

**ESTABLISHING MELBOURNE'S "OFFICE OF KNOWLEDGE  
CAPITAL"**

**Committee**    Business and International Relations

**Presenter**    Cr Snedden

**Purpose**

1.    This report seeks Council endorsement of the proposal to establish an "Office of Knowledge Capital" in partnership with Melbourne's eight metropolitan universities and the Committee for Melbourne.

**Recommendation**

2.    That Council approve the establishment of a Melbourne "Office of Knowledge Capital" and allocate up to \$100,000 annually for three financial years, commencing on 1 July 2008, to support its operations.

**Council Report Attachment:**

1.    Business and International Relations Committee, Agenda Item 5.2, 11 December 2007

**11 December 2007**

**ESTABLISHING MELBOURNE'S "OFFICE OF KNOWLEDGE  
CAPITAL"**

**Division** Sustainability and Regulatory Services

**Presenter** Peter Chaffey, Knowledge Capital Executive

**Purpose**

1. This report seeks Committee endorsement of the proposal to establish an "Office of Knowledge Capital" in partnership with Melbourne's eight metropolitan universities and the Committee for Melbourne.

**Recommendation from Management**

2. That the Business and International Relations Committee recommend that Council resolve to approve the establishment of a Melbourne "Office of Knowledge Capital" and allocate up to \$100,000 annually for three financial years, commencing on 1 July 2008, to support its operations.

**Key Issues**

3. The significant changes flowing from globalisation and the knowledge economy are combining to increase the importance of city-regions as focal points for innovation and creativity. Alongside this, is the more recent recognition that universities now play a vital part in the performance and prosperity of their cities or regions.
4. With the formation of the Melbourne Vice Chancellors Forum in 2005, and the work it has since undertaken, this phenomenon is now taking a higher position in local thinking about the future of Greater Melbourne. As a result, the potential now exists for closer collaboration between universities and the governments and communities that host them.
5. Several factors are now aligning to suggest that this is the time for Melbourne to exert strong leadership and be positioned internationally as "Australia's Knowledge Capital", including:
  - 5.1. federal / State dialogues on future role, funding, management and accountability for universities;
  - 5.2. emerging State policy directions with which a capital city agenda on knowledge would align well;
  - 5.3. an international 'build-up' in policy and practice around the importance of knowledge and innovation as a basis for metropolitan and regional success;
  - 5.4. universities are seeking to be effectively engaged with their host communities;
  - 5.5. university collaboration across the metropolitan area has been enhanced through the Melbourne Vice Chancellors Forum; and
  - 5.6. the Future Melbourne Plan will need sound foundations and 'knowledge' should be one of them.

6. All these activities provide a framework within which the Melbourne City Council and its partner universities can promote knowledge, (its creation, development and transfer), as an important foundation for the prosperity, cohesion and success of the city.

#### **Time Frame**

7. The Melbourne Vice Chancellor's Forum has considered and endorsed the proposed Office of Knowledge Capital, and adopted the attached Strategic Plan, at its meeting on 23 November 2007. Council endorsement of this proposal is being sought now in order to enable a commencement of operations in 2008.

#### **Relation to Council Policy**

8. 'City Plan 2010'. Innovative and Vital Business City of Melbourne:
  - 8.1. Promote strategic growth in the City's tertiary education and financial services.
9. 'Council Plan 2005 – 2009':
  - 9.1. Identify, foster and promote Melbourne's capabilities as a 'knowledge city'; and
  - 9.2. Establish strategic relationships with universities and tertiary institutions.

#### **Consultation**

10. Extensive consultation has occurred with metropolitan Melbourne's eight universities in the development of this proposal. The consultation occurred through the Melbourne Vice Chancellors Forum and by individual discussion with each university. The Committee for Melbourne has also been aware of the proposal through Council involvement in its Higher Education Taskforce.

#### **Government Relations**

11. The proposed "Office of Knowledge Capital" has been discussed with the Victorian Government Department of Innovation, Industry and Regional Development, (including the Innovation Economy Advisory Board and the Office of Tertiary Training and Education).
12. The Minister for Skills and Workforce Participation, the Hon Jacinta Allan also participated with the Lord Mayor in launching the "Melbourne Metropolitan Universities Contributions Study" report on 23 August 2007.

#### **Finance**

13. The 2007/08 Council budget contains provision for the current staffing, operational and project costs associated with this initiative. Funds budgeted and available in the current year total around \$280,000.
14. Council's funding contribution for the implementation of this proposal will be sought through the 2008/09 budget process and is currently estimated to be \$100,000.

#### **Legal**

15. No direct legal issues arise from the recommendation in the report.

#### **Comments**

16. Attachment 1 to this report is the three year Strategic Plan for the Office of Knowledge Capital. It outlines the mission and objectives, structure and funding, proposed actions and implementation steps.

17. The purpose of the Office is to provide a focus on the international positioning of Melbourne as Australia's Knowledge Capital, and on providing support for collaborations that will facilitate closer engagement between governments, universities, business and the wider community.
18. This type of 'intermediary body' is utilised very successfully as a support to regional development and promotion efforts in other 'knowledge cities' such as Barcelona, Boston, London, Manchester, Montreal and Munich. These organisations, and others like them, provide local mechanisms to link a communities' social and economic development aspirations to the information, expertise and activities within its universities. Melbourne, and its universities, would derive considerable benefit from having a similar capability.
19. Preliminary estimates suggest that an effectively resourced Office of Knowledge Capital will require an annual staffing and operational requirement of around \$290,000 - \$320,000. Additional items such as research projects, marketing and promotion and any commissioning of consultants will require further funding of at least \$100,000 per year. The delivery of these services will be further supplemented by external funding support or sponsorship.
20. This total of up to \$420,000 is proposed to be shared across the eight university partners and Council in the manner outlined in the Strategic Plan, with a proposed annual maximum of \$100,000 from Council. The Committee for Melbourne will provide annual administrative and project support with a value of at least \$10,000.
21. The Melbourne Vice Chancellors' Forum, adopted the attached Strategic Plan at a meeting held on 23 November 2007, and endorsed plans for the establishment of the Office of Knowledge Capital.

## Background

22. In March 2005, the Lord Mayor convened the first meeting of the Melbourne Vice Chancellors Forum, (MVCF), by inviting representation from all Victorian universities with a metropolitan campus. The Forum was established to facilitate closer collaboration between the City Council and Melbourne's universities, and to progress Melbourne's positioning as a knowledge city.
  23. As its first project, the MVCF agreed to complete a study to document the economic, social and cultural contributions of universities to life of the city. The 'Melbourne Metropolitan Universities Contributions Study' was launched on 23 August 2007, and work since then has investigated options for the formation of Melbourne's 'Office of Knowledge Capital' as a vehicle for further strengthening the relationship and collaboration between the universities and the City Council.
  24. Over recent months partner universities have been consulted on the role and structure of such a body and overall consensus and support has emerged. However, it is felt that any such body would best be 'housed' within the Melbourne City Council in preference to being structured independently, but that the project and operational costs should be provided by the nine proposed partners on an agreed basis.
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### Attachment:

1. Melbourne Vice Chancellors Forum, Strategic Plan 2008-2010

**Melbourne Vice Chancellors Forum**

**OFFICE OF KNOWLEDGE CAPITAL**

**Strategic Plan  
(2008 to 2010)**

Version 2007/2

## Introduction

The opportunities and challenges flowing from globalisation and the rapid expansion of the world's knowledge economies are combining to increase the importance of city-regions as focal points for innovation and creativity. In a recent study, US think-tank 'The Brookings Institution', demonstrated how the co-location of innovation, human capital and infrastructure have positioned the nation's metropolitan areas as "the engines of national prosperity". <sup>(1)</sup>

Alongside this, sits a growing acceptance that the universities of a city-region play a vital part in its potential, performance and prosperity. The capacity for universities to generate ideas, transfer knowledge, and enhance the community's skills base, has been instrumental in moving them to 'centre-stage' in the knowledge economy, and consequently elevating them to be key players in efforts to remain globally competitive. <sup>(2)</sup>

As a consequence of these movements, there is a need to create mechanisms that will facilitate the collaborative partnerships between universities and the governments, businesses and communities in the areas they serve. With the formation of the Melbourne Vice Chancellors Forum in 2005, and the work it has since undertaken, the opportunity now exists for a mechanism of this kind to be created in Melbourne.

To develop and provide 'catalytic action', Melbourne's 'Office of Knowledge Capital' will be established. The Office will be attached to the Melbourne City Council, jointly funded by the founding partners for an initial three year period, and subject to annual performance reviews.

Much is said about Melbourne's current performance and future potential as a city that boasts high quality education services, a strong knowledge economy, world class research capabilities and a mix of environmental, cultural, and social attributes that go to make the 'livability' for which the city is renowned. The combination of these and other elements of our metropolitan fabric can provide the foundation for a city that defines and asserts its place in the world.

The OKC envisions a Melbourne that creates, transfers and utilises knowledge to address and meet its needs - a city that values, pursues and recognises achievement; stimulates innovation and enables learning across all parts of its community.

This is a Melbourne where governments, research and educational institutions, businesses and the wider community collaborate to develop and apply the City's capabilities to work in partnership for a prosperous, equitable and sustainable future.

The 'Office of Knowledge Capital' will be a focal point for dynamic and creative partnerships between contributors to the achievement of this vision for Melbourne.

## **Mission**

The mission of Melbourne's **Office of Knowledge Capital** is to:

**“Collaborate to develop and promote Melbourne as Australia’s Knowledge Capital.”**

This mission statement highlights the outcome that can be achieved through OKC partners collaborating amongst themselves, with governments, business and other groups, to enhance Melbourne’s status and performance as a city that creates, shares and utilises its knowledge attributes to meet its overall economic, social and environmental needs.

## **Strategic Objectives**

To ensure a clear focus on outcomes that will deliver against the mission, the Office of Knowledge Capital, (OKC), will pursue three strategic objectives.

- 1. Develop and promote Melbourne locally, nationally and globally to achieve recognition as “Australia’s Knowledge Capital” and a “Global University City”;**
- 2. Facilitate collaboration between the Office of Knowledge Capital and governments, businesses and other communities;**
- 3. Form links with similar ‘knowledge cities’ to enable mutually beneficial interactions.**

## Targets and Outcomes

The main reason for establishing the Office of Knowledge Capital is to provide a capacity for relevant stakeholders to collaborate in the formation of the many forms of partnerships and promotional activities that will be essential in equipping Melbourne to succeed as a key 'knowledge city'.

To achieve this, initiatives will focus on identifying and facilitating partnerships between the Office of Knowledge Capital and a range of other organisations.

The target audiences for these partnerships will be:

- **Australian Government** – to advocate for policy and budget settings that recognise the profound importance of universities to the future of our nation.
- **Victorian Government** – to seek support for actions that will foster greater innovation, and utilise the skills and capabilities of our universities to address and meet the State's overall needs.
- **Melbourne Metropolitan Councils** - to raise awareness amongst local councils of the importance of universities and foster closer relations between the two.
- **Business community** – to enhance their level of partnership and collaboration with universities and research institutes.
- **General community** – to lift the public perception of higher education as a valued driver of national prosperity that warrants ongoing investment and support.
- **International bodies with like objectives** – to exchange information and people and share in actions that, whilst mutually beneficial, will help position Melbourne as 'Australia's Knowledge Capital'.

A number of broad outcomes will be targeted through the actions of the Office of Knowledge Capital over the next three years. These will be managed 'flexibly', and modified or added to as circumstances change.

Outcome Target	Success Indicator
Increased awareness of higher education as a key sector within the Victorian and national economies.	Evidence of government, business and community acceptance and utilisation of a sectoral approach to policy development, funding and program action.
Closer partnering with all levels of government and their agencies.	Number of collaborative initiatives undertaken and the benefits delivered by each.
Creation of a stronger innovation culture to integrate the actions of universities, research institutes, businesses and governments.	Evidence of knowledge transfer, commercialisation of research, collaboration between key groups.
More and stronger university/business collaborations.	Evidence of collaborations formed or completed.
Attractiveness of Melbourne as an international destination for conferences, academics and collaborative research.	Number of knowledge-related conferences attracted to Melbourne, and number of visiting or re-locating academics.
Global linkages to other knowledge capitals.	Productive interaction with other cities and organisations through information and people exchanges, joint projects, study missions, seminars and conferences.

## **Founding Partners**

The existing members of the Melbourne Vice Chancellors Forum will be the founding partners in creating the Office of Knowledge Capital. These are:

- **Australian Catholic University, Melbourne**
- **Committee for Melbourne**
- **Deakin University**
- **La Trobe University**
- **Melbourne City Council**
- **Monash University**
- **RMIT University**
- **Swinburne University of Technology**
- **University of Melbourne**
- **Victoria University**

As the work of the OKC progresses and it demonstrates its value to stakeholders, it is expected that additional members, sponsors and project partners can be encouraged to participate.

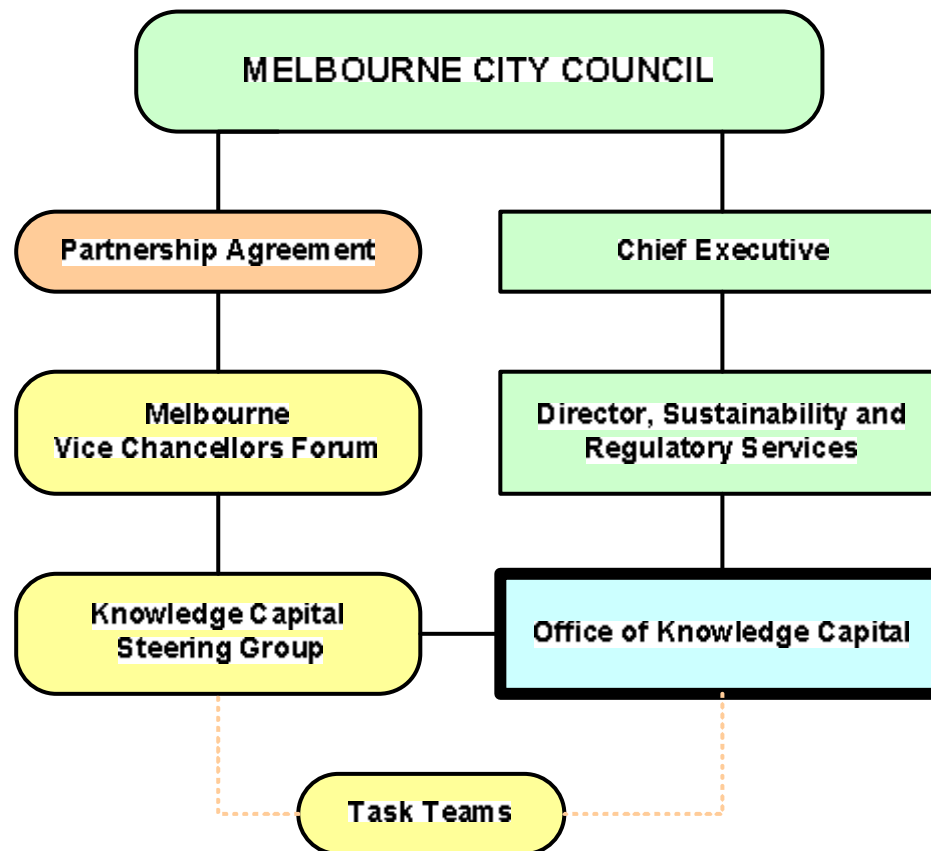
The prospective sources of this involvement are:

- **Metropolitan councils;**
- **Non government organisations;**
- **Foundations and philanthropic trusts;**
- **Businesses and their representative groups.**

## Governance Structure

The Office of Knowledge Capital will be 'owned' and 'operated' by the Melbourne City Council on behalf of and in conjunction with its partner universities and organisations.

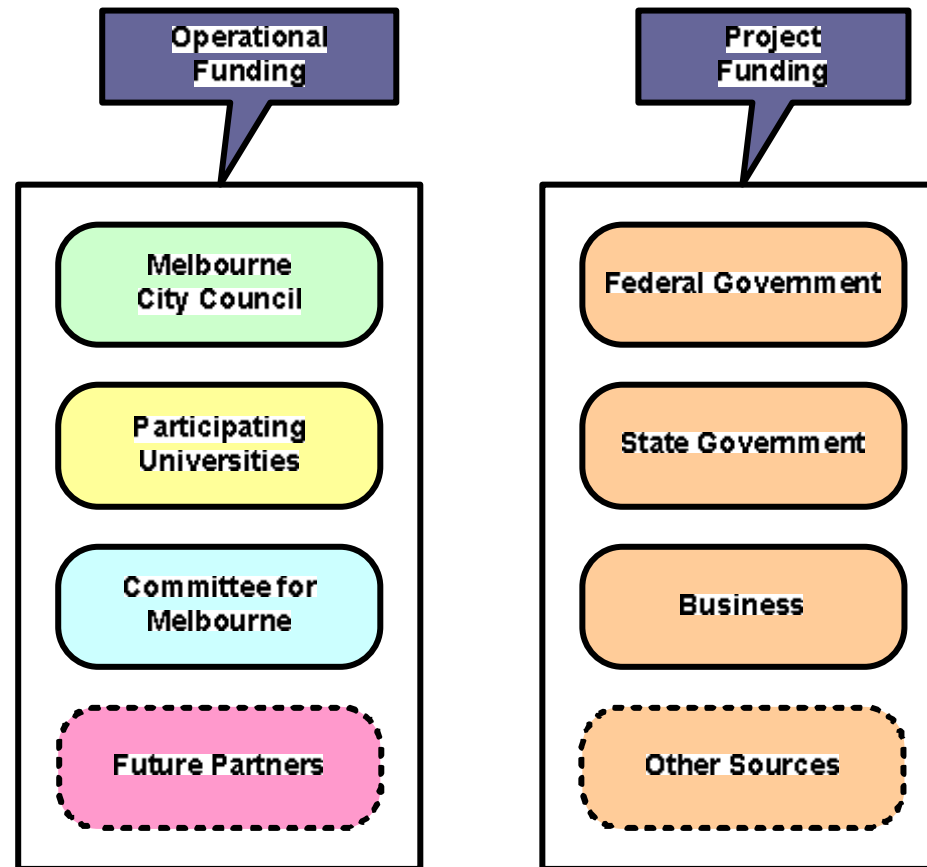
The following diagram depicts this arrangement.



## Funding Sources

Funding for the operational costs will be provided by the founding partners, and progressively by new partners, such as research institutes, business interests and other local councils that host university campuses.

Project funding will be sourced from founding partners, government agencies, business and other appropriate sources.



## Operating Cost and Revenue Estimates

The preliminary estimates indicate that the OKC, (staffed with an Executive Director and an Administrative/Project Officer, and including all accommodation and operational costs), will require an estimated \$286,090 in its first year of operation, rising to \$320,796 by Year 3. An annual promotions, projects and initiatives allocation of \$100,000 is also included. In total, the minimum investment required to establish the OKC is estimated to be \$386,090 in Year 1, rising to \$420,796 in Year 3. The target revenues, if achieved, will be sufficient to provide a small surplus.

These figures contain no estimate of revenues that may be sourced from State or Federal Governments, or from other sponsors/supporters to assist with the project work of the OKC. For example, the pursuit of 'high cost' initiatives such as initiating or bidding to host an international knowledge conference would add considerably to the above costs, and would therefore be dependent upon the acquisition of significant external support via government and business sponsorship.

The detailed operating cost and revenue estimates for the first three years are set out in the table below.

<b>Office of Knowledge Capital</b>			
<b>ESTIMATED OPERATING COSTS &amp; REVENUES</b>			
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>ESTIMATED COSTS (TBC)</b>			
<b><u>Administration</u></b>			
Executive Director (Total Employment Cost)	140,500	144,715	149,056
Administration/Projects Officer (Total Employment Cost)	92,790	95,572	98,440
Office leasing (\$350sqm x 10sqm per person)	7,000	7,000	7,000
Phone rental & use	2,500	2,750	3,000
Mobile phone costs	1,000	1,200	1,500
Computers (1 desktop & 1 laptop)	2,800	2,800	2,800
Stationery	2,000	2,000	2,000
Printing Costs	3,000	4,000	5,000
Vehicle use costs	4,000	5,000	5,000
Air travel	8,000	10,000	12,000

Accommodation	3,000	5,000	5,000
Travel-related costs	3,000	4,000	4,000
Local travel	1,500	2,000	2,500
Information Purchases	3,000	4,000	4,500
Conference and Seminar Attendance	5,000	7,500	10,000
Professional Development & Training	3,000	4,000	5,000
Reference Materials	2,500	2,500	2,500
Meeting costs	1,500	1,500	1,500
<b>Sub Total (Administration)</b>	<b>286,090</b>	<b>305,537</b>	<b>320,796</b>
<b>Projects</b>			
Promotion/Projects/Consultants	100,000	100,000	100,000
<b>Sub Total (Projects)</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>ESTIMATED REVENUES (TBC)</b>			
<b>Partner Contributions</b>			
Universities	280,000	280,000	280,000
Melbourne City Council	100,000	100,000	100,000
Committee for Melbourne (a)	0	0	0
Other Councils x \$3000 (b)	12,000	18,000	30,000
Other Sponsors/Supporters (b)	10,000	15,000	20,000
<b>Total</b>	<b>402,000</b>	<b>413,000</b>	<b>430,000</b>
<b>TOTAL EXPENDITURE</b>	<b>386,090</b>	<b>405,537</b>	<b>420,796</b>
<b>TOTAL REVENUE</b>	<b>402,000</b>	<b>413,000</b>	<b>430,000</b>
<b>Surplus/Deficit</b>	<b>15,910</b>	<b>7,463</b>	<b>9,204</b>
<b>Notes:</b>			
<b>THIS BUDGET IS AN UNAPPROVED DRAFT PREPARED FOR DISCUSSION PURPOSES ONLY</b>			
(a) The Committee for Melbourne will provide annual administrative support to the value of \$10,000			
(b) These contributions are targets only and require further negotiation			

## Contributions to Revenue

Preliminary agreement has been reached with the partner universities that their contributions will be based on the following three-tiered funding model.

<b>Three-Tiered Funding Model</b>		
<b>Metropolitan EFTSU</b>	<b>Tier</b>	<b>Annual Contribution</b>
< 10,000	1	\$10,000
>10,000 - <20,000	2	\$30,000
> 20,000	3	\$50,000

The allocation to each partner is indicated below.

<b>Funding Allocation Amongst Founding Partners</b>		
<b>Partner</b>	<b>Basis</b>	<b>Contribution</b>
Australian Catholic University	Tier 1	\$10,000
Committee for Melbourne	'In-Kind' Contribution	\$0 <sup>(a)</sup>
Deakin University	Tier 2	\$30,000
Latrobe University	Tier 2	\$30,000

Melbourne City Council	Lump Sum Contribution	\$100,000
Monash University	Tier 3	\$50,000
RMIT University	Tier 3	\$50,000
Swinburne University of Technology	Tier 2	\$30,000
University of Melbourne	Tier 3	\$50,000
Victoria University	Tier 2	\$30,000
<b>Total Cash Contribution</b>	-	<b>\$380,000</b>

**Note:** (a) The Committee for Melbourne will provide annual administrative support to the OKC to the value of \$10,000.

## Strategic Actions

The following tables outline Strategic Actions to be delivered against each of the three nominated objectives during the first three years of operation of the Office of Knowledge Capital.

<b>YEAR 1 - 2008</b>			
<b>OBJECTIVE:</b> Develop and promote Melbourne locally, nationally and globally as 'Australia's Knowledge Capital'	<b>Action:</b> Officially launch Melbourne's Office of Knowledge Capital.	<b>Outcome:</b> Stakeholder awareness of opening of the Office of Knowledge Capital and formal commencement of OKC operations.	<b>Timing:</b> Early 2008.
<b>OBJECTIVE:</b> Develop and promote Melbourne locally, nationally and globally as 'Australia's Knowledge Capital'	<b>Action:</b> Develop an OKC web presence.	<b>Outcome:</b> An OKC web presence through which to promote the objectives and initiatives of the OKC and foster global linkages.	<b>Timing:</b> February 2008
<b>OBJECTIVE:</b> Develop and promote Melbourne locally, nationally and globally as 'Australia's Knowledge Capital'	<b>Action:</b> Complete a study that provides a validation of Melbourne's position as "Australia's Knowledge Capital".	<b>Outcome:</b> Availability of information and data to stimulate and support promotional efforts.	<b>Timing:</b> March 2008.

<p><b>OBJECTIVE:</b> Develop and promote Melbourne locally, nationally and globally as 'Australia's Knowledge Capital'</p>	<p><b>Action:</b> Prepare a brand development and promotions plan to guide the positioning of Melbourne as an internationally recognised knowledge capital/global university city.</p>	<p><b>Outcome:</b> Clear direction and targets set for the development of a marketing/promotional program.</p>	<p><b>Timing:</b> April 2008.</p>
<p><b>OBJECTIVE:</b> Facilitate collaborations between the OKC and governments, businesses and other communities</p>	<p><b>Action:</b> Negotiate an OKC Partnership Agreement.</p>	<p><b>Outcome:</b> An agreement for execution by partners that defines roles, secures funding and specifies deliverables.</p>	<p><b>Timing:</b> February 2008.</p>
<p><b>OBJECTIVE:</b> Facilitate collaborations between the OKC and governments, businesses and other communities</p>	<p><b>Action:</b> Work with Committee for Melbourne to present a Vice Chancellors / CEO Forum to identify and pursue beneficial initiatives.</p>	<p><b>Outcomes:</b> Enhanced interaction and planning between business and university executives.</p>	<p><b>Timing:</b> March 2008.</p>
<p><b>OBJECTIVE:</b> Facilitate collaborations between the OKC and governments, businesses and other communities</p>	<p><b>Action:</b> Conduct a forum for metropolitan municipalities, or present to a meeting of the Metropolitan Mayors Network, (MMN).</p>	<p><b>Outcome:</b> Increase the awareness amongst metropolitan municipalities of the importance of universities and the challenges they face.</p>	<p><b>Timing:</b> By June 2008.</p>

<p><b>OBJECTIVE:</b> Facilitate collaborations between the OKC and governments, businesses and other communities</p>	<p><b>Action:</b> Generate opportunities to enhance awareness of Melbourne's university sector and its importance.</p>	<p><b>Outcome:</b> Develop a campaign of messages, media and activities that will lift public perceptions of the role and significance of higher education.</p>	<p><b>Timing:</b> Early 2008 and ongoing.</p>
<p><b>OBJECTIVE:</b> Facilitate collaborations between the OKC and governments, businesses and other communities</p>	<p><b>Action:</b> Generate opportunities to enhance awareness of Melbourne's university sector and its importance.</p>	<p><b>Outcome:</b> Develop an annual "Knowledge Capital Calender" of existing and additional events and promote via OKC website and elsewhere.</p>	<p><b>Timing:</b> Commencing February 2008 and ongoing.</p>
<p><b>OBJECTIVE:</b> Facilitate collaborations between the OKC and governments, businesses and other communities</p>	<p><b>Action:</b> Examine the possibility of introducing a 'Knowledge Capital Prize' at each partner university.</p>	<p><b>Outcome:</b> Recognition of the contribution made by an academic to the enhancement of Melbourne's performance and recognition as Australia's Knowledge Capital.</p>	<p><b>Timing:</b> Complete a proposal by June 2008.</p>

<p><b>OBJECTIVE:</b></p> <p><b>Facilitate collaborations between the OKC and governments, businesses and other communities</b></p>	<p><b>Action:</b></p> <p>Investigate opportunities for secondment of university staff to the OKC.</p>	<p><b>Outcome:</b></p> <p>Assist in staffing the OKC and also provide appropriate university staff with professional development experience in areas such as stakeholder management, community interaction, government relations, event and project management, research and administration.</p>	<p><b>Timing:</b></p> <p>Ongoing.</p>
<p><b>OBJECTIVE:</b></p> <p><b>Facilitate collaborations between the OKC and governments, businesses and other communities</b></p>	<p><b>Action:</b></p> <p>Convene regular, (at least quarterly), meetings of the Knowledge Capital Steering Group to manage implementation of this Strategic Plan.</p>	<p><b>Outcome:</b></p> <p>Effective management by partners of MVCF and OKC initiatives and resources.</p>	<p><b>Timing:</b></p> <p>Ongoing.</p>
<p><b>OBJECTIVE:</b></p> <p><b>Facilitate collaborations between the OKC and governments, businesses and other communities</b></p>	<p><b>Action:</b></p> <p>Provide executive and administrative support for the Melbourne Vice Chancellors Forum and conduct at least two meetings annually.</p>	<p><b>Outcome:</b></p> <p>Creation and review of clear strategic direction for the OKC and availability of concise reports and recommendations for consideration at MVCF meetings.</p>	<p><b>Timing:</b></p> <p>Ongoing.</p>

<p><b>OBJECTIVE:</b></p> <p><b>Facilitate collaborations between the OKC and governments, businesses and other communities</b></p>	<p><b>Action:</b></p> <p>Review and update the Strategic Plan for adoption by MVCF.</p>	<p><b>Outcome:</b></p> <p>A rolling, three year Strategic Plan, revised annually, to guide the operations and performance of the Office of Knowledge Capital.</p>	<p><b>Timing:</b></p> <p>Annually in October.</p>
<p><b>OBJECTIVE:</b></p> <p><b>Form and utilise mutually beneficial links with other 'knowledge cities'</b></p>	<p><b>Action:</b></p> <p>Investigate and identify other cities that are pursuing a 'knowledge' agenda.</p>	<p><b>Outcome:</b></p> <p>A directory of potential partner cities with which to encourage exchanges and collaborative projects.</p>	<p><b>Timing:</b></p> <p>May 2008.</p>
<p><b>OBJECTIVE:</b></p> <p><b>Form and utilise mutually beneficial links with other 'knowledge cities'</b></p>	<p><b>Action:</b></p> <p>Contact OKC-like organisations in other knowledge cities to establish links and exchange ideas.</p>	<p><b>Outcome:</b></p> <p>Creation of an international network of 'knowledge capital' contacts.</p>	<p><b>Timing:</b></p> <p>September 2008.</p>
<p><b>OBJECTIVE:</b></p> <p><b>Form and utilise mutually beneficial links with other 'knowledge cities'</b></p>	<p><b>Action:</b></p> <p>Develop plan to establish, or bid for, an international Knowledge Capitals conference for Melbourne.</p>	<p><b>Outcome:</b></p> <p>A clear understanding of the capacity of Melbourne to bid for, or create a Knowledge Capitals conference, identification of the costs and the parties to be involved.</p>	<p><b>Timing:</b></p> <p>October 2008.</p>

<b>YEAR 2 - 2009</b>			
<b>OBJECTIVE:</b>  Develop and promote Melbourne locally, nationally and globally as "Australia's Knowledge Capital"	<b>Action:</b>  Map the Melbourne Innovation System.	<b>Outcome:</b>  An improved understanding of infrastructure, skills, knowledge flows, networks, system gaps and opportunities to address them.	<b>Timing:</b>  June 2009.
<b>OBJECTIVE:</b>  Develop and promote Melbourne locally, nationally and globally as "Australia's Knowledge Capital"	<b>Action:</b>  Investigate potential for Melbourne to develop expertise and capability as a research hub in emerging areas. (e.g., renewable energy and clean coal technologies, funds management, green building design, water resources management).	<b>Outcome:</b>  Additional 'selling points' for Melbourne as a Knowledge Capital.	<b>Timing:</b>  June 2009.
<b>OBJECTIVE:</b>  Develop and promote Melbourne locally, nationally and globally as "Australia's Knowledge Capital"	<b>Action:</b>  Create a "Melbourne HE and Research Capabilities Directory" in printed and website formats.	<b>Outcome:</b>  A 'whole-of-Melbourne' document to complement other promotional initiatives of OKC and of individual universities.	<b>Timing:</b>  Early 2009.

<p><b>OBJECTIVE:</b> Facilitate collaborations between the OKC and governments, businesses and other communities</p>	<p><b>Action:</b> Develop a methodology for use of the City of Melbourne as a 'laboratory' to test and develop knowledge capabilities.</p>	<p><b>Outcome:</b> Enhanced ability to conduct applied cultural and social systems research in an urban context, in a way that benefits the city's performance.</p>	<p><b>Timing:</b> Sep-09</p>
<p><b>OBJECTIVE:</b> Facilitate collaborations between the OKC and governments, businesses and other communities</p>	<p><b>Action:</b> Develop strategies for improved collaboration between universities and their local governments</p>	<p><b>Outcome:</b> More effective and tolerant cooperation between universities, their local communities, and the councils that govern them.</p>	<p><b>Timing:</b> October 2009.</p>
<p><b>OBJECTIVE:</b> Facilitate collaborations between the OKC and governments, businesses and other communities</p>	<p><b>Action:</b> Investigate the conduct of suitable awareness-raising events such as an all-campus Town &amp; Gown Dinner at the Town Hall, or an Academic Parade.</p>	<p><b>Outcome:</b> Raised awareness of the size and importance of the HE sector as contributors to Melbourne's knowledge capital.</p>	<p><b>Timing:</b> 2009</p>
<p><b>OBJECTIVE:</b> Form and utilise mutually beneficial links with other 'knowledge cities'</p>	<p><b>Action:</b> Join, or investigate creation of a Global Knowledge Capitals Network.</p>	<p><b>Outcome:</b> Connections and information exchanges with other cities and organisations that are pursuing a knowledge capital agenda.</p>	<p><b>Timing:</b> June 2009.</p>

<p><b>OBJECTIVE:</b></p> <p><b>Form and utilise mutually beneficial links with other 'knowledge cities'</b></p>	<p><b>Action:</b></p> <p>Evaluate formation of, or participation in, a Global Knowledge Capitals Indicators project.</p>	<p><b>Outcome:</b></p> <p>A best practice benchmarking project with relevant cities and organisations.</p>	<p><b>Timing:</b></p> <p>September 2009.</p>
<p><b>OBJECTIVE:</b></p> <p><b>Form and utilise mutually beneficial links with other 'knowledge cities'</b></p>	<p><b>Action:</b></p> <p>Investigate use of 'knowledge city' linkages to create global education and research collaboration projects</p>	<p><b>Outcome:</b></p> <p>International collaborations and exchanges between Melbourne other 'knowledge cities'.</p>	<p><b>Timing:</b></p> <p>Oct-09</p>
<p><b>OBJECTIVE:</b></p> <p><b>Form and utilise mutually beneficial links with other 'knowledge cities'</b></p>	<p><b>Action:</b></p> <p>Investigate the value of conducting an international 'Knowledge &amp; Innovation Study Mission' every 2 years.</p>	<p><b>Outcome:</b></p> <p>Creating and strengthening Melbourne's linkages with key international expertise and experience in developing knowledge capabilities at the metropolitan level.</p>	<p><b>Timing:</b></p> <p>2009</p>

<b>YEAR 3 - 2010</b>			
<b>OBJECTIVE:</b> <b>Develop and promote Melbourne locally, nationally and globally as "Australia's Knowledge Capital"</b>	<b>Action:</b> Revise and update the 2008 branding strategy and related programs.	<b>Outcome:</b> Maintenance of awareness, effective positioning and targeted promotional efforts	<b>Timing:</b> Early 2010.
<b>OBJECTIVE:</b> <b>Develop and promote Melbourne locally, nationally and globally as "Australia's Knowledge Capital"</b>	<b>Action:</b> Investigate potential to 're-run' the International Exhibition of cultural, industrial and technological achievements held at the Royal Exhibition Buildings in 1881.	<b>Outcomes:</b> Strong positioning and awareness raising event that would highlight and reinforce Melbourne as "Australia's Knowledge Capital"	<b>Timing:</b> Beyond 2010.
<b>OBJECTIVE:</b> <b>Facilitate collaborations between the OKC and governments, businesses and other communities</b>	<b>Action:</b> Determine how the 'Knowledge Capital' concept might be applied beyond the University Sector.	<b>Outcome:</b> Promotion of an innovation culture and collaborations in and between other sectors of the economy.	<b>Timing:</b> Late 2010.

<p><b>OBJECTIVE:</b></p> <p><b>Form and utilise mutually beneficial links with other 'knowledge cities'</b></p>	<p><b>Action:</b></p> <p>Deliver an International Knowledge Capitals Conference.</p>	<p><b>Outcome:</b></p> <p>Melbourne's position reinforced as a city with capacity and infrastructure to deliver major knowledge conferences.</p>	<p><b>Timing:</b></p> <p>Late 2010.</p>
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## Reviewing this Plan

This plan is best viewed as a 'snapshot in time' of what the OKC is seeking to achieve.

As a rolling, three year plan it is a 'living document' and will be reviewed and revised as required – at least annually.

It will be subject to regular monitoring by the Knowledge Capital Steering Group, with recommendations for changes being made as necessary to the Melbourne Vice Chancellors Forum.

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## References

- (1) *"MetroNation. How U.S. Metropolitan Areas Fuel American Prosperity"*. The Brookings Institution. Washington D.C. 2007.
- (2) *"The Rise of Knowledge Regions: Emerging Opportunities and Challenges for Universities"*. European University Association, Belgium. 2006.

**FINANCE ATTACHMENT**

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**ESTABLISHING MELBOURNE'S "OFFICE OF KNOWLEDGE CAPITAL"**

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The recommendation is seeking a future commitment from the Council outside the normal budget process. The proposal would be part of the 2008/09 budget process and would require approval at that stage.

**Joe Groher**  
Manager Financial Services

## LEGAL ATTACHMENT

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### ESTABLISHING MELBOURNE'S "OFFICE OF KNOWLEDGE CAPITAL"

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No direct legal issues arise from the recommendation in the report.

Section 3C (2) of the *Local Government Act 1989* ("the Act") provides that the objectives of Council include:

- "(a) to promote the social, economic and environmental viability and sustainability of the municipal district;*
- (c) to improve the overall quality of life of people in the local community;*
- (d) to ensure that services and facilities provided by the Council are accessible and equitable".*

Section 3E (1) of the Act provides that the functions of Council include:

- "(a) advocating and promoting proposals which are in the best interests of the local community;*
- (b) planning for and providing services and facilities for the local community".*

Section 7 of the *City of Melbourne Act 2001* sets out additional objectives, including:

- "(a) to ensure a proper balance within its community between economic, social, environmental and cultural considerations within the context of the City of Melbourne's unique capital city responsibilities;*
- (d) to work in conjunction with the Government of the State on projects which that Government or the Council determines are significant to Melbourne".*

**Kim Wood**  
Manager Legal Services