A KNOWLEDGE CITY STRATEGY

STRENGTHENING MELBOURNE'S KNOWLEDGE SECTOR THROUGH COLLABORATION

2014–18

CITY OF MELBOURNE

A KNOWLEDGE CITY

We continue to develop new ways to gather and share information to support those whose innovations and developments underpin the growth of the city. We broaden understanding and respect for Melbourne's diverse knowledge sector and ensure learning can be a lifelong process.

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MESSAGE FROM THE CITY OF MELBOURNE

A flourishing knowledge sector is a strategic priority for the City of Melbourne. We want to ensure our city remains home to strong knowledge sector industries, an entrepreneurial spirit and a skilled workforce.

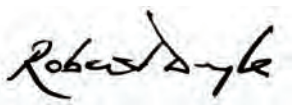
Melbourne's status as a Knowledge City has been recognised on a global scale with the accolade of Most Admired Knowledge City (MAKCi) at the 2013 Knowledge Cities World Summit.

The City of Melbourne's knowledge sector is a multi-billion dollar industry employing two thirds of our workforce and accounts for half of our gross regional product. We have excellent knowledge assets and infrastructure, which support professionals and organisations leading the world in their fields.

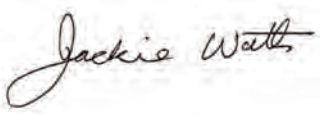
In order to maintain our standing, we need to be aware of the global challenges that could impact upon our position and plan for our future, which is why the City of Melbourne has developed its Knowledge City Strategy 2014-18.

The strategy's aim is to provide a cohesive framework guiding Council actions in support of knowledge-based public and private organisations and networks across the business, research and education sectors. The strategy recognises the success Melbourne has achieved to date but, most importantly it encourages a wider public engagement and discourse around the meaning and value of the Knowledge City.

This strategy acknowledges the importance of collaboration and the ongoing partnership between the City of Melbourne, our knowledge sector and the wider community. We look forward to your support and involvement as we implement the strategy in the coming years.



Robert Doyle
Lord Mayor, City of Melbourne



Cr Jackie Watts
Chair, Knowledge City

INTRODUCTION

Purpose

The purpose of this strategy is to outline the City of Melbourne's contribution to the ongoing development of the municipality's knowledge capacity, culture and reputation. The strategy seeks to create a future in which the knowledge sector is better branded, better understood, valued and experienced. In this future individuals and organisations are better informed about the sector and how to engage with and benefit from it.

To achieve these aims, the strategy outlines initiatives that are highly collaborative in nature. The City of Melbourne believes that its most effective contribution is to unify, coordinate and integrate existing knowledge sector support and promotion activities and explore opportunities for new ventures where there is demand.

Roles

Within this contribution, the City of Melbourne has adopted four principal roles in its engagement with the knowledge sector.

PROMOTER
to position Melbourne as the region's knowledge capital and raise awareness of its public and sectoral strengths and opportunities.

LEADER
to lead by example in innovation, knowledge transfer and related knowledge sector activities.

PARTNER
to use existing networks to involve the knowledge sector in the implementation of initiatives.

ENABLER
to assist the growth of emerging businesses by providing infrastructure, information, financial support and connections to networks.

These roles and their associated actions have been developed so that the City of Melbourne can contribute to:

1. growth of knowledge-intensive activities
2. retention and attraction of knowledge talent, firms and investment
3. local, national and international recognition of the knowledge sector's strength and value.

An action plan with 18 initiatives has been developed and structured using the principal roles. The context and rationale for this strategy are explained and the key terms used to describe the knowledge city concept are defined.

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CONTEXT

What do we mean by 'knowledge'?

There are many different types of knowledge in a city. This strategy focuses on those that will advance the local economy and society – the types of knowledge that give rise to the creative, innovative and problem-solving outcomes that contribute to the City of Melbourne's vision to be a bold, inspirational and sustainable city.

What is Melbourne's knowledge sector?

The City of Melbourne uses the following definition to describe its knowledge sector:

Creators, transferrers and intensive users of knowledge and their activities and outputs – whether technical (engineering based), symbolic (art and culture based) or analytical (science based).

This definition recognises that the knowledge sector cuts across all segments of our economy through several knowledge-intensive activities, such as design, consulting and analytical work. Some sectors that have a high proportion of knowledge-intensive activities include:

- advanced manufacturing
- biotechnology
- creative and design industries
- education
- financial and professional services
- health
- information and communication technology
- research and science.

What are knowledge cities?

'Knowledge cities' are urban areas that base their ability to create wealth on the generation and exchange of ideas and the leveraging of knowledge networks. They are cities in which both the private and public sectors value and nurture knowledge, invest in supporting knowledge dissemination and discovery (i.e. learning and innovation) and harness knowledge to create products and services that add value and contribute to prosperity (Carillo, 2006, p.3).

429,000
PEOPLE WORK IN THE MUNICIPALITY'S ORGANISATIONS

284,000
(TWO THIRDS)
OF THESE PEOPLE WORK AS EMPLOYEES OR CONTRACTORS OF ORGANISATIONS FALLING WITHIN THIS STRATEGY'S DEFINITION OF THE KNOWLEDGE SECTOR

THE KNOWLEDGE SECTOR CONTRIBUTES MORE THAN **50%** OF THE CITY OF MELBOURNE'S GROSS REGIONAL PRODUCT, WITH THE FINANCIAL SERVICES INDUSTRY BEING THE LARGEST CONTRIBUTOR

Many developed cities around the world are now moving towards economies that are predominantly based on their knowledge capabilities, with some, such as Melbourne, more advanced than others. Frequently cited examples of advanced knowledge cities include San Francisco, Singapore, Manchester, Montreal, Helsinki and Birmingham. Research indicates that a further 60 cities globally have put initiatives in place that support and highlight their knowledge capabilities (World Capital Institute, 2014).

History

The development of Melbourne as a knowledge city has long been a priority for the City of Melbourne, which is a recognised early adopter of a knowledge-based development strategy. Council plans for 2004–08 and 2005–09 cited the importance of the knowledge city concept and it became a stand-alone goal within the Council Plan 2009–13 and the current Council Plan 2013–17.

Today, the knowledge city concept remains a central component to the City of Melbourne's vision of the city. The Council Plan 2013–17 has eight goals, the fourth of which is called 'A Knowledge City'.

The chart on the next page shows how this goal is being supported and reinforced by other strategies, programs and actions from across the Council.

Basis for prioritisation

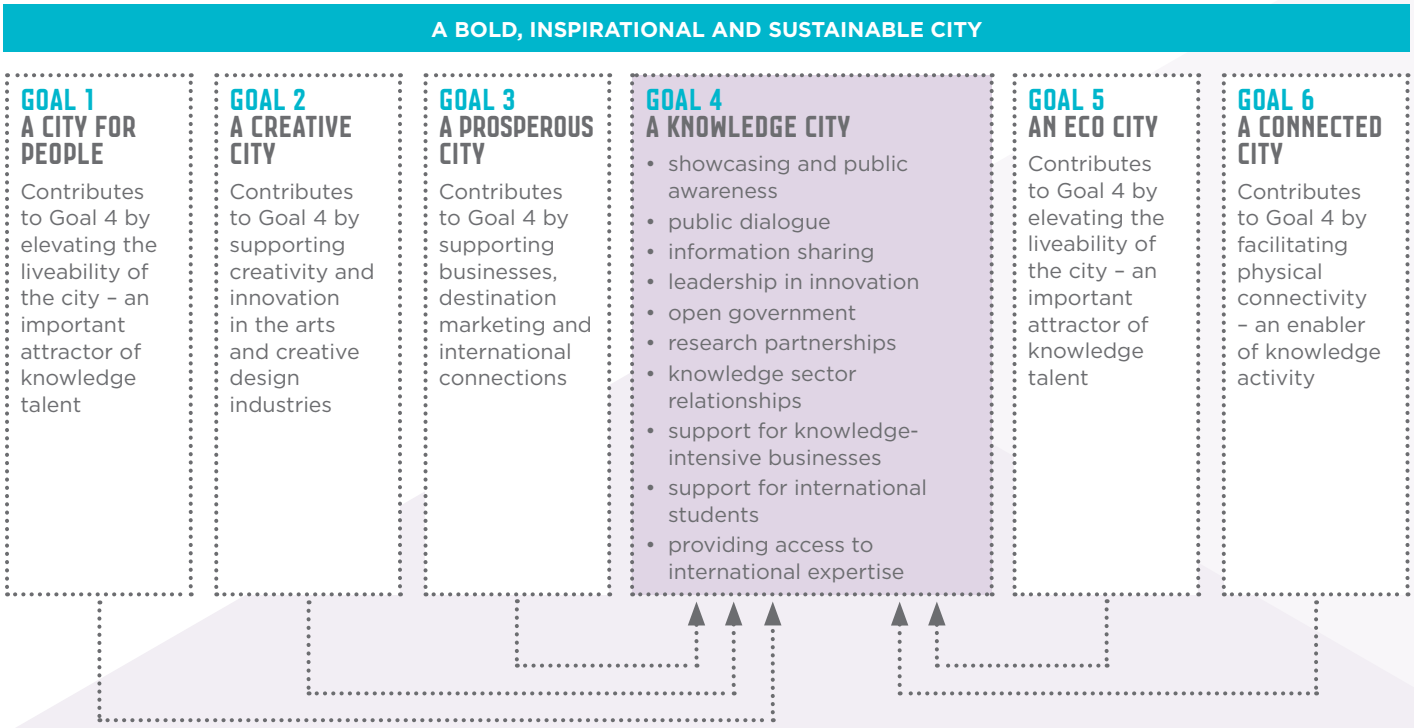
The City of Melbourne's prioritisation for developing our knowledge city is based on several emerging realisations and positions.

1. The transition towards a knowledge-based economy is a global phenomenon and there are advantages to cities that lead this transition.
2. That knowledge city development attracts and retains talented people and organisations, increasing the city's knowledge capacity and further attracting talented people and organisations.
3. The capacity to absorb and leverage innovation and new technologies from abroad is enhanced.
4. The capacity to find local solutions to pressing challenges is enhanced.
5. Rewarding and better paid employment opportunities are created.
6. Businesses enjoy better access to supply chains, new markets and new investment.

7. A flourishing knowledge sector creates spin-off benefits for other industries; for example, the retail and hospitality sectors benefit from visiting conference participants and residing international students.

8. The entrepreneurial culture emanating from knowledge cities can spur the establishment of organisations that transform local economies and put cities on the global map.

How the City of Melbourne supports and reinforces its knowledge city status and goal through the council plan 2013-17.



THE CHALLENGE

Why do we need a knowledge city strategy?

The municipality possesses all the attributes of a flourishing knowledge city: robust economic performance in knowledge-intensive sectors, conditions conducive to innovation and entrepreneurialism, the availability of a skilled workforce and world-class knowledge infrastructure such as universities, libraries and laboratories. It also has the appeal of a strong arts and culture scene and a high degree of liveability, which are attractive to knowledge workers.

The challenge for Melbourne is to maintain these advantages in the face of a number of threats, including:

- integration with the globalised world – a source of shocks and threats that have the potential to derail Melbourne's progress
- growing global competition among many cities to elevate their knowledge status
- the mobility of knowledge talent, firms and investment, which forces Melbourne to compete with other aspiring and established knowledge cities, particularly with the emerging city economies of Asia which are competing in the export markets of Melbourne knowledge businesses
- the emergence of disruptive technology, which has changed the 'rules of the game' for research, learning and innovation. Cities are faced with the challenge of learning to use and leverage these new technologies to drive growth and support sustainability (Deloitte, 2012)
- an under-appreciation of the value of the knowledge sector by the local community and policymakers at all levels of government.

To retain and strengthen its position among the knowledge cities of the world, Melbourne needs to avoid complacency, be proactive in safeguarding against these threats and sustain recent momentum in the development of its knowledge capacity and culture.

This strategy is the City of Melbourne's response to this need.

To retain and strengthen its position among the knowledge cities of the world, Melbourne needs to avoid complacency, be proactive in safeguarding against these threats and sustain recent momentum in the development of its knowledge capacity and culture.

The health sciences sector in Melbourne is among the best in the world. City of Melbourne initiatives ensure that its activities, and those of other knowledge intensive sectors, are better understood and appreciated by the community.

The Melbourne Conversations program is a City of Melbourne initiative offering the community an opportunity to engage with thought-leaders debating the issues of importance to the city.

VISION AND GOALS

Vision

To support and celebrate Melbourne's knowledge capacity and culture so that the city becomes widely recognised as the knowledge capital of the southern hemisphere.

Goals

The strategy outlines how the City of Melbourne will contribute to the following goals that underpin the vision:

Growth of knowledge-intensive activities so that Melbourne is positioned as Australia's research capital and leading producer of applied knowledge skills

Retention and attraction of students and knowledge talent so that Melbourne is positioned as Australia's favoured destination for international students and knowledge talent

Local, national and international recognition of the Melbourne knowledge sector's strength and value so that Melbourne is positioned as Australia's principal gateway for overseas and local investment in Australian knowledge companies.

ACTION PLAN

The City of Melbourne's contribution to the advancement of Melbourne's knowledge capacity and culture is outlined in the following action plan, which describes the current and future states of 18 target areas over the four roles.

1. Promoter role actions

City of Melbourne role:
to position Melbourne as an international knowledge capital and raise public and sectoral awareness of its strengths and opportunities.

Objectives:
to elevate Melbourne's knowledge status by highlighting innovation, design, creativity and other knowledge outputs developed in the city and demonstrating the quality of local knowledge assets and infrastructure; to raise awareness of the knowledge sector within the city itself between the separate and often siloed knowledge sector groups; and to connect the general public with the innovations and knowledge outputs.

Current state	Future state	How we will get there
1.1 The showcasing and public awareness needs of the city's knowledge sector are being met by Melbourne Knowledge Week (MKW). MKW is an annual multidisciplinary and cross-sectoral festival showcasing the sector's diversity and innovation. The City of Melbourne and event partners present knowledge-related events such as expos, interactive events, tours, guest lectures, 'hackathons' and workshops that appeal to an increasingly diverse audience. In 2013, MKW delivered 59 events at 45 venues across the city, attracting more than 10,000 participants.	By 2018, Melbourne Knowledge Week has premiere event status, presenting a diverse array of more than 100 events and activities attracting more than 15,000 participants.	Melbourne Knowledge Week will undergo managed growth, in partnership with a range of organisations, businesses and individuals within the sector, to reach premiere event status. (Premiere events are the largest and most recognised in Melbourne.)
1.2 Public dialogue relating to the various issues of Melbourne's knowledge activities is being presented by the Knowledge Melbourne program through panels, keynotes and workshops. To share programming expertise and costs, the City of Melbourne has collaborated with external event providers to host these events.	The Knowledge Melbourne program presents a series of events and activities that address themes and challenges that are of particular value to the knowledge sector and appeal to the community.	Develop and deliver events by adopting Melbourne Conversations, the City of Melbourne's long-standing and well-regarded free talks series that connects Melburnians to their city; utilise visiting international experts; and develop new and leverage established internal and external partners to collaborate on delivering activities that have most relevance and benefit to the knowledge sector.
1.3 The City of Melbourne uses existing promotional channels to influence/increase the **branding of Melbourne as a knowledge city** such as the media, Melbourne Magazine and corporate and event websites. There is no central organisation/avenue that is focused on specifically drawing national and international attention to the events, assets and achievements of the knowledge sector.	A variety of promotional channels are used to promote Melbourne as a knowledge city. These include an integrated communications plan and established relationships with each of Melbourne's key promoters.	Develop an integrated communications plan that includes media, online and print mediums and social media to promote the knowledge city branding. The City of Melbourne will formalise collaborative arrangements between partner promoters such as the Melbourne Convention and Exhibition Centre and its Club Melbourne ambassador program, Tourism Victoria and Tourism Australia to ensure opportunities for joint promotional activities are used.

Current state	Future state	How we will get there
1.4 Information sharing is facilitated by the Knowledge Melbourne website and a newsletter sent to more than 900 subscribers on a quarterly basis. The Knowledge Melbourne website is also a source of information, including information and statistics about the municipality's knowledge sector. The newsletters highlight knowledge sector news and events and serve as an important promotional tool for knowledge sector partners seeking to disseminate information about their initiatives.	A comprehensive Knowledge Melbourne web presence and newsletter that is used readily by the knowledge sector and the wider community as the key source of relevant information on Melbourne's knowledge assets, economy, events, opportunities and innovations.	The Knowledge Melbourne webpage will undergo redevelopment to include more information about the knowledge sector, case studies and links to resources. This will include the creation of an interactive knowledge asset registry (map). The newsletter will continue to be used as an essential communications tool. A media and event monitoring system will be established to capture relevant information on events and other opportunities being presented by the knowledge sector.
1.5 Visiting knowledge sector delegations are managed by several delegation hosts – all of which are without a clear preference or capacity to undertake the role of delegation host as a permanent offering.	Options for the establishment of a single, city-wide, first-port-of-call host to showcase the sector to inbound knowledge delegations is known.	The City of Melbourne will bring together existing delegation hosts to explore the potential for the establishment of a coordinated program or agent offering knowledge delegation hosting services.
1.6 Recognition of the public contributions made by Melburnians to the functioning and vitality of Melbourne as a knowledge city is lacking.	A knowledge category will become an annual feature of the City of Melbourne's Melbourne Awards. The Melbourne Awards is a prestigious annual awards program that rewards the outstanding achievements of organisations and individuals in the areas of sustainability, community and profile.	Submit a proposal to the Melbourne Awards organising committee to include a knowledge category in the program. The committee will receive guidance on the judging criteria to be used for the award and promotional support to raise awareness of the new knowledge category.

2. Leader role actions

City of Melbourne role:
to lead by example in innovation, knowledge transfer and related knowledge sector activities.

Objectives:
to highlight City of Melbourne thought leadership and innovation; to lead by example in knowledge-related activities; and to take a lead in coordinating multi-party initiatives.

Current state	Future state	How we will get there
2.1 Leadership in innovation is a widely acknowledged attribute of the City of Melbourne, with both individual thought leaders and the organisation as a whole providing valuable contributions to the advancement of a range of social, cultural, environmental and planning areas. However, the contributions are uncollated and not easily accessible, limiting their value to the event or publication for which the knowledge transfer was intended.	The thought leadership and innovation contributions made by the City of Melbourne are collated and made available in one place on the Knowledge Melbourne website as video footage, transcripts and article publications. The published items of innovation and thought leadership will be the main vehicle to respond to external queries about innovation within the City of Melbourne.	An internal monitoring mechanism will be established to capture City of Melbourne's contributions to thought leadership and innovation. The contributions will be packaged and presented online by Knowledge Melbourne. Criteria for the selection of which items to highlight will be developed.
2.2 The City of Melbourne's many data sets have been placed on a pilot **open data platform** to enable users to access and manipulate datasets to support the development of solutions for community and City of Melbourne problems.	The open data platform is a valuable resource for researchers, programmers and businesses seeking to solve city problems, whether public or private in nature. All published data is machine readable and all key data sets will be discoverable on a searchable internal catalogue. 100 data sets are provided for reuse via the open data platform annually.	An open data policy will accompany the transition of the platform's pilot phase to its fully operational phase. The City of Melbourne will continue to upload appropriate datasets and encourage data use by the community through events such as 'hackathons' – sessions of problem-solving through software development.
2.3 Knowledge fellowships are opportunities for thought leaders to address issues of strategic priority for the knowledge city goal to boost Melbourne's research and innovation capacity. The City of Melbourne does not use fellowships as a knowledge exchange mechanism.	The outputs of fellowship programs will make a valuable contribution to strategic dialogue and thinking in the fellow's field and across the broader knowledge sector. At least two fellow reports will be published on the Knowledge Melbourne website.	Partnerships with fellowship providers will be finalised to form a program of both incoming and outgoing fellow visits. Existing City of Melbourne mechanisms will be used to ensure the transfer of knowledge acquired through the fellowships.
2.4 Understanding the knowledge sector by tracking trends, issues and developments is an important aspect of strategic support for the sector. The City of Melbourne undertakes occasional investigations into the nature and progress of the knowledge sector, with the most recent example being a knowledge sector study commissioned in 2012. Since research is occasional, it is difficult to measure progress of the city's knowledge sector over time.	A biennial report presents a suite of state, key performance and outcome indicators on the knowledge city. The report shows a year-on-year comparison tracking the changing nature and progress of Melbourne as a knowledge city.	A benchmarking framework will be developed by City Research using 2015 as the base year on which annual assessments of indicators will be made. The inaugural benchmarking report will be presented publicly in 2015.

The Library at The Dock opened in 2014 and is the City of Melbourne's fifth library. In addition to a traditional library collection, it offers a recording studio, creative editing suites, a performance venue and spaces that enable a range of knowledge and learning activities.

Sonny Tilders, Creative Director of Global Creature Technology reveals the sophisticated animatronic techniques that bring life to the massive Kong puppet at the Melbourne Knowledge Week 2013.

3. Partner role actions

City of Melbourne role:
to use existing networks to involve the knowledge sector in the implementation of initiatives.

Objective:
to use partnership opportunities to enable the City of Melbourne to both support and participate in the knowledge sector. As a supporter, the City of Melbourne will liaise with business, academic and community networks and encourage interaction to foster the inter-organisational and personal connections that are vital in shaping knowledge flows and attracting knowledge businesses and professionals. As a player within the knowledge sector, the City of Melbourne will work with others to jointly undertake knowledge exchange activities.

Current state	Future state	How we will get there
3.1 Research partnerships have been recognised as an effective alternative to the traditional sources of research (commissioned and in-house). They allow the City of Melbourne to leverage its access to people, places and programs to work in mutually beneficial relationships with the research sector, particularly universities. Some common relationship models include participation in Australian Research Council Linkage projects and Cooperative Research Centres. Simple shared (50/50 and variations) arrangements between the City of Melbourne and its research partners are also becoming increasingly fruitful.	The proportion of research undertaken collaboratively is 20 per cent of the City of Melbourne's total research activity. The City of Melbourne's research budget leverages the collective collaborative budget by a factor of three by 2018. The number of joint research projects conducted annually continues to grow.	The City of Melbourne will communicate its research needs to the research sector and further streamline the process through which researchers find out about research priorities and express interest in partnering with the City of Melbourne. A dedicated webpage will be developed to facilitate this process and complement the interpersonal work of the City Research branch of the City of Melbourne. Memorandums of understandings will be completed with research partners to encourage longer-term programs of research.
3.2 Key relationships allow the City of Melbourne to communicate with the knowledge sector to understand its issues, trends and needs, and to partner on projects such as events. The key relationships have involved universities, peak bodies, industry associations, clubs, individuals and other networks identified by the City of Melbourne as representative of the knowledge sector. A consultative body comprising attendees of a 2012 knowledge sector workshop convened by City of Melbourne has also been engaged.	The City of Melbourne activates a 'network of networks' to liaise and collaborate within the knowledge sector. The relationships with network nodes is trusting and mutually rewarding, with good reach and representation among knowledge sector stakeholders.	Rapport will be developed with network nodes. An emphasis will be placed on establishing strong ties with networks whose mission is to represent their members' interests.

4. Enabler role actions

City of Melbourne role:
to assist with the growth of emerging businesses by providing infrastructure, information, financial support and connections to networks.

Objectives:
to ensure that the basic conditions for business and entrepreneurialism are conducive to growth of knowledge activity through investment in virtual and physical knowledge infrastructure. To support organisations in creating ideas that can return sustained benefits to the local economy through employment, flow-on business and enhanced reputation.

Current state	Future state	How we will get there
4.1 A pilot program to provide free wi-fi access in the Melbourne CBD has been established in collaboration with the State Government and a telecommunications service provider. The program is designed to provide a consistent wi-fi experience around Melbourne's CBD, boosting the conditions for knowledge-related activity.	The City of Melbourne has a clear understanding of the costs, benefits and technical aspects of free wi-fi service models, putting it into a good position to consider further services in the future.	An evaluation of the State Government–City of Melbourne pilot project will be completed and further free wi-fi services explored.
4.2 Support for knowledge-intensive businesses is being undertaken by Enterprise Melbourne – the City of Melbourne's business support program – through an information and support platform that offers grants, sponsorship, regulatory guidance and other tools and resources to all small to medium-sized businesses, both inside and outside the knowledge sector.	Enterprise Melbourne's support services are relevant and specific to the knowledge sector. Businesses seeking assistance will have a clear understanding of Knowledge Melbourne and Enterprise Melbourne's respective supporting roles.	Knowledge Melbourne will work closely with Enterprise Melbourne to enhance the customer experience, ensuring support services are integrated and clearly defined and that the integration is reflected in the website content of the two programs.
4.3 Support for innovators, such as software developers and the maker community, is offered through CityLAB, a an open innovation lab that facilitates connections and networking with and between innovators and provides them with access to use the city as a test bed, or 'living lab'. It enables the community and the City of Melbourne to work together in a low-cost, low risk environment to rapidly prototype solutions to urban issues.	CityLAB is a well-resourced and visible space demonstrating a portfolio of successful partnerships with stakeholders seeking access to the city to undertake urban innovation in all its forms. A validated business and governance model for CityLAB is in place.	A Smart City strategy to be released by the City of Melbourne in 2015 will outline a business and governance model for CityLAB. CityLAB surveys will understand what is working and what needs to be improved.
4.4 Support for start-up enterprises is available through Enterprise Melbourne's business support services, the activities of CityLAB and several Knowledge Melbourne showcasing and discussion initiatives.	The City of Melbourne leverages its capacity to facilitate connections and convene various stakeholders to hold a match-making event – bringing together venture and seed funders with start-up enterprises.	The City of Melbourne will work with existing stakeholder groups in the start-up and funder community to explore options for a match-making event.

Current state	Future state	How we will get there
4.5 Support of international students is being addressed through the International Student Strategy 2013–17, A Great Place to Study. The strategy highlights an ongoing commitment to achieve the best possible outcomes for international students and outlines several award-winning programs and innovative initiatives.	International students utilise and benefit from the support services and initiatives within the International Student Strategy 2013–17, reinforcing the reputation of Melbourne being a destination of choice for international study.	The International Student Strategy will continue to be implemented until 2017 with emphasis on research and consultation, collaborative practice and partnering, knowledge and innovation, celebration of diversity and promotion of Melbourne as a destination of choice.
4.6 Skill development opportunities are available for the community through a range of services offered at the City of Melbourne's neighbourhood learning centres and libraries. The services offer life-long learning and reskilling in a range of practical areas.	Skill development services available through neighbourhood learning centres and libraries offer courses for skills needed to participate in the knowledge economy, such as those relating to computer literacy and information and communication technology. Course curricula are up-to-date and relevant to ensure newly acquired skills can be directly applied to activities of the knowledge sector.	Opportunities for life-long learning within neighbourhood learning centres and Melbourne libraries will be assessed for their alignment with knowledge sector skill needs. Suggestions for improvements will be provided to internal and external service providers.

The international education sector is a major driver of Melbourne's economy. Ensuring that international students have positive experiences while living and studying in the municipality reinforces Melbourne's reputation as the destination of choice for overseas students.

ABOUT THIS STRATEGY

Scope of the strategy

The geographical scope of this strategy is primarily limited to the City of Melbourne municipality, although it is also recognised the knowledge economy and the networks that sustain it do not operate neatly within the confines of local government boundaries. Melbourne is also a capital city and some of its activities transcend municipal boundaries. Attempting to ensure that the value of City of Melbourne support is retained within its boundaries would be counterproductive and will therefore not be pursued. However, as the strategy addresses place-specific aspects, such as venues, businesses and community learning opportunities, priority will be given to entities within the local government area.

The managerial scope of the strategy will apply to all City of Melbourne branches and operations, much like the sustainability ethos that has been integrated into the thinking of the organisation over recent years. Knowledge Melbourne will continue to drive programs relating specifically to actions that support the goal, but other areas will be encouraged to adopt the goal as a guide to the planning and implementation of their activities.

The stakeholder scope includes two distinct groups: the knowledge sector (defined on page 4), which is the target for a range of support, facilitation and promotion initiatives; and the general public, which is the target for educational and awareness initiatives. Including the general public within the scope of the discussion addresses a limitation of existing strategies (local and international), which fail to seek an integration of the community into a city's knowledge system.

The scope of the strategy involves the knowledge activities and outputs of the knowledge sector but excludes activities undertaken by other segments of society. The strategy adopts this approach to avoid the discussion being mired in debate about what is really meant by knowledge, while also ensuring focus is placed on those knowledge activities and outputs that make more of an obvious economic or societal contribution.

Consultation process

The knowledge city strategy has been developed following a consultation process involving the following:

- A knowledge sector study was developed for the City of Melbourne in 2012 to identify the composition of the city's knowledge sector in terms of its organisations and infrastructure, the value the sector adds to the municipality's economy and the potential role the City of Melbourne could have in supporting it. The report can be accessed at melbourne.vic.gov.au/knowledge
- A knowledge sector workshop in July 2013 brought together stakeholders identified in the study to determine how the knowledge sector could be involved in furthering the City of Melbourne's knowledge city goal. One of the outcomes of the workshop – a request by participants for the City of Melbourne to clarify its various roles and intentions – has been a primary driver for the development of this strategy.
- An online survey and interviews in July 2014 were used to test a draft version of this strategy. The online survey received 83 responses and a further 10 telephone and face-to-face interviews were held with knowledge sector participants. The feedback received and the City of Melbourne's responses to the feedback can be accessed at melbourne.vic.gov.au/knowledge

Knowledge Melbourne will continue to drive programs relating specifically to actions that support the goal, but other areas will be encouraged to adopt the goal as a guide to the planning and implementation of their activities.

Principles for implementation of the strategy

Feedback from the consultation process has informed the development of a set of principles to guide the implementation of this strategy. They are:

- **Sustainability** – our actions will be implemented sustainably from an ecological, social and economic perspective.
- **Diversity and inclusion** – the strategy will ensure diverse cultures and interests are represented.
- **Creativity and innovation** – the strategy recognises creativity and innovation as the cornerstones of knowledge economies.
- **Learning** – an emphasis on learning will enable the community and students to contribute and benefit from the knowledge-intensive activities.
- **Connection** – networks and social capital will be leveraged to maximise participation and benefit.

Engagement

The following organisations, industry associations and peak bodies were invited to provide input into the development of the strategy and will continue to be engaged as the strategy is implemented.

Association of Australian Medical Research Institutes

Ausbiotech

Australian Academy of Technological Sciences and Engineering

Australian Catholic University

Australian Collaborative Education Network Limited (ACEN)

Australian Council for Private Education and Training

Australian Design Alliance

Australian Graphic Design Association (AGDA)

Australian Industry Group

Australian Information Industry Association

Australian Institute of Architects

Australian Interactive Media Industry

Australian Publishers Association

BioMelbourne

Burnet Institute

Business Council of Australia

Centre for Adult Education (CAE)

Club Melbourne

Committee for Melbourne

Consult Australia

CRC Association

Consult Australia CRC Association

Creative Partnerships Australia

Deakin University

Design Institute of Australia

Design100

Engineers Australia

Future Melbourne Network

Grattan Institute

Henley Club

ICT for Life Sciences

Innovation and Business Skills Australia (IBSA)

Inspiring Australia

International Education Association of Australia

International Specialised Skills Institute (ISSI)

Invest Victoria

ISANA

Knowledge Commercialisation Australia

La Trobe University

Leadership Victoria

Melbourne Boston Sister Cities Association

Melbourne Business Network

Monash University

National Association for the Visual Arts

NICTA

Open Knowledge Foundation

Research Australia

RMIT University

Science Industry Australia

Society for Knowledge Economics

Swinburne University

The Churchill Club

The Knowledge Melbourne Reference Group

UniGateway

The University of Melbourne

Victorian Employers' Chamber of Commerce and Industry

Veski

Victoria University

Victorian Centre for Advanced Materials Manufacturing (VCAMM)

Victorian Life Sciences Computation Initiative (VLSCI)

Victorian TAFE Association

Individual stakeholders of Knowledge Melbourne database

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World Capital Institute. Retrieved from www.worldcapitalinstitute.org/

How to contact us

Online: melbourne.vic.gov.au

In person:
Melbourne Town Hall - Administration Building
120 Swanston Street, Melbourne
7.30am to 5pm, Monday to Friday
(Public holidays excluded)

Telephone: 03 9658 9658
7.30am to 6pm, Monday to Friday
(Public holidays excluded)

In writing:
City of Melbourne
GPO Box 1603
Melbourne VIC 3001
Australia

Fax: 03 9654 4854

Translation services:

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03 9280 0725	Việt Ngữ
03 9280 0726	All other languages

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CITY OF MELBOURNE