

Invest Melbourne update and appointment recommendations for the Advisory Board**Council****Presenter:** Peter Armstrong, CEO Invest Melbourne**30 August 2022****Purpose and background**

1. In line with Major Initiative 2 in the Council Plan, 'ensure Melbourne is the easiest place to start and grow a business through the establishment of Invest Melbourne', Council resolved to establish the internal investment promotion agency, Invest Melbourne.
2. At the 14 December 2021 Council meeting, Council resolved to establish an Invest Melbourne Advisory Board (Board) to:
 - 2.1 Provide strategic advice to Council on potential opportunities to streamline investment processes, making it easier for the community to do business in and with City of Melbourne
 - 2.2 Provide feedback on proposed City of Melbourne initiatives that support investment in the city economy
 - 2.3 Contribute to City of Melbourne decision making with data and expertise.
3. A Terms of Reference (ToR) was adopted for the Board, and a Code of Conduct endorsed.
4. Management requests Council approval for minor amendments to item four in the ToR (Attachment 2), allowing for flexibility of composition, membership and tenure.
5. An Expression of Interest (EOI) for Board member candidacy was advertised and eight candidates are recommended for Council endorsement.

Key issues

6. Key functional components of the establishment of Invest Melbourne are progressing well:
 - 6.1. The Invest Melbourne leadership and team are formed.
 - 6.2. Working relationships have been established, and are on-going, with Invest Victoria, Global Victoria, the overseas Victorian Government Trade and Investment offices, the Department of Premier and Cabinet, Department of Jobs, Precincts and Regions and Austrade.
 - 6.3. An investment project pipeline has been formulated and will grow as more information is shared with the above relationship organisations.
 - 6.4. Investment collateral including 'Why Invest in Melbourne?' and Invest Melbourne brochures are completed and are being used for promotion and shared with key partners.
 - 6.5. An Investment Attraction Strategy is currently being formulated.
7. Following the December 2021 Council approval, an Expression of Interest (EOI) for Board member candidacy was advertised from 28 January to 14 February 2022, which resulted in 40 applications.
8. Candidates were assessed against their experience in fields that contribute to current or potential future investment sectors, as identified in the Economic Development Strategy 2031. This included life sciences, technology, finance and venture capital and clean energy professional services.

9. The following eight candidates are recommended for Council consideration. Biographies of the candidates are provided in Attachment 3.

Name	SME Sector
Ms Amanda Coombs (Chair)	Financial services and innovation
Ms Amy Foo	Technology and digital innovation
Ms Rachel Watson	Energy professional services
Mr Ian McCall	Technology and digital Innovation
Mr David Chen	Logistics, business and tech
Mr Andrew Carter	Life sciences
Dr Julie Wells	Education
Mr Scott Tanner	Finance

Recommendation from management

10. That Council:
- 10.1. Approves minor amendments to item four in the Invest Melbourne Advisory Board Terms of Reference (Attachment 2 of the report from management), allowing for flexibility of composition, membership and tenure.
- 10.2. Approves the appointment of Ms Amanda Coombs (Chair), Ms Amy Foo, Ms Rachel Watson, Mr Ian McCall, Mr David Chen, Mr Andrew Carter, Dr Julie Wells and Mr Scott Tanner to the Invest Melbourne Advisory Board, for an initial period of 18 months.

Attachments:

1. Supporting attachment (Page 3 of 11)
2. Advisory Board Terms of Reference (Page 4 of 11)
3. Candidates Biographies (Page 9 of 11)

Supporting Attachment

Legal

1. There are no direct legal implications for Council in the recommendation of this report and the Board is governed and administered in accordance with the 14 December 2021 TOR and as amended by Council endorsement.

Finance

2. No significant financial implications arise from the recommendations contained in this report and reimbursable expenses to Board members, as per the TOR, are provisioned for in the Invest Melbourne FY23 budget.

Conflict of interest

3. No member of Council staff, or other person engaged under a contract, involved in advising on or preparing this report has declared a material or general conflict of interest in relation to the matter of the report.

Health and Safety

4. In developing this proposal, no Occupational Health and Safety issues or opportunities have been identified.

Stakeholder consultation

5. Stakeholder engagement has occurred, and will continue, as part of the recruitment of the Board.

Relation to Council policy

6. Council's Diversity Policy – Appointments to key Melbourne City Council Advisory Committees, Bodies and Boards of Subsidiary Companies, aims to ensure that opportunities for new or replacement appointments are made known to the broadest cross section of the community. For the purposes of the Policy, diversity includes gender, age, ethnicity and cultural background.

Environmental sustainability

7. In developing the Board, environmental sustainability issues have been considered and no direct issues were identified.



Invest Melbourne Advisory Board

Terms of Reference

1. Purpose and Objectives

- 1.1. The Invest Melbourne Advisory Board's purpose is to
 - .1.1.1. Provide strategic advice and independent thinking regarding economic recovery and investment strategies that reinforces Melbourne as a key investment destination and the easiest place to start and grow a business i.e. for existing and new businesses, attracting foreign direct investment and opportunities of State significance.
 - .1.1.2. Be a champion and proactive advocate of Invest Melbourne to the Australian and International business community, as well as with key government departments, industry associations and other prominent stakeholders.
 - .1.1.3. Provide critical understanding of business, market and industry trends while also providing insights and options for improving the delivery of strategic business development initiatives of Melbourne.
 - .1.1.4. Provide advice on potential ways to streamline business processes making it easier for the community to do business in and with City of Melbourne.

2. Roles and responsibilities

- 2.1. The role and responsibilities of Board members is to:
 - Provide strategic advice to the City of Melbourne on the potential opportunities for growth of investment for the city;
 - Provide feedback on proposed City of Melbourne initiatives that support investment in the city;
 - Attend and participate in meetings of the Board (including planning sessions and relevant training) and work co-operatively with other members;
 - Use existing networks to remain informed regarding the views and interests of the particular sector they represent; and
 - Abide by the Council's Code of Conduct and other related policies and protocols.
- 2.2. The Board has no binding decision making authority or executive function. Members of the Board are expected to act with due care, however they are not fiduciaries charged with fiduciary duties and responsibilities.

3. Membership

- 3.1. The Board will be comprised of representatives from a cross section of the investment sector and the broader Melbourne community and will work collectively to ensure Melbourne consolidates its reputation as a globally leading city for investment opportunity.
- 3.2. The Council will make appointments based on merit, skill, expertise and leadership qualities. Board members will bring specialist experience and skills, relevant network connections, innovative thinking, enthusiasm and commitment for harnessing initiatives from across the Australia and South East Asia markets to realise and mobilize investment opportunities for Melbourne.

4. Composition of Membership

4.1 The Board ~~will~~ **may** comprise of:

- Up to 8 community members, or representatives with personal and or professional experience, knowledge and expertise in strategic investment initiatives and Melbourne's economy;
- 1 representative from the Victorian Government; ~~and~~ **and/or 1 representative of the Federal Government; and**
- Up to two Councillors appointed by Council.

4.2 Council officers will support the Board.

Advisory Committee Members

4.3 Membership across the City of Melbourne will be actively encouraged from a broad range of organisations and individuals including those with specialist skills and knowledge in enhancing Melbourne's investment and business development environment.

4.4 The Board may invite relevant industry stakeholders, with specific skills and expertise, to participate in discussions from time to time. Other Councillors may participate in meetings and Council officers may attend in order to service the Board.

Appointments and Tenure

4.5 Tenure of Board members shall be for ~~two-year~~ a period **of up to two years**.

4.6 Appointment of Board members, including the Chair, shall be made by the Council by way of a public advertisement and Council resolution.

Disqualification of a Member

4.7 If the Council proposes to remove a member from the Board, it must give written notice to the member of its intention to do so and provide that member with the opportunity to be heard if that member so requests.

4.8 If a member misses two consecutive Board meetings without an accepted approval of absence, they will have disqualified themselves from membership.

4.9 Any vacancies will be filled by reviewing previous applicants or by placing a public advertisement as soon as possible.

4.10 Members may be required to undergo Police and/or Working with Children checks.

Selection Criteria

4.11 External members will be sought from, but not limited to, a cross section of the following categories:

- Melbourne based economy sector organisations, including peak bodies and those working with local, national and international networks.
- Experienced business development professionals who are actively advocating for the facilitation of major new investment proposals in Melbourne.
- Investment attraction individuals that have worked to actively strengthen the opportunity for leveraging the Victorian Government's investment pipeline.

- Personal and/or professional associations committed to Melbourne maintaining its reputation as the 'events capital of Australia'.

4.12 The role of the Chair is to:

- Chair meetings in accordance with the Terms of Reference, Code of Conduct and meeting agenda;
- Liaise with the Chief Executive Officer Invest Melbourne to determine the Agenda for each meeting;
- Facilitate the discussion of items on the agenda in a timely manner;
- Facilitate the moving of recommendations and voting by Board members; and
- Ensure all committee members have the opportunity to participate; and
- In the event the Chair is unavailable, the members of the Advisory Board, can elect an Acting Chair, which is a current member of the Advisory Board.

5. Public comment

- 5.1. Committee members may only provide public and media comment on Committee matters and positions with the express support of the City of Melbourne media team.

6. Meetings

Conduct of Meetings

- 6.1. The Chief Executive Officer Invest Melbourne, or delegate, will:
- Provide the support required to enable the meetings of the Board and invite members of staff or others to attend meetings to provide pertinent information as necessary;
 - Coordinate meetings, agendas and minutes;
 - Provide policy and secretarial support to the Board;
 - Supply interpreters, cab vouchers or any other requirements in order to support members to attend and participate in meetings; and
 - Facilitate a collaborative meeting format.

Attendance and quorum

- 6.2. All Board members are expected to attend each meeting with quorum being 5 members.
- 6.3. In the absence of the Chair, the meeting shall appoint an acting Chair from the members present.

Meeting frequency

- 6.4. The Board meetings will take place at a minimum of three times per year.

Meeting papers

- 6.5. Documents will be sent to members a minimum of five business days in advance of the Board meeting. This will include:

- Agenda for the upcoming meeting;
- Minutes of the previous meeting; and
- Any other documents/information/attachments to be considered at the meeting.

Conflicts of Interest

6.6 In the event of a conflict of interest arising from any member of the Board, the matter must be immediately tabled and the member must abstain from any dialogue in relation to that matter.

Confidential and sensitive information

6.7 Members are expected to comply with the confidential information provisions contained in sections 3(1) and 125 of the *Local Government Act 2020*.

6.8 Members must treat information they receive as confidential unless otherwise advised. The documents presented to the Board will often be in draft format and not ready for wider community distribution.

6.9 Members must not use confidential information other than for the purpose of performing their function as a member of the Board.

6.10 Draft documents cannot be referred to or used in any grant applications, presentations or in the private working roles of members.

7 Reimbursement of Expenses

- 7.1 For Board members, reimbursement of reasonable expenses associated with attendance may be made, subject to prior agreement and approval by the Chief Executive Officer Invest Melbourne. Such reimbursement may include transport, child care or interpreting services.
- 7.2 For Councillors, expense reimbursements are to be made in accordance with Councils Expenses Policy.

8. Review

8.1 The Invest Melbourne Advisory Board remit will be reviewed after two years.

Ms Amanda Coombs (Chair)

Professional background:

- With 20 years' experience in managing businesses in financial markets and private banking, Amanda is leveraging this experience as an advisor and Director to several companies and as a Venture Partner at Significant Capital.
- Amanda has invested in 20+ ventures and is an active board member and consultant to some of these companies.
- Amanda's experience in the finance sector includes Responsible Manager accountabilities, Investment Committee membership and bank subsidiary Board Directorship.
- As a disability champion, Amanda is a Founding Board Member of Giant Steps, a school for children with profound Autism, and Chair of Flying Fox, a youth led organisation creating social opportunities for people with additional needs.
- Amanda has an MBA, a BA, is a graduate of the Australian Institute of Company Directors and completed the VC Catalyst Course at The Wade Institute.

Ms Amy Foo

Professional background:

- Amy's career in finance started after the completion of a double major degree at Deakin University, Melbourne, where she topped the Dean's list. Her early career included roles as an auditor, business analyst and senior accountant, all specialising in the technology and software space.
- In 2006 Amy joined OgilvyOne, a creative division inspired by everything digital within Ogilvy & Mather. The division specialised in customer engagement and direct marketing, and Amy headed up the finance division in Singapore. She worked alongside the Managing Director of the business and helped to grow revenue into double digits and personnel to 100 FTEs.
- Amy is the Managing Director for Australia / New Zealand region of Zandesk and Global Senior Vice President Finance Operations. She also manages global revenue operations, finance shared services and finance transformation.

Ms Rachel Watson

Professional background:

- Rachel is a Chief Executive Officer (CEO) and global executive, and recognised leader in the Australian renewable energy industry, particularly as former CEO of Pacific Hydro Pty Ltd and former Chair of the Clean Energy Council.
- Rachel has over 20 years' experience in major transactions. She started her career as a commercial lawyer, first in private practice, then in a number of in-house counsel roles in large corporations both in Australia and overseas.
- Rachel joined Pacific Hydro in 2006 as a corporate lawyer, and during her 16 years in the company held a range of roles, including Executive Manager Finance and Legal, Head of Commercial, General Manager New Business and General Manager Australia before becoming CEO in 2018. She is a dynamic leader who combines a considered and thoughtful approach with the capacity to enthuse and energise others. Rachel also has experience as a non-executive director in the not-for-profit sector.

Attachment 3: Recommended Invest Melbourne Advisory Board candidates

Mr Ian McCall

Professional background:

- More than 30 years' experience advising senior client boards and executives as a Strategy Consultant working for organisations including Andersen Consulting, The Mitchell Madison Group, Strategic Project Partners and Deloitte. Previously Asia Pacific Managing Partner and member of the Global Executive for Deloitte's Strategy and Operations Consulting Practice.
- Ian specialises in assisting clients with their growth strategies, incorporating M&A, market entry, customer segmentation and channel strategies, in particular in the ICT sector.
- Board experience includes eight years as an elected member of Deloitte Australia's Board, appointment as an Advisory Member of the Board of Deloitte, New Zealand and 10 years on the Board of Advanced Paediatric Life Support, a clinical not for profit, as well as a range of smaller private, start-up and not for profit organisations.

Mr Andrew Carter

Professional background:

- Thirty plus years commercial experience working in the medical technology and pharmaceutical industry. Commercial Eyes is a full service capability company that supports all stages of commercialisation from planning to regulatory approval for pharmaceuticals, nutritional products, blood products, vaccines, devices, diagnostics and medical services.
- Andrew established Commercial Eyes Pty Ltd in 2001. Today, the company employs over 110 staff, and has grown to become the foremost pharmaceutical and medical technology commercialisation firm in Australia and New Zealand.
- In 2014, Andrew received the Australian medicine industry's most prestigious honour, the 'Pat Clear Award', in recognition of the significant role he has played in supporting companies to bring important medicines into the Australian market.
- Andrew is the President of ARCS Australia Ltd; a member of the Medicines Australia Advisory Council and University of Melbourne, Masters of Biotechnology Advisory Board. He is immediate past Chair of the Bio-Melbourne Network Inc. and has chaired and been a member of numerous industry association committees including industry policy, strategy, access, quality use of medicines and continuing education.
- In addition to Andrew's health technology industry roles, he is particularly interested in social justice and disadvantage and was Chairman of Melbourne City Mission, a trustee of the Dr. John Singleton Trust and a former Councillor of Whitley College, University of Melbourne.

Mr David Chen

Professional background:

- David is an experienced executive and specialist in logistics, supply chain and strategic procurement.
- Driven to identify value creation opportunities, David draws upon his direct operational knowledge to execute effective and efficient outcomes. His strong international knowledge, particularly in the Asia Pacific Region, has allowed for careful navigation through volatile environments.

Attachment 3: Recommended Invest Melbourne Advisory Board candidates

- Currently David is the CEO of JPC International where he has helped to develop capital structure optimisation and growth facilitation across a multitude of industry segments, as well as guided the group's entry into New Zealand, Vietnam and Korea.
- David also serves as a board member of Pacific Shipping and advises on the greater China market. Prior to joining JPC, David worked at KPMG within the risk consulting and defence divisions. David holds a Bachelor of Commerce from the University of Melbourne and is a Trinity College Alumnus.

Dr Julie Wells

Professional background:

- Julie is a member of the University of Melbourne Executive and leads six broad Chancellery teams: Policy and Government Relations; University Governance; Strategy, Planning and Performance; Community and Cultural Partnerships; Marketing and Communications; and HR & OHS. She works closely with the deans and other members of the University's senior leadership team to develop and implement University strategy and associated initiatives.
- Julie has extensive experience in the tertiary education sector as a senior administrator, lobbyist, adviser and policy analyst. She has worked as a teacher, as an academic and in government. Before joining the University, Julie was University Secretary and Vice-President at RMIT University, with responsibility for the delivery of integrated governance, assurance and planning services. She also led the Policy and Research team in the national office of the National Tertiary Education Union between 1996 and 2002.

Mr Scott Tanner

Professional background:

- Scott is Executive Chairman of Kay & Burton, the leading luxury real estate agency in Victoria.
- He is Chairman of the Committee for Melbourne, and Chairman of GrowthOps, a creative, digital marketing / tech and leadership coaching accreditation company. He is Chairman of NEEON, a new start-up in the B2B2B banking as a service space. He is also Founder and Managing Director of SMT Advisory Services. He is also Chairman of the Board of Advisors of UbiPark (a parking solutions company), and Executive Chairman of PropertyShares (a non-bank commercial property lender).
- Scott is a Director of Melbourne Business School, and is a Fellow of the Australian Institute of Company Directors.
- Scott was previously the COO and CDO of Westpac Consumer Bank. Prior to that he was Chief Executive of Bank of Melbourne, a bank that he and his team relaunched to Victorians in 2011 and grew its market share in Victoria to 7.5% over 6 years. Prior to that Scott was a Director of Bain & Company, a global strategy consulting firm. His experience spans digital transformations, company turnarounds, M&A and growth strategies in banking, wealth management, insurance, retail and professional services.