Strategy as well as how supply chain & logistics provide opportunities for Gateway Cities to drive economic development through end-to-end supply chains.

The second event was a webinar series in cooperation with Deakin University. Four webinars were conducted over a four-month period covering the Alliance's key priority areas of how supply chains can contribute to economic growth, population levels post-pandemic, the future of work and property prices and housing trends.

In August 2020 the Alliance met with Hon Nola Marino MP-Assistant Minister for Regional Development and Territories to discuss how the Alliance can work and partner with the three Regional Development Australia committees in the Barwon South West, the Illawarra and the Hunter regions and align priorities.

Subsequently the Alliance met with representatives of the RDA committees to progress potential models of collaboration and engagement.

The Alliance reached out to other key Government Ministers and Departments, including Infrastructure Australia and the Centre for Population to highlight the objectives of the Alliance and to discuss opportunities for future partnerships and cooperation.

Geelong Collective

In September 2020, five Geelong regional peak organisations combined to call on the State Government to include specific projects and initiatives in the 2020-21 Budget.

Building on the success of the Geelong COVID Collective, this united call came from:

G21 – Geelong Region Alliance, Committee for Geelong, Geelong Chamber of Commerce, Tourism Greater Geelong & The Bellarine and the Geelong Manufacturing Council.

Several priorities listed by the Geelong Collective were successfully funded by Victorian Government including:

- Finalising Stage 5 of GMHBA Stadium – extra \$20 million
- Anam Cara House development at Deakin University’s Waurn Ponds campus – \$5 million
- Integrated Transport Strategy for the G21 region – \$150,000
- Northern Aquatic and Community Hub – \$8.6million
- Duplication of the rail line between South Geelong and Waurn Ponds – over \$1 billion
- Business Packages to support COVID impacts – multiple programs released
- Brand Geelong development – \$200,000
- Geelong Region Opportunities for Work (GROW) local and social procurement – \$3 million

The Geelong Collective initiative has been well received by government and is regularly invited to provide policy feedback to government plans and priorities.

The group continues to meet regularly to discuss the region’s priorities. This collaboration will be increasingly important as we move into both Federal and State election periods in 2021-22.



Major Events Report

Signature Events

The Committee for Geelong holds signature events each year that our members and the broader community eagerly look forward to attending. Tickets for events such as our Annual Dinner, Leaders Graduation, Annual Leadership Breakfast, International Women's Day and the Leader's Project Presentation are in high demand.

During 2020-21 pandemic lockdowns disrupted our planning for these, and other major events, and many required 're-imagining' under restrictions to an online format.

Fortunately, there were windows of opportunity between lockdowns where we were able to meet face to face;

- **Leaders for Geelong Graduation & Annual Leadership Award Night (March 18 2021):** the graduation event for the 2019-20 cohort was postponed from Nov/Dec 2020 and held in conjunction with the Annual Leadership Award Night at GMHBA Stadium. Elaine Carbines AM, CEO of G21, was awarded the Committee for Geelong's Leadership Award at the dinner with over 220 attendees. The event was hosted by Committee for Geelong Chair, Clive Pugh and Emceed by Roxie Bennett.

In her award speech, Elaine Carbines AM, delivered a challenge to the 2019-20 Leaders for Geelong graduates. She called to all community leaders to provide a 'voice for the voiceless'. She spoke of the role of leaders as advocates for those who face marginalisation or systemic injustice, and why leaders must take every opportunity to speak for those who cannot or have been silenced.

- **International Women's Day Breakfast (March 12 2021):** The breakfast, sponsored by GMHBA Ltd., raised funds for the Young Women in Local Democracy scholarship for the Leaders for Geelong Program.

Guest speakers were Prof. Catherine Bennett, Deakin University's Chair of Epidemiology, and Frances Diver, CEO Barwon Health, and their panel was hosted by Committee for Geelong CEO, Jennifer Cromarty. The event was held at The Pier with over 145 attendees.

- **2021 Telstra Business Luncheon (March 4 2021):** Committee for Geelong co-hosted the Telstra Business Luncheon with Telstra. Featured as keynote speaker was Telstra CEO Andy Penn, who spoke on the theme Digitisation, Connectivity, Technology and Future of Work, along with a panel hosted by Committee for Geelong CEO, Jennifer Cromarty. The lunch event was attended by 90 members and others from the business community at GMHBA Stadium.

The Committee for Geelong Chairperson's New Member Luncheon

was held at Truffleduck on June 29 2021 to round out our year of events. This intimate function, attended by 25 new and 'old' members gave us an opportunity to welcome into the fold representatives of new member organisations and to socialise together with Committee for Geelong Chair, Clive Pugh, CEO Jennifer Cromarty, and Committee for Geelong staff, in a friendly, relaxed atmosphere.



Frances Diver, CEO Barwon Health, speaking at International Women's Day Breakfast.



Committee for Geelong Chair, Clive Pugh, presents Elaine Carbines AM, the Annual Leadership Award for 2020 on March 18 2021.



CEO Committee for Geelong, Jen Cromarty, Head of People & Culture GMHBA, Sarah Leach, Chair of Epidemiology Deakin University, Prof. Catherine Bennett, CEO Barwon Health. Frances Diver.



Telstra Business Luncheon with Telstra CEO, Andy Penn (centre)



Submissions, Events, Briefings

2020

August

Submission to Victorian Government's Independent Review of the Victorian Port System

October

Victorian Waste and Water Authority Submission to Proposed Model Options Paper

Call to Victorian Government on behalf of Boards and members of Victoria's regional Committees for Cities to ease restrictions in regional Victoria to stimulate the economy

November

2019/20 Annual Report

Research Paper - Resilient Geelong: Reasons for success and challenges for a post-COVID-19 future

Submission in Response to the: Victorian Container Deposit Scheme ("CDS") Discussion paper

Resilient Geelong research paper summary

December

Principal Freight Network - Submission to consultation

Leaders for Geelong 2019-20 Yearbook

2021

January

Submission to Distinctive Areas and Landscapes Standing Advisory Committee - draft Statements of Planning Policy for the Surf Coast declared area

Submission to Planning for Melbourne's Green Wedges and Agricultural Land

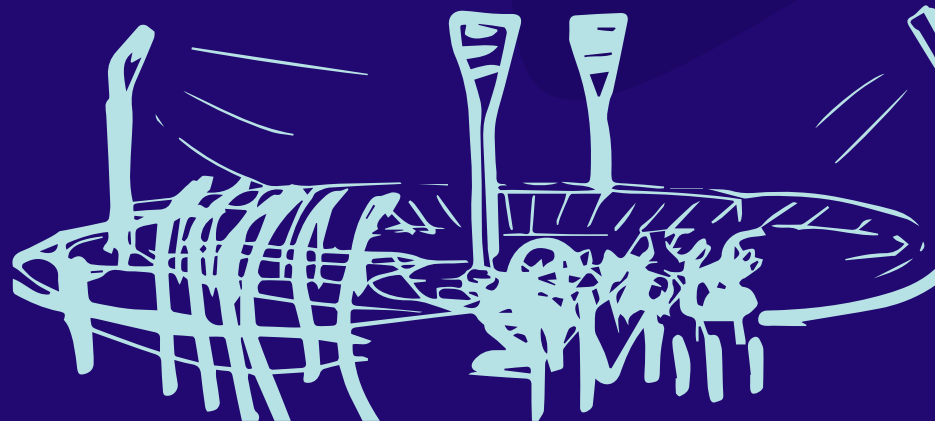
February

Submission regarding Victoria's Draft 30-Year Infrastructure Strategy: Engage Victoria

Submission to City of Greater Geelong 'Our Community Plan'

March

Submission to the City of Greater Geelong regarding the Central Geelong Marketing Special Rate



2020

08 Jul	Mental Health of the wider Geelong community in the wake of the COVID 19 pandemic
15 Jul	Federal Government Update Senator the Hon Sarah Henderson
22 Jul	Urban Design and Heritage in Geelong with Dr Jonathan Daly
29 Jul	Briefing with Christine Couzens MP
12 Aug	COVID 19 and the media with Elise Potter, Mitchell Dye & Rob McLennan
19 Aug	Geelong Education and Workforce Profile 2011-2021 report
26 Aug	Update from the Leader of the Opposition with The Hon. Michael O'Brien
2 Sep	Victorias Roadmap to 'COVID Normal' with Christine Couzens MP, Nick Staikos MP & Steve Dimopoulos MP
9 Sep	The new norm: COVID Safe workplaces with Ashley West, WorkSafe
16 Sep	Discussion: Greater Newcastle Metropolitan Plan with Cr Nuatali Neimes, Lord Mayor of Newcastle
30 Sep	Briefing with the Assistant Treasurer the The Hon. Danny Pearson MP
14 Oct	Development of the Geelong Port with Peter Mannion, CEO of VRCA
26 Oct	2020 Future of Work Forum Opening Webinar
27 Oct	2020 Future of Work Forum: Industry, the Economy & the Changing Nature of Work
27 Oct	2020 Future of Work Forum: Entry Level Skills & Upskilling, Reskilling & Building careers
28 Oct	Alcoa Point Henry's Transformation with John Osborne & Warren Sharp, Alcoa
28 Oct	2020 Future of Work Forum: Education 4.0
28 Oct	2020 Future of Work Forum: Pathways Through Education
29 Oct	2020 Future of Work Forum: Investing in Wellbeing and Resilience
29 Oct	2020 Future of Work Forum: G21 Region Communities of the Future with Elaine Carbines, CEO G21
30 Oct	2020 Future of Work Forum Closing Webinar
12 Nov	Economic and Market Update with David Robertson, Bendigo and Adelaide Bank
18 Nov	Federal Government Update featuring Senator the Hon. Sarah Henderson
25 Nov	2020 Committee for Geelong AGM
9 Dec	2019/20 Leaders for Geelong Project Presentation Event

2021

2 Mar	Transitioning to a COVID Normal Business with Bernadette O'Connor, Management Governance Australia
4 Mar	Telstra Business Luncheon with Telstra CEO Andy Penn
12 Mar	2021 International Women's Day Breakfast
18 Mar	2019 20 Leaders for Geelong Graduation & Annual Leadership Award Night
15 Apr	Local Federal Opposition Member Briefing with The Hon. Richard Marles MP & Libby Coker MP
7 May	Future of Central Geelong Series with Nat Anson & Craig Becconsall, Urbis
13 May	Future of Central Geelong with Vicki Perrett, Geelong Sustainability
19 May	Post Federal Budget Member Briefing with Senator Sarah Henderson
27 May	Central Geelong Framework Plan with Jennifer Cromarty
2 Jun	Future of Retail and Commercial with Kevin Stanley, CBA' (Commonwealth Bank of Australia)
17 Jun	Central Geelong Framework Plan with Jennifer Cromarty & Aaron Garrett
23 Jun	Committee for Geelong introduces Diana Taylor, new Chair of the Geelong Authority
25 Jun	Victorian 2021/22 Budget with Assistant Treasurer Danny Pearson and special guest Christine Couzens MP
29 Jun	Wadawurrung Healthy Country Plan with WTOAC CEO, Paul Davis and BJ O'Toole
29 Jun	2021 Committee for Geelong Chairperson's New Member Luncheon

Future of work



In mid to late 2020, the Committee for Geelong facilitated several roundtables with key member representatives from Deakin, the Gordon, G21, the Schools Sector (public and private) and business and industry to provide guidance to the development of the Committee for Geelong’s Future of Work Action Plan.

This Action Plan aimed to foster and enhance collaboration between education, industry and government to ensure an effective integrated response to the challenges facing the region.

Part of the development of the Action Plan included a series of public online seminars during October 2020.

From these engagements, consultant Bernadette O’Connor from Management Governance Australia supported the Committee for Geelong to develop the Future of Work Action Plan. As part of these process, a Preferred Future statement and a range of actions were developed some of which are underway, and some require more collaboration in the coming years.

One of the key outcomes of the seminar series led to The Gordon and Deakin University to pursue the development of the region’s first Skills Strategy. Other key actions include:

1. Directly supporting work experience & employment pathways and opportunities for Aboriginal & Torres Strait Islanders
2. Supporting the Leaders for Geelong Community Leadership program participants and alumni to engage young people in the leadership experience

The key themes underpinning the Committee for Geelong’s Preferred Future statement are that we want our communities to be inclusive and

equitable, prosperous and resilient, innovative and imaginative, healthy, active and welcoming.

In Our Preferred Future:

- All people benefit from a prosperous economy, we no longer have people living in poverty
- We have the skills, confidence and resilience to safely learn and innovate across life
- Our young people are able to successfully transition into further education and employment
- All people can realise the benefits of healthy living
- We embrace, learn from and celebrate our Indigenous heritage and cultural diversity
- We incorporate environmental sustainability into all aspects of our lives
- Our businesses and organisations continually adapt, innovate and change.

Future of Work seminar series – some key comments

Industry, the Economy & the Changing Nature of Work: Prof. Ian Martin, Vice Chancellor, Deakin University-

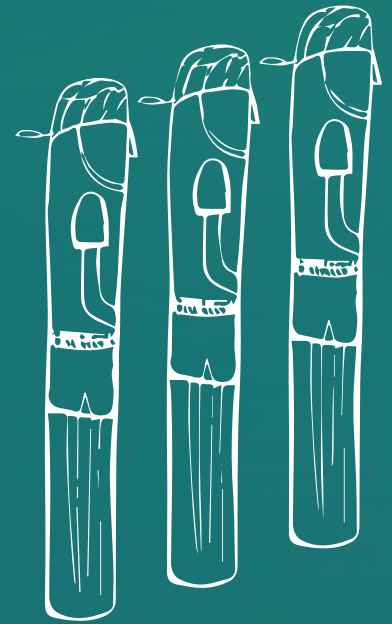
“The 100 jobs of the Future” presentation challenges us on how we build and value a diverse labour force, helping us to understand what renewable and sustainable industries look like for Australia.

The traditional jobs pyramid is getting hollowed out. We are seeing jobs move away at entry level from routine work to human skills. We are going to need people who have the flexibility and adaptability to work across disciplines, and we are going to have set lifelong learning as the norm. People who are going to thrive in the future need a really strong balanced education including an understanding of technology and science, language skills, soft skills and the ability to interact with others and build communities.

G21 Region Communities of the Future: Elaine Carbines CEO, G21 Geelong Region Alliance-

In our preferred future everyone who comes to Geelong will embrace a collective responsibility for all of our community, buy locally, are employed locally and support the most disadvantaged cohorts. Stigma disappears as people to understand that disadvantage happens in a location when too many jobs disappear. We will leverage off our Aboriginal heritage history and storytelling culture and we’ll make sure that young people have a voice in what’s happening now and into the future. There’s a really important role for people who have businesses, who are involved in industries, to provide opportunities for, and nurture, young people into the future.

Leadership Program



Now in its 16th year, the Leaders for Geelong program was disrupted by Covid-19 lock downs.

Like many learning and community programs around the world, this challenge required frequent pivots to deliver components online and then revert to face to face formats when restrictions allowed.

While this prevented some opportunities for networking, the experiences of participants navigating the pandemic has provided significant and unique personal learning opportunities.

Activate #10's eight-week online learning program commenced in July 2020, providing 20 participants with opportunities to stretch their leadership potential whilst studying from home.

Leaders for Geelong 2019-20

The 2019-20 Leaders program's second year project teams delivered their Project Presentations in September 2020 in an online event. This was the first time the Project Presentation event was held virtually.

Read the team's final project reports on the Committee for Geelong website www.committeeforgeelong.com.au/leaders-projects

Due to lockdowns, this participant group also experienced a delay for their graduation ceremony which was moved from December 2020 to March 2021. Fortunately, the plans for March's graduation dinner were able to proceed and the event was a wonderful chance to meet up face to face and hear from the Committee for Geelong's Annual Leadership Award recipient Elaine Carbines AM.

Leaders for Geelong 2020-21

Despite experiencing disruption to the program, the 2020/21 participants were also able visit Parliament House, Canberra in June 2021. Once again, the group was able to enjoy this program highlight. They further advanced their personal leadership journey through meetings and discussions with Members of Federal Parliament including Deputy Leader of the Opposition Richard Marles, Peter Kahlill, Minister Dan Tehan and Dr Helen Haines. We wish to thank the offices of Richard Marles and Senator Sarah Henderson for their support and advice in making this trip such a success.

'Congratulations on being so engaging in the virtual environment. It's really challenging and somehow you seem to make the four hours fly by and remain engaging'

Projects

The 2020-21 program's project teams are working closely with their project champions and alumni mentors on six important community-based projects, where they are learning project management skills, stakeholder engagement, developing frameworks and implementation strategies.

- **Collaboration Djilang:** To advance an ongoing partnership between the Committee for Geelong and the Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC), and create a positive impact for the community
- **Anam Cara House:** To sustainably grow and diversify the Anam Cara team with engaged and compassionate volunteers.
- **Suicide Safe Parenting (Lifeline):** To identify solutions to support parents of years seven to nine youth to take a more active role in preventing youth suicide
- **RICE (Regional Innovation for a Circular Economy):** To identify and recommend best practice ideas for a business model for RICE and in the process, develop a network of relationships
- **Pako Festa:** To create an interactive timeline which will be accessible to the world through the official Pako Festa Website

You can read the team's final project reports, and reports from previous years, on the Committee for Geelong's website, www.committeeforgeelong.com.au/leaders-projects or watch the 2020-21 or watch the Project Presentation event on YouTube, www.youtube.com/watch?v=jPbTk_-x87g&t=18s

Committee for Geelong CEO elected as Chair of Regional Leadership Board

First established in 2012 as the Victorian Regional Community Leadership Programs Secretariat (VRCLP), the Regional Leadership Board acts as the peak body representing the regional community leadership programs across Victoria. In June 2021, the Committee for Geelong CEO Jennifer Cromarty was elected as Chair of the Board of Regional Leadership. Jennifer has been on the Board since 2019 as the Committee for Geelong representative. For more information about Regional Leadership please visit <https://rla.org.au/>



As always, the Leaders for Geelong program is grateful for the support of portfolio partners during 2020-21.



Review of Leadership Program 2021

As part of our continuous improvement process of the Leaders for Geelong program, a program review was held in early 2021.

Central to the design of any educational program is always the needs of the participants. Several existing and new measures have been included in the program to ensure it remains robust, while maintaining flexibility for emerging community leaders.

- Practical application through experiential work on co-designed community projects that are aligned to the Barwon Regional Leadership priorities
- Incorporating best practice adult learning principles and approaches
- Access to a range of the region's most well-renowned and respected leaders and thinkers
- Self-directed learning plans and agreements
- Addition of Group Mentors to the Projects in 2021 (continuing in 2022)

- Requirement for participants to self-organise a minimum of three team-building events for social learning and networking purposes
- Addition of monthly online (optional) Masterclasses
- Addition of complementary Self-Directed learning materials to an online space

These changes, and rigorous recruitment processes, will ensure that candidates with a range of appropriate backgrounds, educational histories and expectations join the program, while meeting best-practice guidelines for inclusion and diversity. This will ensure that community organisations as well as commercial businesses in the Geelong region are able to participate in this Community Leadership Program.

We would like to also take the opportunity to thank the various facilitators throughout the year for their support and guidance to the program participants. Their flexible approach to delivery and use of technology allowed us to deliver strong content with excellent program outcomes.

Thank you to the members of the Leadership Portfolio team: Margaret Foulkes, Vicki Strachan and Janet Walter for their individual contributions to the successful delivery of the Leadership programs during testing times in 2020-21. While they have moved on to follow different paths in their careers, the Committee for Geelong wishes them well.



Member Story



GMHBA, caring for our community for over 85 years.

As a not-for-profit health insurer, GMHBA exists to provide value for our members, not for shareholders. We've been part of the Geelong community and business landscape for over 85 years. In the last financial year, we further cemented our place in the Geelong fabric by constructing our new headquarters at 60 Moorabool Street. It is an A-grade office building, with a 5-star environmental rating, providing world-class workplace facilities and most of all it represents our commitment to Geelong, the local community, and the future of our region.

Along with our new headquarters building, in 2020-21 GMHBA welcomed a new Chair, Claire Higgins and new CEO, David Greig. Claire, who is our first female chair, lives locally, and has extensive governance experience drawn from a range of positions spanning her 20-year career.

David follows in the footsteps of Mark Valena, former Deputy Chair of the Committee for Geelong, who departed GMHBA after 13 years of dedicated and exemplary service. David brings a wealth of relevant experience from the health insurance, finance, and management consulting sectors, including his most recent role as the General Manager of HBF Health on the East Coast.

GMHBA's purpose to support and empower our communities to live healthier lives rang especially true in 2020/21. In response to the pandemic, GMHBA invested \$15.4 million to care for our members' health and wellbeing by providing additional services to our members such as a 6-month deferral of premium increases, introduction of telehealth services, partnering with Kieser to provide in-home physiotherapy services via an app, and Healthier at Home, a platform that provides tips, resources and articles to our members and community to keep healthy whilst at home.

We also paid particular attention our vulnerable members via our Care Coordination Service and ensured they were being supported through hand delivered care packages. More than 370 GMHBA members were contacted as part of the program, with more than half of those members taking up the offer of ongoing support phone calls from the team.

We look forward to continuing to provide support to our members in 2021-22 by becoming Australia's leading regionally based health fund most recognised by our communities for the contribution that we make.



Board and Committees

Board

Name	Member Organisation	Title & Date / (As applicable to 2020-21)
Clive Pugh	Winchester Australia Limited	Chair - full term
Justin Giddings	Avalon Airport Australia Pty Ltd	Deputy Chair - full term
Julie Hunter	SC Technology	Treasurer - full term
Jennifer Cromarty	Committee for Geelong	Company Secretary - full term
Mat Dickens	Corio Waste Management Pty Ltd	Director - full term
Kirsten Kilpatrick	NovoPlanning Pty Ltd	Director - full term
Jo Murdoch	Barwon Water	Director - full term
Cora Trevarthen	Deakin University	Director - resigned December 2020

Finance, Audit & Risk Management Sub-Committee

Name	Organisation	Dates applicable to 2020-21
Ian Clydesdale	VRCA	Full term
Jennifer Cromarty	Committee for Geelong	Full term
Leigh Harry	LBW Business + Wealth Advisors	Full term
Julie Hunter	SC Technology	Full term
Clive Pugh	Winchester Australia Limited	Full term
Julie-Ann Forsyth	Committee for Geelong	Full term

Strategy & Policy Committee Leaders Alumni Representatives

Name	Organisation	Dates applicable to 2020-21
Emma Connan	Deakin University	Full term
Daniel Clair	TAC	Full term

Strategy & Policy Committee Members - Corporate Plus

Dates applicable to 2020-21

Name	Organisation	
Ashley Clearihan	WorkSafe	Full term
David Tudor	Bendigo and Adelaide Bank Ltd.	Full term
Natalie McColl	Transport Accident Commission	Full term
Peter Mannion	Victorian Regional Channels Authority	Full term
Matt Vagg	GMHBA Ltd.	Replaced Sarah Leach 6 April 2021
Chris Faulkner	National Disability Insurance Agency (NDIA)	Full term
Richard Bisinella	L. Bisinella Developments Pty. Ltd	Full term

Strategy & Policy Committee Members

Dates applicable to 2020-21

Name	Organisation	
Nat Anson	Urbis	Full term
Rebecca Bartel	Deakin University	Full term
Alexandra Brown	Spiire Australia	Full term
Anna Burgess	Barwon Health	Full term
Paul Davis	Wadawurrung Traditional Owners Aboriginal Corporation	Full term
Matthew Fletcher	Entrepreneurs Geelong Inc.	Full term
Paul Gray	Harwood Andrews	Full term
Leigh Harry	LBW Business + Wealth Advisers	Full term
Richard Hill	GHD	Full term
Brett Ince	Tourism Greater Geelong & The Bellarine	Full term
Andrew Jones	Neu21	Full term
Simon Kelleher	Geelong Cats	Full term
Rebecca Leonard	City of Greater Geelong	resigned 31 March 2021
Simon Loader	Tract	Full term
Joel McGuinness	Geelong Arts Centre	Full term
Anne O'Loughlin	Coulter Roche	Full term
Joe Ormeno	The Gordon	Full term
Elaine Robb	Encompass Community Services inc.	Full term
Dan Simmonds	Mast Lawyers	Full term
Brett Winter	Geelong Port	Full term

Member list

Corporate Plus Members

Bendigo & Adelaide Bank Ltd
GMHBA Ltd
L Bisinella Developments Pty Ltd
National Disability Insurance Agency (NDIA)
VRCA
Transport Accident Commission
WorkSafe Victoria

Corporate Members

Adroit Insurance and Risk
Alcoa of Australia Limited
AMDA Foundation Limited
Anseed Pty Ltd
Arthur St Digital
Australian Bureau of Statistics
Avalon Airport Australia Pty Ltd
Barwon Health
Barwon Water
Boral Cement, Waurn Ponds
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
CSIRO
Cunningham Pier Pty Ltd
Davinski Nominees Pty Ltd
Deakin University
Direct Recruitment Pty Ltd

Epworth Health Care
Executive Travel Management
Fagg's Geelong Pty Ltd
Findex (Aust) Pty Ltd
Fluid Group Pty Ltd
Geelong Advertiser
Geelong Arts Centre
Geelong Broadcasters K Rock
Geelong Chamber of Commerce
Geelong Football Club Limited
Geelong Gallery
Geelong Grammar
Geelong Motors Pty Ltd T/A Mercedes-Benz Geelong
GeelongPort
genU
Gforce Employment Solutions
GHD Pty Ltd
Graincorp Operations Ltd
Greg Bryant
Hamlan Homes
Harwood Andrews
Herron Todd White (Vic/Tas) Pty Ltd
Incitec Pivot Ltd
Jack Rabbit/Curlewis Golf Club/
Leura Park Estate/Flying Brick Cider House
JK Personnel
Kane Construction Pty Ltd
Kardinia International College
Kardinia Park Stadium Trust
LBDG Developer Pty Ltd
LBW Business + Wealth Advisors
LiveTiles R and D Pty Ltd
MAB Corporation Pty Ltd
Management Governance Australia Pty Ltd

Mast Lawyers
Moore Australia
NBN Co
Neu21
Norris Construction Group Pty Ltd
NovoPlanning Pty Ltd
Novotel Geelong
Paul Kelly Creative
Port Phillip Ferries
Premier Strategy
PwC Real Estate Advisory
Quintessential Asset Services Pty Ltd
Ratio Consultants
Royal Geelong Yacht Club
Ramsay Property Group
Sacred Heart College
SC Technology Group
Spiire Australia
St John of God Health Care
St Quentin Consulting Pty Ltd
Surf Coast Shire
Techne Development Pty Ltd
Telstra
TGM Group Pty Ltd
The Gordon TAFE
Tourism Greater Geelong and the Bellarine
Tract
TREC Group Pty Ltd
Truffleduck Pty Ltd
Urbis Pty Ltd
Villawood Properties
Viva Energy Australia
West Carr & Harvey

Western Victoria Primary Health Network

Westpac Banking Corporation

Winchester Australia Limited

WT Partnership Australia

Community Members

Active Geelong Limited

Advanced Fibre Cluster Geelong

AFL Barwon

Anam Cara House Geelong

Back to Back Theatre

Barwon Health Foundation

Barwon South West Waste & Resource Recovery Group

BATForce

Bethany Community Support

Creative Geelong

Diversitat

Encompass Community Services Inc

Entrepreneurs Geelong Inc

G21 Geelong Region Alliance

Geelong Community Foundation

Geelong LLEN

Geelong P-TECH

Geelong Sustainability

Good Cycles Ltd

GROW @ Give Where You Live

Leisure Networks

Lifeline Direct - Geelong & South West Victoria

Geelong Connected Communities

Northern Futures

Northern Geelong Rental Housing Co-operative Ltd

Runway Geelong

The SAFV Centre

Urban Development Institute of Australia (UDIA)

VECCI

Victoria Police

Wadawurrung Traditional Owners Aboriginal Corporation

Wathaurong Aboriginal Cooperative

Thank you to all our members.

Financials

Income Statement

FOR THE YEAR ENDED 30 JUNE 2021

	2021	2020
	\$	\$
INCOME		
Government Grant	166,667	200,000
Interest Received	4,447	11,937
Subscriptions	439,075	530,527
Leaders Program Income	232,410	232,476
Other Income	221,706	194,132
	1,064,305	1,169,072
EXPENDITURE		
Employee Expenses	543,860	567,646
Operating Expenses	282,066	288,877
Leadership Program Expenses	169,957	176,127
	995,883	1,032,650
SURPLUS FOR THE YEAR	68,422	136,422
Retained earnings at the beginning of the financial year	671,067	528,468
Retained earnings at the end of the financial year	739,489	664,890

Balance Sheet

AS AT 30 JUNE 2021

	2021	2020
	\$	\$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	1,029,437	987,434
Trade and other receivables	43,253	85,678
TOTAL CURRENT ASSETS	1,072,690	1,073,112
NON CURRENT ASSETS		
Fixed Assets	3,200	3,200
Intangible Assets	10,111	30,333
TOTAL NON CURRENT ASSETS	13,311	33,533
TOTAL ASSETS	1,086,001	1,106,645
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	138,552	65,628
Revenue in Advance	153,617	312,145
Provisions	27,653	21,313
Lease liability	14,517	14,085
TOTAL CURRENT LIABILITIES	334,339	413,171
NON CURRENT LIABILITIES		
Provisions	12,173	7,890
Lease liability	-	14,517
TOTAL NON CURRENT LIABILITIES	12,173	22,407
TOTAL LIABILITIES	346,512	435,578
NET ASSETS	739,489	671,067
Member Funds		
Retained Earnings	739,489	671,067
TOTAL MEMBER FUNDS	739,489	671,067

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 2021, 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 2021 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.

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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.

CROWE AUDIT AUSTRALIA

MARTIN THOMPSON
Senior Partner

Dated at Geelong this 6th day of October 2021

Member Story



Ports Victoria

A Proud Supporter of the Committee for Geelong's 20th Anniversary Celebrations

Ports Victoria brings together the Geelong based Victorian Regional Channels Authority (VRCA) and Victorian Ports Corporation (Melbourne) in an amalgamation of Victoria's most experienced maritime intelligence. Geelong's rich maritime history and its important role in Victoria's maritime future were key drivers in Geelong being chosen as the headquarters of Ports Victoria.

Established in 2004, Victorian Regional Channels Authority oversaw the safe navigation of commercial vessels transiting the Geelong channels and provided a substantial contribution to the development of trade through the Port of Geelong.

Ports Victoria continues this legacy and will champion the development of a Maritime Centre of Excellence, in its headquarters here in Geelong. This centre will inform the expanded scope and responsibilities of Ports Victoria and will play a broader role in delivering advice and guidance to Victoria's ports aiding the State's prosperity.

The port will continue to be a key contributor to Geelong. Significantly in 2022, the port of Geelong will become the long-term home to the Spirit of Tasmania ferry service with GeelongPort, the commercial manager of the port, currently constructing a dedicated 12ha terminal and freight facility to accommodate the vessels and their cargo.

Ports Victoria will continue its collaboration with GeelongPort and GrainCorp to optimise the scheduling and safe navigation within Geelong's channels.



Thank you Corporate Plus Members

Thank you to our 2020-21 Corporate Plus members.

Our Corporate Plus member organisations make a significant contribution to the Committee for Geelong's work, and we are sincerely grateful for your support





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