

TERMS OF REFERENCE (7 MAY 2019)

LEADWEST COMMITTEE

Preamble

The Cities of Brimbank, Hobsons Bay, Maribyrnong, Melton, Moonee Valley and Wyndham have each set up identically constituted section 86 special committees, in accordance with the *Local Government Act 1989* (VIC), to provide a coordinated decision making process to develop and implement a LeadWest Strategic Plan which has the objective of fostering and undertaking actions that will support sustainable growth and development of the Region.

The name of each of the section 86 special committees will be "LeadWest Committee" (described jointly as "the Committee").

Any of the member Councils may terminate its section 86 special committee at any time after providing six months' notice in writing to all of the other members. Where no more than one member Council terminates its committee, it is the intention that the Committee will continue to operate, subject to modification of this Terms of Reference to reflect the altered membership structure.

Purpose

Generally, the purpose of the Committee will be to oversee the preparation and implementation of the LeadWest Strategic Plan and identified sub projects as adopted and agreed by member Councils.

Objective

The objective of the Committee is to foster and undertake actions that will support sustainable growth and development of the Region.

Regard will be given to:

- legislative requirements;
- available resources;
- existing initiatives and programmes;
- economic, social and environmental values; and
- respecting individual differences between communities.

Role and Functions

The Committee will, with respect to:

Programming

- develop and approve a ten year LeadWest Strategic Plan which will underpin the activities of the Committee and is reviewed in the first year of a new four year Council term;

- develop and approve a rolling Four Year Implementation Program to implement actions "agreed" to in the LeadWest Strategic Plan and its subsequent reviews. This Program is to be updated and approved annually by the Committee;
- approve individual "Project Briefs" developed to progress specific LeadWest Strategic Plan actions in accordance with the Four Year Implementation Program;
- ensure the execution of the Four Year Implementation Program and monitor the progress of individual LeadWest Strategic Plan actions; and
- establish the LeadWest Leadership Forums (Strategy and Implementation Committee and the Annual Forum) to provide input to the identification of regional priorities and development of the annualised Four Year Implementation Program.

Budgeting

- from such monies as are allocated in each member Council's budget, determine the amount that member Councils will contribute annually for the cost of the coordination and administration; and
- be authorised to seek on behalf of the member Councils external funding for the LeadWest Strategic Plan actions; and
- make recommendations to the member Councils of budget allocations required to effect the implementation of specific LeadWest Strategic Plan strategies and actions, to enable consideration in each Council's annual budgeting process. Each member Council's budget is expected to reflect necessary resources to deliver on commitments agreed in the Strategic Plan. The budget of each member Council would be specific to meeting the LeadWest Strategic Plan actions relevant to that respective municipality. The recommended budget allocation is to be based on the perceived benefits and/or capacity of each member Council.

Procedures Protocol

- develop a protocol to be adopted by the Committee to provide the basis for the working relationships between the member Councils in respect to matters within the Committee's Terms of Reference (including the role, relationships and operational processes of the Leadership Forums and the LeadWest Executive Officer) and for the resolution of any issues that arise between member Councils in respect to the LeadWest Strategic Plan.
- provide advice, from time to time, to the member Councils on the governance arrangements for the Committee.

New Members

Additional neighbouring Councils can be admitted as full members of the Committee upon the recommendation of the Committee and following approval by resolution of all partner Councils, on the basis that:

- the new member Council establishes a special committee named "LeadWest Committee" under section 86 of the *Local Government Act* (VIC) which mirrors the "constitution" of the special committees established by the existing member Councils as set out in the LeadWest Committee Delegations and Terms of Reference.
- the new member Council agrees to adopt the provisions of the LeadWest Strategic Plan and any future reviews.
- the new member Council agrees to provide annual funding through their budget process on the same basis as the other LeadWest Councils.
- where possible, new member Councils commence their membership at the start of a financial year with approved funding in place.
- unless resolved otherwise by the original member Councils, the new member Council is entitled to the benefit of all actions and projects already completed or undertaken by LeadWest.

Structure

Each LeadWest member Council's special committee is constituted in accordance with section 86 of the *Local Government Act 1989* (VIC) and its decision making powers are subject to an Instrument of Delegation made by the relevant LeadWest member Council.

Independent Chairperson

- An Independent Chairperson will be appointed by resolution of a majority of the member Councils for a period of three years on such conditions, including reimbursement of expense or remuneration, as the Committee determines by resolution.
- At the conclusion of the three year term the Independent Chairperson is eligible for a further term of three years to a maximum term of six years as the Independent Chairperson.
- The Independent Chairperson will be independent, of sound repute in the Region and not a representative of a member Council.
- The role of the Independent Chairperson will be defined in the Chairperson's Role Statement and include to:
 - chair the LeadWest Committee Meetings;
 - lead the preparation of the LeadWest Strategic Plan;
 - assist to establish and foster relationships and partnerships with State and Federal Governments, statutory authorities, local businesses, not for profit sector, Regional Boards and Committees and other stakeholders;
 - assist the Committee to establish sound governance practices; and
 - provide leadership to the Committee.

The Committee will consist of thirteen voting members, being:

- The Independent Chairperson
- One Councillor (or proxy) appointed by each Council and the Chief Executive Officer (or proxy) from the following municipalities:

- City of Brimbank;
- City of Hobsons Bay;
- City of Maribyrnong;
- City of Melton;
- City of Moonee Valley; and
- City of Wyndham.

A quorum for the Committee will be seven, which is the majority of the persons appointed to the Committee.

Each Committee member present at a Committee meeting is entitled to one vote.

Voting will be by a show of hands.

For a motion to be successful, a majority of the Committee members present at a meeting, personally or by proxy, must vote in favour of the question.

If the Chairperson is not present for all or part of a Committee meeting the Committee members present at the meeting will resolve by a majority vote who will be the temporary Chairperson.

The Committee will set meeting dates and shall meet at least quarterly and at such other intervals as agreed by the Committee.

The conflict of interest provisions for Special Committees as prescribed in the *Local Government Act 1989* apply to Committee meetings.

The Committee may resolve to invite organisations which are a stakeholder of the activities of the Committee to be represented at its meetings. Stakeholder representatives will not be members of the Committee or entitled to vote but can participate in any discussion.

Reporting

The business of the Committee shall be recorded in proper minutes that shall be distributed to member Councils and included in the Register available for public inspection.

Minutes must be distributed to the member Councils within two weeks of a Committee meeting.

The Committee shall provide an annual report to the member Councils.

Administration

A LeadWest Executive Officer will be appointed to provide administrative support to the Committee.

The Executive Officer will undertake a Coordination/Project Management role to:

- ensure timely and coordinated delivery of the overall annual LeadWest implementation plan; and
- provide the day to day oversight of the LeadWest program and specific actions.

The Executive Officer will provide to the Committee:

- quarterly briefings at meetings; and
- six monthly progress reports,

containing such information as determined by the Committee from time to time.

Leadership Forums

The Committee will establish two Leadership Forums:

1. A Strategy and Implementation Forum consisting of the member Council CEOs; and
2. An Elected Representatives Forum of all Councillors from the member Councils.

The Forums will meet as determined by the Committee, with the role of the Forums being to:

- make recommendations to the Committee about the determination and driving strategic regional priorities;
- provide advice to the Committee on annual priorities for the review of the Four Year Implementation Program;
- facilitate liaison, partnerships and coordination with stakeholders of the activities being undertaken by LeadWest including identifying project synergies and opportunities arising from Federal, State and Local Government programs; and
- receive updates about the review of the Strategic Plan, progress reports and an annual report from the Committee on Implementation Program.

Proceedings of Forum meetings will be recorded by minutes for formal tabling and consideration by the Committee.

Project Task Groups

The Committee is able to establish Project Task Groups to undertake individual project actions.

The Project Task Groups would be formulated to deliver individual LeadWest Strategic Plan actions in response to the annual work program. The composition and funding of the groups would be needs based.

The budget for specific project actions (including external funding where obtained) could be centralised in one member Council's budget (ie the 'project lead' Council) or each member

Council could make project payments as required. The method of budget administration will be determined on an individual project needs basis.

Day to day coordination and integration of the Project Task Groups would be managed by the LeadWest Executive Officer.

Individual 'Project Briefs' would need to be approved by the Committee.

Annexure – Overview of the LeadWest Strategic Plan

To achieve its Purpose and Objective LeadWest will, as required by the Instrument of Delegation and Terms of Reference, adopt a ten year Strategic Plan and a four year rolling implementation plan to foster and undertake actions that will support sustainable growth and development of the Western Region of Melbourne.

The Strategic Plan will focus on:

- jobs and skills;
- transport infrastructure and connectivity;
- health and wellbeing; and
- continuing environmental rehabilitation and sustainable development.

In summary these areas of focus will include:

Jobs and skills

LeadWest will work in partnership with State and Federal Governments, the private sector, other regional bodies and stakeholders to pursue initiatives which target the needs of the western region of Melbourne regarding the generation and retention of jobs and continuing to build the necessary skills that are required now and in the future. The focus will include developing and utilising an evidence base to capitalise on the significant investment in the west and leverage opportunities for communities across the region.

Transport infrastructure and connectivity

With the rapid rate of growth and development occurring (and projected to continue for many years) in the western metropolitan region of Melbourne, transport infrastructure and connectivity remains a critical priority for LeadWest. Capitalising on and facilitating best value outcomes resulting from the major transport initiatives occurring in and outside the Region will be a key focus. LeadWest will actively contribute as a strategic stakeholder to the delivery of such initiatives. In addition, LeadWest will be future focused by commissioning research to inform business cases for priority transport infrastructure and connectivity improvements that are required in the Region in the longer term.

Health and wellbeing

LeadWest considers health and wellbeing initiatives to be crucial to the future of the Region. Social impact investment activity is required and LeadWest will be an active participant in piloting innovative approaches in this area. LeadWest will research topics to provide an evidence base prior to addressing identified and prioritised preventative health and wellbeing indicators.

Continuing environmental rehabilitation and sustainable development

The western metropolitan region, while similar in many ways to the rest of Melbourne, also has its own environmental and development issues that need to be addressed. LeadWest will include environmental rehabilitation and sustainable development in its Strategic Plan and will encourage the piloting of innovative approaches to renewable/community energy and capitalise on the natural open space features in the Region by improving connectivity.

In progressing the above regard will be given to:

- legislative requirements;
- available resources;
- existing initiatives and programmes;
- economic, social and environmental values; and
- respecting individual differences between communities.