



# Annual General Meeting Chair's Report 2013



## 2013 In Review

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## A message from Lucy Hughes Turnbull AO, Chair, Committee for Sydney



*“The Committee for Sydney is a fantastic body adding to public debate in the city. It is exactly the organisation it needs to be – engaged, constructive and challenging.”*

**The Hon. Mike Baird  
MP, NSW Treasurer and  
Minister for Industrial  
Relations.**

**This report sets out some of the achievements of, and challenges for the Committee since the last AGM. It also provides a narrative to accompany the year-end accounts. It suggests some priorities for the organisation in 2014 and reflects on some of the key issues for Sydney. Sydney is undergoing new momentum and the Committee’s approach and agenda need to build on this and help shape it.**

If Sydney has new dynamism so too has the Committee. We approach the end of

the year in a strong position. We have built our resources to support our priorities. Our members are our greatest asset and we have grown our membership in key sectors, with a geographical spread across the whole of Sydney, particularly Western Sydney. Our financial position is stronger than last year, we have enhanced the skills of our team, and have developed a stronger collaboration with our key partners and stakeholders. Our positive approach to developing Big City thinking for Australia’s global city is gaining support and traction. But we are never complacent and look to ensure that our operations and structures are efficient and fit for purpose. We continue to innovate and to develop.

We have built on the progress we reported at the last AGM. Our membership has in fact doubled in size since we started the renewal process at the end of 2011. I believe



**Launch of Issues Paper 3 - City of Choice: Sydney as a Global Talent Hub at the Business Leadership Forum 2013 with Dan Labbad, the Hon. Andrew Stoner MP and Lucy Hughes Turnbull AO**

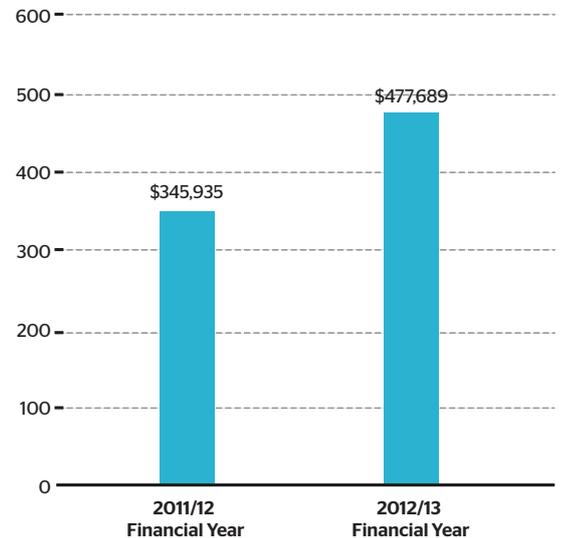
our relationships and reputation with key decision-makers in government grow stronger by the month. We set out last year to become the 'go-to' body for government and the 'must-join' one for strategically minded organisations in the private, public and not for profit sectors. We are well on our way to achieving both.

At the same time we have grown our capacity and influence, we have also strengthened our finances and continue to do so. The year-end accounts show that we have reduced our deficit in one year from 25% to 7% of a much bigger turnover. We shall hear from our Chair of the Finance Sub Committee and our accountant that the upward trend in income and the effective management of costs since the year-end have further improved the situation, with the forecast for year-end FY 2014 indicating that the Committee will make a significant surplus. This will enable us to increase our reserves and to build our capacity with confidence.

*“The Committee for Sydney are doing a fantastic job of bringing people together.”*

**Louise Herron, CEO of Sydney Opera House.**

**Total income (\$000's)**



**The increased income from membership and very tight control on expenditure has resulted in the operating deficit being reduced from \$88,458 in the 2012 year to \$31,402 in the year under review. A continuation of these initiatives has resulted in a forecast surplus for the current financial year'**

## Welcoming many new members - and thanking long-term members

Behind this decisive improvement has not just been that we have attracted (as of writing) 35 new paying members in less than 2 years. It is also that we have managed to retain 95% of existing members, though we have increased the subscription fee by 50%. Whilst welcoming all the new members, I want also to thank all those long-term members of the Committee for their support and their continuing passion for Sydney.

Our member base is diverse and includes global companies, Australian icons, leading cultural and sporting organisations, some government agencies and not for profit housing associations (who we welcomed to

the Committee for the first time this year in recognition of the importance of affordable housing to Sydney). We represent no one sector: we are an independent champion and voice for the whole of Sydney, and all the stronger because of it. We are an effective vehicle for our joint aspirations to make a good city greater still.

In the last 18 months in particular we have enabled members to take more part in the development of Committee policy and initiatives by creating member-led Taskforces and the new Council of Board Advisors. The Taskforces and events have promoted work on Planning and Housing, Transport, the Liveability / Loveability of Sydney, and Sydney as a Global Talent Hub. These have proved lively and well-attended forums which have informed members, shaped Committee initiatives, developed policy and enabled key stakeholders to engage with us in a collaborative and discrete atmosphere. They have helped build those positive coalitions for change on which all cities rely and which are so important in a city like Sydney where negativity and conflict have sometimes been too much in evidence. We want to change the tone of the civic discussion about Sydney's future.

## Innovating Committee Structures

We are strengthening member involvement further by implementing the decision taken by Members at the Special General Meeting to increase the maximum number of Executive Board members from 12 to 17. We are also strengthening and formalising the group of Board Advisors which we created last year, and

will institute from January 1 a twice-yearly meeting between the Executive Board and the Advisors which will add to the input of member organisations and help the Committee develop further expertise and capacity.

I am also delighted that a further innovation this year was the creation of Life Fellowships of the Committee and that by doing so we were able to recognise the contribution of two great champions for Sydney and the Committee, the Hon. Warwick Smith and our former Chairman Stephen Loosley.

We also created a new finance sub-committee (chaired by Craig Pudig) and a membership committee (chaired by Kate Jordan) within the Executive Board to increase scrutiny and focus attention on resource management and member liaison. We initiated two member surveys in 2013 and they have informed Committee policy-making and performance: the first survey showing that Members had identified new momentum in Sydney was extensively covered in the national

“The Committee is making a great contribution to Sydney's momentum: Lend Lease is proud to be supporting both”.

**David Hutton, Group Head of Development of Lend Lease.**



Boardroom breakfast with Prime Minister Julia Gillard

“I’d like to commend the Committee on the role they are playing in intellectual thought leadership for Sydney.”

**The Hon. Gladys Berejiklian  
MP, Minister for Transport.**

electronic and print media. We also plan to send a copy of this annual report directly to the CEOs of all member organisations with a note of thanks from myself as Chair for their organisation’s support.

We are open to further suggestions for innovation and involvement: we have great members and want to maximise the opportunities to harness their energies and skills. The Global Talent Hub research showed the increasing diversity of talent available and the need for organisations to create cultures and practices which embrace this opportunity. The Committee believes similarly that there is a need to encourage greater diversity in business and city leadership and will be exploring opportunities to promote that objective in 2014.

## Our Greater Sydney perspective

The Committee always seeks to bring people together, to share expertise and solve problems for the benefit of Sydney and I believe that approach has resonated

with business, government, media and the community. And by ‘Sydney’ we have stressed ‘Greater Sydney’ and we meant it. Our objective is to be an effective voice and champion for Greater Sydney and in the last 12 months we have made a reality of that.

So, yes we have supported the Light Rail from Circular Quay down George Street through Moore Park and believe that our support had an impact at a critical time for the project. But we have also been strong supporters of the Western Sydney Light Rail initiative and have been strong advocates for the investment and policy initiatives – those economic development and connectivity projects – Western Sydney needs not to just meet the inhabitants of the region but also to deliver its full potential for Sydney. It is clear in a city shaped like Sydney with its CBD at one edge and with half the population now – and a majority in future – living in Western Sydney – that public policy and private initiative need to be aligned to ensure that we develop the capacity of the existing CBD, maximise the connectivity and economic vitality of Western Sydney – and make a reality of aspirations for Parramatta to be Sydney’s second CBD. The Committee’s first Issues Paper focused on these issues and we will continue to work on this Greater Sydney agenda in 2014.

## Events

Much of our thought leadership for Sydney finds its way into the design and delivery of the events program and the reports or policy submissions we produce.



Our events and Taskforce meetings were intended to reflect our Priorities 2013 document or otherwise respond to the key challenges and opportunities for Sydney. Our main events and taskforce meetings have been well-attended and increasingly include government policy-makers as well as our members.

We believe this informal exchange of best practice and ideas between the public and private sectors is a virtue in itself but that it is also supporting new thinking in key government departments – as well as influencing practice in the private sector. It is also encouraging new collaborative ways of working. The full events program for the year is set out in the appendices. We welcome ideas from members of the kinds of events we should stage and the range of speakers we should invite – and any help they can offer in hosting events and securing great speakers. I'd like to thank those members who helped host and shape events this year.

In addition to the formal events program we have held more informal 'precinct-based' collaborations to help bring key partners together around a common theme or interest. We are particularly pleased to have been involved in working with partners and member organisations in and around Circular Quay and will continue with this approach in 2014.

Finally, towards the end of the year we brought our interest in learning from global cities together with our interest in digital innovation, by hosting two Committee 'Online Global City Dialogues' involving presentations from New York, San Francisco and Shanghai. Thanks to Cisco and the MCA for enabling and hosting these innovative dialogues.



## Issues Papers, reports and submissions

The Committee innovated this year in the format used for its publications. We initiated a new series called 'Sydney Issues Papers' focusing on urban productivity, Sydney as a 'Global Talent Hub', and urban innovation/digital economy (see Appendix 1 for further details). All had an impact and we thank all members who helped research and deliver them. I focus on the third Issues Paper ('City of Choice: Sydney as a Global Talent Hub') as having a special significance as it shows the exemplary partnership the Committee and its members developed with the Department of Trade and Investment and our enthusiastic and informed members. This project, which involved sending a questionnaire to over 100,000 international staff members of Committee member organisations and also led to the production of an 'Official Guide to Living and Working in Sydney', involved a uniquely collaborative approach to research and policy-making. The project informed government approaches to

“The Global Talent Hub project is a great example of how collaboration between the NSW Government and the private sector can provide objective fact based analysis into the key issues that need to be addressed and cut through thinking on practical initiatives to attract global talent to Sydney.”

**Martin Blake, Chairman  
NSW of KPMG.**



“The big, city changing projects can only happen with proactive civic engagement. From Plenary Group's perspective this is the essence of the Committee for Sydney; collaborating with Governments, businesses and individuals to promote policies and projects that can change Sydney for the better. The Cfs should be congratulated on another year where their positive influence on Sydney continues to grow.”

**Paul Oppenheim,**  
Managing Director of  
Plenary Group

marketing Sydney to global talent and is also helping the private sector develop and share best practice in a new Global Sydney HR Leaders Network.

I'd like to take this opportunity to thank Deputy Premier Andrew Stoner and his team at NSW Trade & Investment for their exceptional work on this project, Dan Labbad COO of Committee member Lend Lease, for chairing the Global Talent Advisory Board and all the enthusiastic and informed Committee member organisations who have been involved. Please note that we intend building on this 'talent' theme in 2014.

Finally, we created a regular newsletter for Members and also a version for our now 900 stakeholders.

## Media

The Committee's approach is to share expertise and best practice between the public and private sectors so as to improve

policy and outcomes. We prefer to base our media work on our research and only to make comments on agendas on which we are expert, fit our priorities and speak to the policy needs of Sydney. We have been successful in 2013 in attracting serious attention to our initiatives. A more detailed review of our media performance is provided in Appendix 2.

## Continuing Sydney's momentum - and working with Government in 2014

The Committee stressed in several of its Issues Papers that while the current momentum of Sydney is highly positive and important for the nation at a time when the resources boom has moderated, it is crucial that the momentum is not short-lived. We must use this new energy to turn this opportunity into a strategic breakthrough in Sydney's productivity and performance. The NSW Government and the new Federal Government will be key agents in achieving this objective. The Committee will work with government at all tiers to ensure the continued momentum of Sydney, and to ensure that Sydney's vital importance to the economic success of Australia is recognised in appropriate policy initiatives and in terms of public investment in key infrastructure.

In this context it is vital that the new Federal Government and the NSW Government are as aligned as possible in terms of policy and investment for Sydney and that a new spirit of collaboration is realized. The signs are good but we will be vigilant on this agenda. The NSW Government has already shown a welcome commitment to reform and had a commendable focus

on Sydney projects. We will be keen to see both continue in 2014 and will, as we have proven already, be a firm public ally of reform and Big City thinking and projects for Sydney. We will of course be equally vigilant in monitoring the progress of the implementation of the reform program and the delivery of the infrastructure Sydney needs.

## Committee performance in 2014

But then, we will also apply the same rigour to our own performance as a Committee. We are strengthening our excellent team by creating a business/office manager role to support the CEO to handle the increasing demands on our administration, events organisation and member liaison. While the team performance is partly to be judged in terms of the management of resources, the team shares with the Committee Board and members a desire to be judged on the impact of our work over time on delivering Committee priorities. Our Priorities 2013 document has guided us well and we have made progress against all themes - housing, planning, the visitor economy, transport, global talent. But we can and will do better and will make a focus in 2014 on tracking the impact of our advocacy and policy-making on key decision-makers.



The process of developing our Priorities 2014 document is already underway. Our Member survey will inform and shape this as will our new Board, Council of Advisors and taskforces. We look forward to working with all our Members in 2014 and thank all of you for your support in 2013.

The Committee's work and achievements would not have been possible without the great efforts of our CEO Tim Williams, Strategic Advisor Michelle Washington and the rest of the CFS team. On behalf of the board and all our members I would like to thank them. We are all very grateful for the work they do. It has been a great collective effort.

“ There are many common views for the vision for Circular Quay and the Committee for Sydney provides the forum for bringing these views and interests together to ensure there is strategic collaboration for issues that really matter to Sydney. This is particularly important as we plan to redevelop one of AMP Capital's most important strategic precincts.”

**Louise Mason, Managing Director of Office and Industrial Property, AMP Capital**

## Appendix 1: Selected Submissions and Publications in 2013



### APRIL

#### Committee for Sydney submission on the Draft NSW Creative Industries Action Plan

The Committee response supported the IAP, while highlighting the fact that the creative industries sector already plays an important role in Sydney, and noting the importance of branding Sydney to attract and retain talent within the sector.

economic trajectory since the 90s and the implications of this for public policy.

*“The very different economic geographies of Melbourne and Sydney have contributed to quite different approaches to managing growth and housing supply and thus different outcomes. In the period from 2001-2011, Melbourne grew its population faster than Sydney and its housing supply even faster, making Melbourne homes more affordable.” (p. 10)*

### MAY

#### Sydney Issues Paper 1: Sydney, adding to the dividend ending the divide

This paper sets out some key strategic trends and data, illustrating Sydney's

*“At the heart of what is required is a change to what might be called the Sydney model of development. That model, which reflected not just the dominance of the car but also the influence of a diverse economy with a strong manufacturing sector located in a myriad of places throughout Sydney, led to highly dispersed, low density housing...Essentially, the location of*

*knowledge industry jobs has been tending in the opposite direction from the dispersed housing model...(but) we have carried on dispersing homes while concentrating such jobs” (p. 12)*

### Submission to Prime Minister Julia Gillard – Case for Sydney: Key Issues

The Prime Minister briefed a group of Committee for Sydney members on key components of her government’s education reforms at a boardroom meeting. There was also an opportunity to discuss key issues that we are keen to work on with Federal Government. These issues were outlined in the Case for Sydney – Key Issues paper which was handed to the Prime Minister at the meeting.

## JULY

### Governance and planning reform for Sydney: two sides of the same coin

The Committee for Sydney team drafted a joint submission in response to three documents open for public consultations:

1. NSW Planning White Paper
2. Draft Metropolitan Strategy for Sydney 2031
3. Future Directions for NSW Local Government – Twenty Essential Steps

*“We commend the significant reform program of the New South Wales Government. It is because we regard it as a single program rather than a series of discrete initiatives that we have chosen to present a unified submission in relation to the Planning White Paper, the Draft Metropolitan Strategy for Sydney and the*

*report of the Independent Review Panel on Local Government. Our purpose is to stress the vital interconnections between these initiatives and the need for effective integration.*

*Previous submissions by the Committee have stressed, as the title of this unified submission puts it, that planning and governance reform for Sydney were ‘two sides of the same coin’. The failure to implement key elements in previous Metropolitan Strategies for Sydney, to which the COAG Reform Council drew attention, was in great part due to the governance gap in Sydney and the fact that there was no single agency responsible or accountable for delivering.” (p. 3)*

## AUGUST

### Sydney Issues Paper 2 – #wethecity: collaborating to compete in the digital era

The challenge for Sydney is to find a way to harness together smart technology and smart governance, a better partnership between the private and public sectors and a dramatically improved civic dialogue to best exploit to the full the capacities and skills of its current inhabitants to help create better outcomes for Greater Sydney.

*“Planners and decision makers need to evolve and adapt their tool-kit to have more open conversations to ensure community engagement – to engage not just with the usual suspects but also with those driving innovation.” (p. 7)*

*“Creating the environment for innovation and collaboration is not just about the digital environment. In the new knowledge*

*economy, physical place-management has become more important than ever because it provides the ‘ecosystem’ for innovation.” (Ibid)*

*“As we enter a period of momentum for Sydney, where innovation and digital collaboration drive economic growth, we need to remember the long-term vision for Sydney and the issues around equity and liveability in a city that has become divided geographically.” (p. 12)*

## SEPTEMBER

### Sydney Issues Paper 3 – City of Choice: Sydney as a Global Talent Hub

What makes well-educated, highly skilled, and globally-mobile individuals choose (or not choose) to live in a city like Sydney?

*“Sydney needs to welcome diverse pools of talent and meet needs at key career stages.” (p. 7)*

*“Sydney needs to be a well managed city to attract and retain global talent – so the NSW Government planning and governance freeform needs to be implemented alongside new talent attraction strategies.” (p. 9)*

## OCTOBER

### Sydney: Your Future Starts Here - The Official Guide to Living and Working in Sydney

This Guide was developed in partnership with NSW Trade & Investment as an initiative of the Global Talent Hub project. It details all you need to know about the essentials of living and working in Sydney – visas, where to live, the cost of living, healthcare, entertainment and leisure, progressing your career and much more.

## NOVEMBER

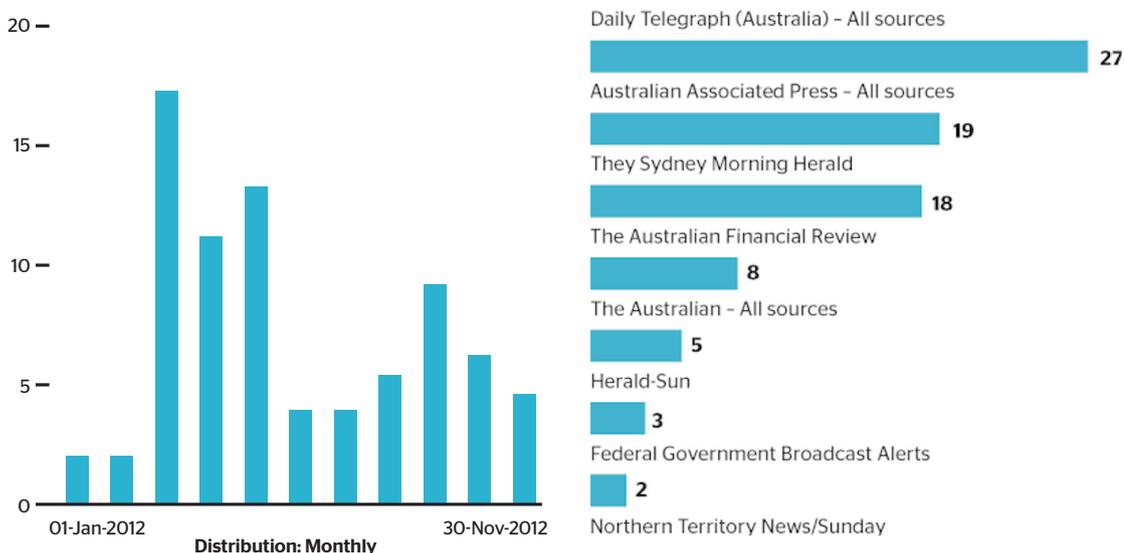
### Committee for Sydney Response to the City Centre Access Strategy

*“We strongly support the upfront commitment to encouraging a greater proportion of people to use public transport to access the city centre and the emphasis on walking in and around the city. There is global evidence that walkable cities add value to their assets whether commercial, retail or residential. To complement this priority, greater emphasis should be placed on ‘spreading the peak’ of journeys to increase the efficient use of the existing network” (p. 7)*

## Appendix 2: Media In 2013

### Media coverage (Period: December 2012 - November 2013)

Mentions in Australian publications



Media coverage varies widely and clearly tended to peak whenever we released a report or submission. Note that references to us, or articles by us, in print increased while radio appearances reduced. We decided to focus on print journalism in 2013 though some of our work got more national TV coverage than in 2012: the research on Sydney's new momentum being a case in point, when we launched our Issues Paper 1. Our approach to media has been largely driven by the needs of

our own agenda though the Committee CEO has become a 'go to person' for media comments on key issues. We never seek media coverage for its own sake and prefer to avoid above the line controversy preferring a quieter approach to exercising thought leadership via spreading our members' expertise, developing evidence-based policy-making and publishing compelling reports on Sydney's performance, challenges and opportunities.

## Selected quotes from media

*"Sydney's economic strengths, lifestyles and natural beauty will be showcased in a new government "guide book" designed to lure overseas skilled professionals to the city.*

*The state government has joined forces with the Committee for Sydney and local businesses to produce a comprehensive guide to living in Sydney that aims to attract mobile professional workers and make Sydney a 'global talent hub'." Matt Wade, 'Emerald city aims to draw world's brightest' Sydney Morning Herald 15 October 2013*

*"We must break through on housing supply in key locations. How? The planning system is presently an anti-development charter enabling those with homes to prevent those without one from getting onto the ladder. It is forcing our children to live 40km from the CBD. Politicians feeling the heat from a self interested minority who make most noise need to remember - housing losers have votes too." Tim Williams, 'Owning a home is impossible dream' The Daily Telegraph 30 September 2013*

*"The Committee for Sydney on Thursday released its 2013 federal election paper, saying Sydney lost \$43 billion of potential GDP growth to Melbourne over the past ten years... However, the Committee also says Sydney is "coming back in a big way" thanks to developments like Barangaroo, light rail, the new convention centre and WestConnex." 'Sydney 'needs federal help' to boost mojo' AAP 23 May 2013*

## Appendix 3: Events In 2013



There has been a significant events program since the last AGM. We have delivered over 50 targeted events or taskforce meetings since December 2012, attended by almost 2000 members, stakeholders or decision-makers. Our events, like our research, advocacy and reports, fit with our main objectives as set out in Priorities 2013. Below we set out the events in relation to our 4 key priority areas in 2013.



### Planning reform, housing and city governance: Managing the growth of Sydney

**21 February** - Meeting of the Planning Taskforce. Kindly hosted by Stockland.

**20 March** - Meeting of the Planning Taskforce. Kindly hosted by AECOM.

**20 March** - The productivity of Australia's cities - research progress briefing and discussion: Jane-Frances Kelly, the Grattan Institute. Kindly hosted by AECOM.

**24 April** - Affordable Housing Forum with David Cowans, CEO Places for People. Kindly hosted by Plenary Group.

**1 May** - Briefing and discussion on the findings of the Independent Review of NSW local government with Professor Graham Sansom, Chair, Independent Local

“The Committee for Sydney recognises that western Sydney plays a critical role in the future of Sydney. UWS makes a major social and economic contribution to the region and is one of the most significant drivers of change and growth in this key area of Sydney. We welcome the ‘whole of Sydney’ focus the Committee bring and we look forward to continuing to work together to increase the prosperity and liveability of our city, east and west.”

**Rhonda Hawkins, Vice Chancellor of University of Western Sydney**

Government Review Panel. Kindly hosted by Allens.

**10 May** – Norma Shankie-Williams, Director, Metropolitan and Regional Strategies, NSW Department of Planning and Infrastructure. Kindly hosted by ARUP.

**20 May** – Lunch with Anna Bligh, former Queensland Premier Lessons learned – the experience of local government reform in Queensland. Kindly hosted by Tardis Group and Rockpools.

**23 May** – Briefing with the Hon Julia Gillard, Prime Minister, on the National Plan for School Improvement. Kindly hosted by McKinsey & Company.

**11 June** – Meeting of the Planning Taskforce. Kindly hosted by Stockland.

**27 June** – Delivering change through partnership in Western Sydney: Boardroom lunch with WSROC. Kindly hosted by Deloitte.

**4 July** – Lunch with Senator Arthur Sinodinos, AO. Kindly hosted by Sydney Airport Corporation.

**2 August** – Lunch with Clover Moore, Lord Mayor of the City of Sydney: “To make Sydney greater still.” Kindly hosted by HASSELL.

**17 October** – Lunch with Kevin Lavery, CEO of Wellington City Council. Kindly hosted by AECOM.

**28 October** – Working lunch with Malcolm Smith, Global Masterplanning and Urban Design Leader of Arup. Kindly hosted by Arup.

**5 November** – EcoDensity – ‘Density done well’ – lessons learnt from Vancouver –

CfS and UTS: CLG joint event with Brent Toderian. Kindly hosted by HASSELL.



## An integrated Transport network for a global city: From planning to delivery

**31 January** – NSW Freight & Ports Strategy: Briefing and discussion with Rachel Johnson, TfNSW. Kindly hosted by KPMG.

**22 February** – Lunch with the Hon. Gladys Berejiklian MP, Minister for Transport. Kindly hosted by Clayton Utz.

**28 February** – Moorebank Intermodal Briefing with Dr Kerry Schott. Kindly hosted by Arup.

**22 April** – Meeting with Richard Greer on the Acoustics of Rail. Kindly hosted by Arup.

**1 May** – Meeting with Lewis Atter of KPMG (London) on Opportunities for the Creation of Alternative Funding Streams for Infrastructure. Kindly hosted by KPMG.

**17 July** – Meeting with Howard Collins, CEO Sydney Trains. Kindly hosted by KPMG.

**24 July** – Briefing on the Sydney CBD and South East Light Rail Project with Chris

Lock, Transport for NSW. Kindly hosted by AECOM.

**30 July** - WestConnex briefing with Christopher Swann, Infrastructure NSW and Matthew White, UrbanGrowth NSW. Kindly hosted by Y&R Brands.

**9 September** - Lunch with Vice Admiral Ray Griggs, Chief of the Australian Navy. Kindly hosted by the Park Hyatt Sydney.

**25 September** - Lunch with the Hon. Gladys Berejiklian MP, NSW Minister for Transport. Kindly hosted by PwC.

**10 October** - Briefing on the City Centre Access Strategy with Carolyn McNally, Deputy Director General of Transport for NSW. Kindly hosted by DEXUS Property.

**22 October** - Westconnex briefing with UrbanGrowth NSW. Kindly hosted by Arup.

**28 October** - Managing Global 21st Century Cities - delivering and funding world class public transport with Jay Walder, CEO of MTR Corporation, Hong Kong. Kindly hosted by Plenary Group.

**15 November** - Global city taxi services for Sydney: innovating to drive up quality. Kindly hosted by Y&R Brands.



## Liveability and loveability: Protecting and enhancing the appeal of Sydney

**13 March** - Liveability/Loveability Taskforce meeting. Kindly hosted by Business Events Sydney.

**30 April** - Lunch on the future of Circular Quay. Kindly hosted by Turnbull & Partners.

**13 May** - Lunch with Sandra Chipchase CEO of Destination NSW on Vivid and the new China Tourism Strategy. Kindly hosted by Park Hyatt.

**15 May** - Lunch on the Future of Retail with Tim Elgood, Principal and Retail Sector Leader of Arup. Kindly hosted by Arup.

**22 May** - Darling Harbour Live - The revitalisation of Darling Harbour. Kindly hosted by Lend Lease.

**5 July** - Second lunch on the future of Circular Quay. Kindly hosted by AMP Capital.

**7 August** - Sydney Modern - An evening at the Art Gallery of NSW. Kindly hosted by the Art Gallery of NSW.

**21 August** - Lunch with Paul Whittaker, Editor of The Daily Telegraph. Kindly hosted by Brookfield.

**30 August** - Third lunch on the future of Circular Quay. Kindly hosted by the Sydney Harbour Foreshore Authority.

**2 September** - Liveability/Loveability Taskforce. Kindly hosted by Sydney Opera House.

## Focusing on competitiveness & productivity: Financial and Professional Services

**30 January** - Lunch with the Hon. Mike Baird, NSW Treasurer and Minister for Industrial Relations. Kindly hosted by NRMA.

**6 March** - Lunch with the Hon. Andrew Stoner MP, Deputy Premier, Minister for Trade and Investment, and Minister for Regional Infrastructure and Services. Kindly hosted by Lend Lease.

**25 March** - Meeting of the Financial and Professional Services Taskforce. Kindly hosted by Allens.

**27 March** - Lunch with Dr Geoff Raby, Former Australian Ambassador to the People's Republic of China. Kindly hosted by Echo Entertainment.

**30 May** - Meeting of the Financial and Professional Services Taskforce. Kindly hosted by Clayton Utz.

**30 May** - Briefing with David Whiteley, CEO of the Industry Super Network. Kindly hosted by Clayton Utz.

**24 June** - Lunch with Chris Jordan AO, Commissioner of Taxation. Kindly hosted by Macquarie Group.

**1 July** - Lunch with Ms Chen Lifang, Huawei Global Board Director, Australian Board Member and Corporate Senior Vice-President. Kindly hosted by Minter Ellison.

**14 August** - Launch of Committee for Sydney Issues paper 2 - #wethecity: collaborating to compete in a digital era. Kindly hosted by the Museum of Contemporary Art.

**16 September** - Meeting of the Financial and Professional Services Taskforce. Kindly hosted by Allens.

**12 November** - How to make a city great: Online Global Cities Dialogue #2 with McKinsey & Company in Shanghai. Kindly hosted by the Museum of Contemporary Art.



## Sydney as a Global Talent Hub

**23 July** - Meeting of the Global Sydney HR Leaders Network. Kindly hosted by Talent2.

**3 September** - Business Leadership Forum held by NSW Trade & Investment - launch of Sydney Issues Paper 3 - City of Choice: Sydney as a Global Talent Hub.

**15 October** - Launch of the Official Guide to Living and Working in Sydney with Deputy Premier Andrew Stoner. Kindly hosted by Lend Lease.

## Appendix 4: Council of Advisors



Given the growth in the membership, activities and scope of the Committee for Sydney, the Chair and the Board decided to establish a new Council of Advisors. The Committee for Sydney's Council of Advisors will assist the Board in generating and developing ideas, priorities and policies for the Committee for Sydney. It will also act as sounding board for perspectives on new issues as they emerge.

The meetings will be held twice a year, with members of the Board of the Committee for Sydney also invited to attend.

Members of the Council of Advisors may be asked for comment on documents and reports published by the Committee for Sydney from time to time on a confidential basis. Comments and opinions will be gratefully received. As meetings of the Council of Advisors will be held twice a

year, comments on draft reports and the like will in many cases, be sought by email.

It is expected that there would be no more than 15 members of the Council of Advisors, but the number is not fixed. Individuals will be invited to join the Council of Advisors by the Board.

The meetings will be chaired by the Chair of the Committee for Sydney.

The term of appointment for a member of the Council of Advisors will be three years. It can be renewed but there is a maximum period of membership of 6 years.

Current members of the Council of Advisors include Joseph Carrozzi of PwC, Martin Blake of KPMG, Dan Labbad of Lend Lease, Charlie Taylor of McKinsey & Company and Jeremy Mitchell of Huawei.



The Committee for  
**Sydney**

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