

Report to the Future Melbourne (Planning) Committee

Agenda item 6.3

City of the Future/Recovery Taskforce - proposed approach and delivery model

2 June 2020

Presenters: Alison Leighton, General Manager Strategy, Planning and Climate Change and Rob Adams, General Manager City Design

Purpose and background

1. The purpose of this report is to seek endorsement of the City of the Future / Recovery Taskforce approach and delivery model (refer Attachment 2).
2. The City of the Future / Recovery Taskforce (CFT) was established in April 2019 alongside a number of other taskforces to support the City of Melbourne's (CoM) response to the COVID-19 crisis. The CFT's remit includes:
 - 2.1. Leading a whole-of-organisation response to impacts as a result of the COVID-19 outbreak on CoM, the City, and the community,
 - 2.2. Developing a prioritisation framework with which projects and initiatives can be presented, discussed and agreed for implementation.
 - 2.3. Agreeing on a program of projects and initiatives that can be delivered by CoM, over time, including opportunities with external partners.
3. The CFT is co-led by general managers Alison Leighton and Rob Adams, and comprises 10 members from across the organisation. The Taskforce also includes Lord Mayor Capp, Cr Watts, Cr Frances Gilley and Cr Oke as Councillor Liaison.
4. The CFT's immediate focus has been to develop a framework and engagement strategy to serve the immediate and future development of the City's COVID-19 response and recovery.

Key issues

5. A delivery model has been developed that takes a design-led approach and includes five key phases:
 - 5.1. Identify the top trends and issues facing Melbourne due to COVID-19.
 - 5.2. Explore these top issues with experts, our organisation and community to refine our shared vision for a post pandemic Melbourne.
 - 5.3. Identify, develop and prioritise actions to work towards this vision using a framework built from the UN Sustainable Development Goals.
 - 5.4. Commence delivery of immediate actions by facilitating broad city experimentation and open innovation, direct delivery of projects and through partnerships and advocacy.
 - 5.5. Subject to future Council decision making processes, integrate medium and long-term priorities and actions into Council Plan and operational plans to guide future work and long-term City planning.
6. As a result of this work a Recovery Roadmap will be developed. The Recovery Roadmap will provide actionable objectives and prioritisation to guide CoM as it responds and adapts to the COVID-19 pandemic and works towards a regeneration of the City. It will be divided into two streams of work:
 - 6.1. Delivering immediate actions to further progress or compliment City of Melbourne's current COVID-19 response initiatives.
 - 6.2. Defining and integrating medium and long term priorities to regenerate the City that will contribute towards preparing and inducting a new Council in October 2020, and assist in developing their Council Plan and its associated goals and actions.
7. The approach and delivery model is underpinned by a commitment to transparency and ongoing communication and engagement with the community and organisation. It also ensures continuous review and evaluation of emerging trends from COVID-19.

Recommendation from management

8. That the Future Melbourne Committee:
 - 8.1. Endorses the City of the Future / Recovery Taskforce delivery model and approach.
 - 8.2. Notes the stakeholder consultation strategy involving local and international experts through Melbourne Conversations events.

Attachments:

1. Supporting Attachment (Page 3 of 5)
2. City of the Future / Recovery Taskforce approach and delivery model (page 5 of 5)

Supporting Attachment

Legal

1. No direct legal issues arise from the recommendation from management.

Finance

2. Costs associated with running the CFT and its work, will be appropriated within the existing Annual Plan and budget endorsed by Council under appropriate delegation by Council officers. Projects and initiatives identified through the City of the Future / Recovery Taskforce will be proposed and considered as part of existing Council processes, including the Annual Plan and 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 direct or indirect interest in relation to the matter of the report.

Health and Safety

4. In developing the model no immediate Occupational Health and Safety issues or opportunities have been identified. Further work of the task force will require more detailed assessments of Occupational Health and Safety.

Stakeholder consultation

5. As part of the delivery model for the CFT, broad community research as well as targeted engagement with experts will be undertaken in order to deepen our understanding of the trends and issues that are facing people, places and businesses in the City. This will enable CoM to define the optimum role that we should play in addressing these and prioritise the actions we will take over time. Tapping into the collective intelligence of both community and experts is vital in creating a Recovery Roadmap for the regeneration of the City that is inclusive, balanced, bold and fit for purpose.

A diverse group of local and international subject matter experts will be engaged via Melbourne Conversations events and invited to draft position papers on critical issues facing Melbourne in light of COVID-19. Undertaking research with external experts ensures a diverse set of collective observations and opinions is integrated into this work. Diversity and multidisciplinary thinking ensures that we do not become trapped in siloed thinking or mired in blind spots. It is particularly useful when the circumstances involve high complexity and ambiguity with multiple possible solutions.

A participatory futures approach will be used for the broad community research. The approach builds collective intelligence about the future by helping people to diagnose change over the long-term, draw out knowledge and ideas about how the future could be, and develop collective mental images of the futures people want. There are a range of activities that CoM could undertake in this approach. We envisage that a combination of activities will be required in order to achieve broad and equitable community reach. In deciding the specific activities to utilise CoM will prioritise:

- enabling broad and equitable engagement (eg: physical and digital channels, language)
- activities that can be undertaken swiftly and efficiently in line with the timelines
- activities that are feasible based on the resources available.

Relation to Council policy

6. The recommendation is consistent with the following Council Policies:
 - 6.1 Future Melbourne 2026 Plan
 - 6.2 2017 – 2021 Council Plan

Environmental sustainability

7. Environmental sustainability is integrated into the City of the Future/Recovery Taskforce approach and delivery model. Climate change, resilience, social equity, Aboriginal Melbourne, and prosperity are cross-cutting priorities to be considered throughout the discovery phase. Additionally, the Sustainable Development Goal framework will be used to prioritise the actions developed through the divergent thinking stage.

CITY OF THE FUTURE TASKFORCE – DELIVERY MODEL

DRAFT

Attachment 2
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