



"Working for sustainable growth and development of the west"

AGENDA

LEADWEST SECTION 86 COMMITTEE

MEETING DETAILS

Title:	LeadWest Section 86 Committee Meeting		
Date:	19 February 2020	Time:	3.30pm – 5.30pm
Location:	Hobsons Bay City Council, 115 Civic Parade Altona, Meeting Room 1		
Chairperson:	Jim Williamson		
Attendees:	Chairperson	Jim Williamson	
	Executive Officer	Sue La Greca	
	Brimbank City Council	Cr Virginia Tachos	
		CEO Helen Morrissey	
	Hobsons Bay City Council	Cr Angela Altair	
		CEO Aaron van Egmond	
	Maribyrnong City Council	Cr Mia McGregor	
		CEO Stephen Wall	
	Melton City Council	Cr Sophie Ramsey	
		CEO Kelvin Tori	
	Moonee Valley City Council	Cr Andrea Surace	
		CEO Bryan Lancaster	
	Wyndham City Council	Cr Peter Maynard	
		CEO Kelly Grigsby	
Conflict of interest:			
Guests:	The Hon Wade Noonan Executive Director WOMEDA		
	Sanjay Manivasagasivam, Director Infrastructure and City Services HBCC		
Apologies:	Aaron van Egmond		

MEETING ITEMS

No.	Topic	Attach. (Y/N)	Presented by	For	Time
1.	Welcome, Acknowledgement of traditional owners & Apologies	No	Chairperson	Information	3:30
2.	Conflicts of interest to be declared in accordance with the Local Government Act 1989.	No	Chairperson	Information	3:35
3.	Adoption of minutes 9 October 2019 (Attachment 1)	Yes	Chairperson	Decision	3:40
4.	Executive Officer's Report (Attachment 2)	Yes	Executive Officer	Decision	3:45
5.	First Draft Strategic Plan	Confidential report to be circulated separately	Executive Officer	Decision	4:00
6.	West of Melbourne Economic Development Alliance (WOMEDA)	No	WOMEDA Executive Director	Information	4:20
7.	LeadWest First Draft Budget	Confidential report to be circulated separately	Executive Officer	Information	4:45
8.	Operational matters – Council contributions and Chair's Honorarium (Attachment 3)	Yes	Executive Officer	Decision	5:00
9.	Stakeholder Engagement (Attachment 4)	Yes	Executive Officer	Discussion	5:10
10.	Other Business	No	Chairperson	Information	5:20
11.	Closure of Meeting	No	Chairperson	Information	5:30

**Next Meeting: Wednesday 13 May 2020, 3:30 pm
Maribyrnong City Council
Corner Hyde and Napier Streets, Footscray**



DRAFT Minutes LeadWest Committee

Title:	LeadWest Committee		
Date:	9 October 2019	Time:	3:36pm to 5:10pm
Location:	Brimbank City Council		
Chairperson:	Jim Williamson		
Present:	Brimbank	Cr Virginia Tachos	Acting CEO – Neil Whiteside
	Maribyrnong	Cr Simon Crawford	CEO – Stephen Wall
	Melton	Cr Ken Hardy	CEO – Kelvin Tori
	Moonee Valley	Cr Samantha Byrne	
	Wyndham	Cr Peter Maynard	Natalie Walker
Attendees:	Jenny McMahon, Interim Executive Officer Cr Marsden, Mayor Hobsons Bay		
Apologies:	Helen Morrissey (Proxy – Neil Whiteside) Aaron Van Egmond Cr Angela Altair Bryan Lancaster (Proxy – Cr Byrne) Kelly Grigsby (Proxy - Natalie Walker) Cr Lucinda Congreve		
Minutes:	Candace Guest, Brimbank		

MEETING ITEMS

No.	Topic	Decision
1.	Welcome & acknowledgement of the tradition owners	<p>The Chair welcomed all in attendance, and opened the meeting at 3.36pm.</p> <p>The Chair acknowledged the traditional owners of the land and paid respects to the elders past, present and emerging.</p>
2.	Conflicts of Interest	Nil
3.	Chairperson's Report	Noted
4.	Committee Operations	<p>There was general discussion regarding the Terms of Reference and members identified some points for further clarification. It was agreed that if any member has questions or need clarification on any points that these be circulated to the Executive Officer to be collated for consideration as part of a future review.</p> <p>That the Committee notes the Instrument of Delegation, Schedule and Terms of Reference, as tabled at the LeadWest Committee Meeting on 9 October 2019.</p> <p><i>Moved Cr Maynard/Seconded Cr Hardy – CARRIED</i></p> <p>It was noted that Ms Sue La Greca has been appointed the Executive Officer and will be starting on 15th October 2019. The current Interim Executive Officer will complete a handover.</p> <p>It was resolved that the Committee extends thanks to Jenny McMahon for her contribution to LeadWest as the Interim Executive Officer and also acknowledges the significant assistance from Brimbank City Council in the establishment of the LeadWest Committee.</p> <p><i>Moved Mr Wall/Seconded Cr Maynard – CARRIED</i></p> <p>General discussion was carried out about a review of the Terms of Reference in the future. It was agreed that a review will be undertaken in the future after the Committee has been operating for a period of time.</p>
5.	Meeting Calendar	<p>That the Committee:</p> <ol style="list-style-type: none"> a. Establishes the Strategy and Implementation Forum and an Elected Representatives Forum, as per the LeadWest Committee Terms of Reference 2019 b. Adopts in principle the Committee, Forums and Workshop Schedule 2019 and 2020, as tabled at the LeadWest Committee Meeting on 9 October 2019. <p><i>Moved Mr Whiteside/Seconded Cr Maynard – CARRIED</i></p> <p>There was suggestion that consideration needs to be given to caretaker periods and elections.</p> <p>Also need to consider other regional forums such as MAV and Western Region forum to ensure there is not a clash.</p>
6.	Strategic Workshop	Noted. No further discussion.

No.	Topic	Decision
7.	Engaging Stakeholders	<p data-bbox="662 248 1388 416">Noted. There was general discussion about the process of engaging stakeholders. It was decided that the development of the Strategic Plan was to take priority and that the Plan would lead the decision about who are the key stakeholders to be engaged with the priority projects.</p> <p data-bbox="662 427 1388 528">It was further noted that a Stakeholder Engagement Plan will be developed for the Committee to consider at a future meeting.</p>
8.	Budget Information	<p data-bbox="662 535 1388 591">Noted. A budget for the remainder of the year is being developed and will tabled at a future committee meeting.</p>
9.	Other Business	<p data-bbox="662 598 1388 654">Nil</p>
10.	Close of Meeting	<p data-bbox="662 660 1388 716">The Chair thanked all in attendance and closed the meeting at 5.10pm.</p>

Next meeting

Wednesday 12 February 2019
Hobsons Bay City Council

DRAFT

LeadWest - Executive Officer's Report

October 2019 – February 2020

1. Development of the LeadWest Strategic Plan

- Workshop with LeadWest Committee on 15 November 2019
- Workshop with Elected Representatives' Forum (ERF) on 11 December 2019
- Notes from ERF circulated to all CEOs and all Councillors on 20 December 2019 and on 29 January 2020 requested comments / feedback
- Three responses received and comments incorporated
- Workshop notes used as foundation for developing first draft strategic plan

2. North West City Deal

- Numerous discussions with Federal (Department of Infrastructure, Transport, Cities and Regional Development) and State Government (Department of Jobs, Precincts and Regions) senior offices regarding the North West City Deal
- Organised meeting with Departmental officers, local government CEOs and WOMEDA on 28 November 2019 to discuss proposed North West City Deal and governance model with a focus on jobs and skills, transport and economic development
- A tour of Melbourne's West to be organised to familiarise Federal and State Government politician and senior officers of the opportunities in Melbourne's West and to focus on areas where the City Deal can benefit the most
- Governance model to manage the North West City Deal currently being developed between all three levels of government and other stakeholders. This will likely comprise:
 - Champions group (regional champions)
 - Leadership Group (Federal and State Government Ministers and Mayoral representation from the West and North)
 - Senior Officials Group from all three levels of government
- Proposal being developed with WOMEDA and North Link to prepare a North West City Deal proposal for consideration by the Federal and State Government.

3. External Stakeholder Meetings

- Meetings held with Barbara Horn, Manager Partnerships with the North West Melbourne Primary Health Partnership, Gail O'Donnell from HealthWest, Adrian Gray Greening the West and Richard Ponsford from Western Melbourne Tourism to consider how LeadWest might continue to engage with these organisations.

4. West of Melbourne Economic Development Alliance (WOMEDA) and LeadWest

Purpose

The purpose of this paper is to inform the LeadWest committee of:

1. The status of the memorandum of understanding (MOU) between LeadWest and WOMEDA
2. The discussions that have occurred between WOMEDA and LeadWest at officer level, regarding the North West City Deal

MOU between WOMEDA and LeadWest

- There is currently an MOU in place between WOMEDA and LeadWest which was signed on 14 March 2019 for a term of 12 months and is now due for renewal in March 2020.
- The broad objectives for areas of collaboration are to “build consensus about job strategies for the West of Melbourne”¹.
- In accordance with the terms of the MOU, LeadWest Ltd contributed \$50,000 to WOMEDA in 2019 for WOMEDA’s work on economic development strategies.
- Below are the performance milestones in the MOU with comments on progress

Performance Milestones	Progress Report
Forum and/or workshops to help develop a shared vision for the West of the path towards fuller employment and better use of the human resources of the West by mid-2019.	Early agreement struck between LW, WOMEDA, and Western Metro Partnership (WMP) to jointly do this work. WOMEDA participated in two forums and contributed written content for the Jobs and Economy submission. WRP submission was completed in November 2019. Completed.
Presentation to LW on key strategic opportunities for the different LGAs by August 2019.	Incomplete. Due to the re-structure of LW this has been deferred to May 2020. In progress.
Build the case for a Jobs Institute to be established in Melbourne’s West to grow job clusters in areas of rapid population growth by September 2019.	Met with Daniel Mulino MP, the new member for Fraser in the lead up to the Federal Election. Included the Jobs Institute in the Sunshine report. Recommendation in the WRP submission. Likely to use the North West City Deal to progress the Jobs Institute. In progress.
Review of employment consequences for the West of airport rail project by end 2019.	Comprehensive report on economic development opportunities for Sunshine released in November 2019 and public launch. Completed.
Modelling of employment impact of hospital in Melton by early 2020.	Options paper presented to WOMEDA board and several meetings conducted with Melton City Council. Research paper to be released in April 2020. In progress.
Research papers on strategies for youth not in employment, education or training by March 2020	Research completed with recommendations in November 2019. Completed.

¹ Memorandum of Understanding West of Melbourne Economic Development Alliance (WOMEDA) and LeadWest 14 March 2019

Review of strategies for logistics development by June 2020	In progress.
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North West City Deal

The WOMEDA Executive Director met with Brimbank CEO, LeadWest Chair and Executive Officer (EO) on 10 February 2020 to discuss the North West City Deal. WOMEDA had met with senior government officials and the executive Director of Northlink to discuss a proposal to engage a consultant to prepare a report: *North West Alliance Victoria City Deal Proposal* which would present an outline of the characteristics of the North West Region, outline the employment and transport precincts of the region, develop the priority projects and themes of the North West City Deal. Essentially build a compelling case to present to Federal and State Government to fund a North West City Deal with identified priority projects.

A North West Alliance Steering Committee would be required to manage the project comprising representatives from:

- Victorian Government
- North Link Chair and Executive Director (ED)
- WOMEDA Chair and ED
- Northern Councils Alliance CEO and EO
- LeadWest Chair and EO
- La Trobe University Chancellor and VC
- Victoria University Chancellor and VC

North Link and WOMEDA to be funded to deliver the report with contributions from those parties on the Steering Committee.

Budget to be determined.

Recommendation

1. That LeadWest negotiate a new MOU with WOMEDA to be effective from March 2020 to March 2021, based on the existing agreement with a focus on collaboration between WOMEDA and LeadWest, including an agreed work plan and quarterly progress reports.
2. That the agreed work plan include collaboration between WOMEDA and LeadWest to work with key regional stakeholders to progress the North West City Deal, including the development of a North West City Deal proposal for consideration by the Federal and State Governments.

LeadWest Committee Meeting 19 February 2020

Operational matters

Purpose:

The purpose of this paper is to obtain LeadWest committee resolutions regarding:

1. Member Council annual contributions to the operational income of the LeadWest committee
2. The terms of appointment and remuneration of the LeadWest Committee Independent Chair

1. Member Council Annual Contributions

The LeadWest terms of reference (TOR) state that “the committee will 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.”¹

The draft LeadWest budget for 2019/20 (circulated separately) is based on an estimated operational income of \$40,000 from each of the six member Councils, giving a total operational income of \$240,000.

Recommendation:

That the LeadWest committee approve the contribution from each LeadWest member Council (being the Cities of Brimbank, Hobsons Bay, Maribyrnong, Melton, Moonee Valley and Wyndham) to be \$40,000 per annum.

2. Terms of Appointment and Remuneration of the LeadWest Committee Independent Chair

All LeadWest member councils resolved at their May 2019 ordinary council meetings to:

- Establish the LeadWest Committee pursuant to section 86 of the Local Government Act 1989
- Adopt the terms of reference (TOR) for the LeadWest Committee
- Appoint as voting members one councillor and one proxy from each council, the CEO and a proxy from each council and Mr Jim Williamson as the Independent Chair.

The LeadWest TOR state that an independent chairperson will be appointed by a majority of the member councils for a period of three years on such conditions including reimbursement of expenses or remuneration, as the committee determines by resolution. Such a resolution has not as yet been made.

As Chair of LeadWest Ltd, Mr Williamson received an annual payment of \$25,000 including GST which was invoiced quarterly (\$6,250 per quarter).

¹ LeadWest Terms of Reference 2019

Recommendation:

In accordance with the member council resolutions of May 2020, the LeadWest Committee resolve to appoint Mr Jim Williamson as the Independent Chair of the LeadWest Committee to be effective from 1 July 2019 to 30 June 2022 with an annual remuneration of \$25,000 inclusive of GST, paid quarterly.

LeadWest Committee Meeting 19 February 2020

Stakeholder Engagement

Purpose:

The purpose of this paper is to identify regional stakeholders and consider how LeadWest may work with these organisations in the future:

Regional Organisation	Organisational Purpose	Interaction with LeadWest
West of Melbourne Economic Development Alliance (WOMEDA)	Economic development	Partnership through an MOU
North West Melbourne Primary Health Network / Better Health Plan for the West	Increasing the efficiency and effectiveness of medical services for patients, particularly those at risk of poor health outcomes. Healthy and engaged communities in the West, with the focus on mental health, cardiovascular disease; obesity; diabetes and cancer.	
Western Health	Safe and quality care, hospital and health provision in the West	
Greening the West	An alliance between the six councils of Melbourne's West to enable sustainable, liveable, healthy communities through urban greening.	
Western Melbourne Tourism	An urban regional tourism board incorporated for the purposes of developing a stronger more competitive tourism sector in Melbourne's West.	
Western Transport Alliance	Improved transport services and infrastructure across Melbourne's West	
Victoria University	Creating positive outcomes for education, industry and community across Melbourne's West and beyond.	

North Link	A regional partnership of industry, education, health and government to promote economic development across Melbourne's Northern metropolitan region.	

LeadWest Committee Meeting Wednesday 19 February 2020, 3:30 pm at Hobsons Bay City Council

1. Draft Strategic Plan

Background:

Please find attached a copy of the first draft LeadWest Strategic Plan for discussion at the LeadWest Committee Meeting on 19 February – agenda item 5.

The plan outlines five key pillars or strategic goals being:

Enterprise - An enterprising region – quality jobs, skills, services and products

Vibrancy - A vibrant West

Connectivity – Connecting the West and beyond

Health and Wellbeing – A healthy and resilient West

Sustainable Futures – A national leader in sustainable prosperity

Each of the five strategic goals has three objectives and each objective has two activities, or 30 activities under 15 objectives in total. There are also 30 key targets (one target or measure for each activity) over the ten year period of the plan that LeadWest could sign up to.

The focus of discussion from here should be on whether these are the right pillars, in the right order, the key objectives, the most relevant activities, and appropriate targets and measures of success as well as the timing of activities over the next ten years that is, developing the four year rolling implementation plans.

Recommendation:

That the LeadWest Committee note the first draft Strategic Plan as attached and appoint a sub-committee / project group to further develop the plan for adoption at the next LeadWest Committee meeting on 13 March 2020.

2. Draft Budget – Agenda item 7

2. Draft Budget

LeadWest Committee Financial Report

	2019/20 YTD actuals	2019/20 YTD forecast	2020/21 Next Year Budget
	78,457	0	0
Grants - State - Operational	0	0	0
Grants - Comm - Operational	0	0	0
Council contributions	0	-240,000	-240,000
Salaries and wages	49,465	109,998	176,251
Superannuation on cost	4,617	9,390	16,728
LSL oncost	1,615	3,396	4,842
Work cover oncost	1,224	2,490	3,377
Lease	0	0	0
Consultants	21,142	89,726	20,000
Seminars/conferences	0	2,000	0
Subscriptions	0	2,000	0
Business Development	0	20,000	18,802
Catering/Functions	394	1,000	0
Total	78,457	0	0

Notes:

1. Income is based on an annual contribution from member councils of \$40,000 each per annum
2. These figures do not include the transfer of funds from LeadWest Ltd estimated to be approximately \$300,000
3. Once this funds transfer is made, allocations can be made to projects
4. *The forecast figure for consultants covers payment to the interim CEO, work on strategic plan workshops, chair's stipend and contribution to WOMEDA for economic analysis and North West City Deal project*
5. Business Development is an estimate of corporate overheads but this amount is yet to be determined accurately.

Recommendation:

That the LeadWest Committee note the draft budget and appoint a sub-committee / project group to further develop a more comprehensive budget for adoption at the next LeadWest Committee meeting on 13 March 2020.

LeadWest Strategic Plan – 2020 - 2030

Vision for Melbourne's New West

**A globally engaged, enterprising,
and vibrant region, delivering
sustainable prosperity and healthy
lives.**

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Our Vision

Where we are going

A globally engaged, enterprising and vibrant region, delivering sustainable prosperity and healthy lives.

Our Role, Purpose, Mission and Identity

How we go about achieving our vision

The role of LeadWest is to identify and act on strategic goals consistent with our vision, namely:

1. Creating a dynamic public and private enterprise zone offering more high value adding and export-oriented jobs and economic development
2. Building a remarkable new generation mix of creative industries, sporting, tourism and leisure opportunities that leverage off our ancient and modern demographics and traditions.
3. Better connecting and transforming the West's unique mix of air, sea, road and rail infrastructure and facilities whilst enhancing local neighbourhood amenity and liveability
4. Achieving new levels of improved preventative and acute health care that are accompanied by an increased capacity for applied health and wellbeing research
5. Becoming a national leader in sustainable prosperity through well planned initiatives to significantly reduce our carbon footprint within our communities, businesses, and households.

In doing this we will:

- Advocate for, and influence significant improvements in the every-day lives in Melbourne's west on behalf of the communities served by the six local governments of Melbourne's Western Metropolitan Region.
- Work closely with our member councils to build business cases to create additional economic and social opportunities that deliver a growth dividend to the region, whilst overcoming historically entrenched shortages in key services.
- Identify and engage with other regional and national organisations and agencies on a positive agenda for the west, and to clarify who is best placed to lead particular tasks and challenges.
- Design and successfully implement a ten-year strategic plan that mobilises the combined influence of our local communities and enhances the many economic, social and historical strengths in Melbourne's west through agreed 4 year rolling plans
- Further recognises, celebrates and promotes our indigenous culture and diverse multiculturalism in ways that highlight our ancient origins and global connections
- Have a more prominent gate-opener role in working with government and business to deliver much needed infrastructure and services.
- Expect a higher standard of excellence in procurement and social procurement to ensure the benefits of regional projects are maximised for regional communities
- Develop more sophisticated eco-system measures, and data sets of what actually constitutes success in regional development

Our Values

How we behave while achieving our vision

Collaboration

Ensure local governments within the region work together to achieve identified goals that will benefit and contribute to sustainable regional development, and that LeadWest works in partnership with other regional stakeholders and all levels of government to maximise the benefits of sustainable growth.

Accountability

Ensure the implementation of the LeadWest Ten Year Strategic Plan through a series of four year rolling implementation plans and be accountable for all LeadWest projects and advocacy, and evidence based strategies. The Strategic Plan and Implementation Plans will be monitored, reviewed and reported on annually to all member councils.

Integrity

Perform at the highest level to achieve the best possible results for sustainable regional development for the communities of Melbourne's West.

Respect

Through progressing the Strategic Plan, LeadWest will support sustainable growth and development of the region, giving regard to legislative requirements, available resources, existing initiatives and programs, economic, social and environmental values and respecting individual differences between member councils and communities.

Our Current State

Taking into consideration the vision, role, values and strategic goals for the West, this section describes the current situation. What are the key factors at play, what are the major risks and opportunities

- The Western Region's population is 964,259 and is forecast to grow to 1.75 million by 2051.
- The region is the fastest and largest growing region in Australia.
- The region's Gross Regional Product (GRP) accounts for almost 10% of Victoria's GRP, and has grown more quickly than Victoria's GRP between 2006 and 2018.
- The region is particularly important to Victoria's economy when it comes to the manufacturing, transport/warehousing and construction industries.
- The region is home to a large number of residents employed in professional services, but the majority work outside the region. Combined with a heavier reliance of driving to work than Greater Melbourne, commute times in the Western Region are longer than in other areas of Melbourne and can be up to 2 hours.
- With 30,000 to 50,000 new residents arriving every year, and over 40 babies born a day in the West, a youth movement is emerging with one in every five residents under the age of 15. This is the biggest generation of young people Melbourne has ever seen in any region, in any era.
- The region is somewhat more socio-economically disadvantaged than Greater Melbourne, and there are some significant differences between and within municipalities in the West.
- New employment precincts have emerged in Footscray, Sunshine and Werribee primarily focussed on education, health and logistics. Additionally, creative industries are emerging in the municipalities of Maribyrnong, Hobsons Bay and Brimbank.
- Available research estimates that Melbourne's West will need to generate an additional 100,000 jobs before 2030 to fully meet the expanding job and skill needs of the rapidly increasing population over and above "naturally occurring" job growth.
- The rapidly growing population in Melbourne's West is creating unprecedented and unmet demand for educational and medical services and facilities
- The Outer West has the lowest number of General Practices, dental services and pharmacies per capita of any of the regions in the *Metropolitan Health Plan*¹
- The West has a culturally rich and diverse population with over a quarter of the population born overseas. This provides both enormous opportunities and challenges

¹ Better Health Plan for the West 2011

- The West is well placed to provide strategic hubs for both passenger and freight transport
- Improving air and water quality and reducing the carbon footprint within our businesses and communities is currently both a major challenge as well as a major opportunity

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Our Future State

Taking into consideration the vision and role and values and strategic goals for Melbourne's West, this section describes the future situation – what success will look like

Melbourne's West is a rapidly growing, vibrant and diverse community with a cohesive network of local councils and numerous regional organisations all with a shared goal to improve the prosperity and sustainability of the region, its residents, communities, businesses and environments. To do this, the major areas of focus will be:

1. A regional economy that provides an increased volume and diversity of jobs for regional residents with the number of jobs equal to the number of people in the workforce
2. A regional education and training sector that creates the conditions for future educational attainment of residents and better aligns with industry needs
3. An economy that is innovative, knowledge based and capitalises on new and emerging markets across established and emerging drivers of economic prosperity
4. Home to a new generation of sport and recreation facilities and opportunities, arts and cultural centres, and burgeoning tourism and creative industries that leverage off our ancient and modern demographics and traditions.
5. Further development of and expansion of elite sporting facilities and associated research and interest that these codes bring
6. Specific initiatives to engage children, families and young people in arts, culture and leisure
7. Highlighting current tourism attractions and further developing and growing the visitor and night economy
8. A region that makes the most of the unique mix of existing and evolving air, sea, road and rail infrastructure and facilities
9. Efficient and effective internal and external rail passenger and rail freight connectivity
10. Polycentric districts within the region where residents can readily move about, work, study and play
11. Transport hubs that foster vibrant, regional employment centres
12. A better mix of large-scale infrastructure projects and initiatives to foster improved local liveability and amenable neighbourhoods
13. A region where health services and facilities meet the needs of the growing population with state of the art child care and aged care
14. A region that is well known for its research and innovation in the health sector
15. Major hospital, health and industry precincts servicing the region based in Footscray, Sunshine, Werribee and Melton
16. A region that will work to be carbon neutral by 2050 with improved air and water quality, increased biodiversity and an increase in the use of renewable energy
17. Research and innovation into renewable energy and recycled waste
18. Adequate, well designed and connected open space and increased canopy cover to encourage walking, cycling and other forms of passive recreation for environmental and health benefits
19. A new era of sufficient, affordable and well-designed, sustainable housing
20. A highly respected and thriving region.

Our strategy

This section outlines the approach we will take to get from the current state to the future state.

The Strategic Goals identified to achieve our vision of a globally engaged and respected region, delivering sustainable prosperity, and healthy and vibrant lives.

Jobs and Skills

Create vibrant public and private enterprise zones offering more high value adding and export-oriented jobs and economic development.

Sports, Leisure, Culture, Arts, and Tourism

Offering a remarkable mix of enhanced sport and leisure, culture, arts and tourism opportunities that leverage off our ancient and modern demographics and traditions

Internal and External Connectivity

Further transforming the West's unique mix of air, sea, road and rail infrastructure and facilities whilst enhancing neighbourhood amenity and liveability

Health and Wellbeing

Achieving new levels of improved preventative and acute health care, while building well respected health and wellbeing research capabilities

Sustainability and Liveability

Becoming a national leader in significantly reducing our carbon footprint within our communities, businesses and households

Our Strategic Goals, Objectives and Activities

Strategic Goal 1.0: An Enterprising Region – Quality Jobs, Skills, Services and Products

Create vibrant public and private enterprise zones offering more high value adding and export-oriented products, jobs and skills development.

Objective 1.1

Assist growth in identified business centres across the region.

Activity 1.1.1

Collaborate with relevant agencies to consolidate quality jobs growth in an innovation triangle comprising designated priority precincts including Sunshine, Footscray and Werribee, including a major state or federal government agency in each precinct (T1- 25,000 job net gain in a decade per precinct)

Activity 1.1.2

Undertake necessary advocacy in jobs space to ensure adjacent jobs growth and opportunities in Essendon Fields, Melton and Hobsons Bay (T2- 10,000 jobs net gain over similar period per business centre)

Objective 1.2

Successfully intervene on key stages of education and training provision to better meet needs of local communities and meet changing business demands

Activity 1.2.1

Undertake coordinated action to improve the provision of early childhood and learning services to give all children a positive start in life (T3- ...)

Activity 1.2.2

Cooperate with senior secondary schools and the tertiary sector to better align post school employment and business opportunities (T4 – Reduce proportion of young people aged 15-19 NEET by...)

Objective 1.3

Have a more detailed understanding of the contribution of local governments to economic progress, and actively foster the development on new economic products and services with a strong emphasis on global markets

Activity 1.3.1

Cooperate with six local councils to clarify and document existing contribution of six local councils to state economy including jobs, expenditure and multiplier effects (T5 – In line with expected population growth, double the jobs, income generation and associated multiplier effects within the decade)

Activity 1.3.2

Commission new research and business cases to identify ways in which local councils can foster development of new private sector and industry economic development including those with strong export opportunities. Will also involve constant review of best planning and resource use practices (T6 – Identify and increase commissioned research on agreed priority business activity eg modular housing, environmental solutions, water use)

Strategic Goal 2.0: A Vibrant West

Offering a remarkable mix of enhanced sporting and leisure, arts and culture, and tourism opportunities that contribute to economic progress and social inclusion, and leverage off our ancient and modern demographics and traditions irrespective of stage of life.

Objective 2.1

Significantly improve sporting and active leisure opportunities and facilities for community use while enhancing the west's growing reputation for elite sport and health research.

Activity 2.1.1

Preparing a region wide road map for improved sport and active leisure facilities (T7 – Doubling of community participation throughput in sport and recreation facilities)

Activity 2.1.2

Enhancing and expanding the number and support for national and international sports and health teams and events in Melbourne's west (T8 – continued growth in attendance for national sporting codes and creating one international event centre)

Objective 2.2

Build on and extend current Arts and Cultural hubs and centres that respect regional history and diversity and are well respected nationally and internationally, and support these with new creative industry incubators

Activity 2.2.1

Support collaborative private and publicly funded initiatives to establish leading edge arts, performance and cultural centres and hubs serving the whole region. These should have a strong focus on our indigenous and diverse cultural origins (T9 – Establish new creative arts centres/galleries in Footscray, Sunshine and Werribee)

Activity 2.2.2

Foster increased development of creative industry hubs around the three priority precincts with links through each local government (T10 – Treble the number of jobs in arts and culture across the west)

Objective 2.3

Highlight the unique and attractive features of the west in terms of tourism and hospitality

Activity 2.3.1

Foster increased collaboration between private and public entities to increase visitor numbers from within Australia and overseas for extended stays (T11 – Higher level of visitation than other metro regions excluding CBD)

Activity 2.3.2

Campaign for establishment of Australia's Science and Industry Museum in association with Scienceworks consistent with the strong focus on STEAM in Victorian schools and the University Sector and Industry (T12 – Double the current Scienceworks service offering)

Strategic Goal 3.0: Connecting the West and Beyond

Further transform the West's unique mix of air, sea, road and rail infrastructure and facilities in ways that also improve neighbourhood amenity and liveability

Objective 3.1

Ensuring that each of the 100 plus suburbs and communities that comprise the west are developed in ways that maximise community amenity and liveability in a period of unprecedented population growth and infrastructure development.

Activity 3.1.1

Campaigning to be represented and heard at key decision making tables about major infrastructure projects, and anticipated economic, social and environmental impacts (T13 – representation and involvement in key infrastructure decision making forums)

Activity 3.1.2

Securing Victorian and Australian government funds to augment community neighbourhood amenity and facility associated with large scale physical infrastructure project – these could be a mix of physical assets eg buildings but also bike tracks and river trails (T14 – 5% of total major project spend per project).

Objective 3.2

Improving transport connectivity within the west and between key community and business hubs, including the targeting of service poor neighbourhoods

Activity 3.2.1

Developing and proposing a set of integrated transport and neighbourhood initiatives for consideration at State and Federal level which better connect and serve the rapidly growing west and connect people more readily to local jobs (T15 – Recognisable and tangible improvements in rail passenger, bus, tram and bicycle access to three main priority precincts)

Activity 3.2.2

Identifying and scoping out improved street regeneration and physical transport infrastructure including public transport (T16- Each council to identify one neighbourhood for further scoping and campaign)

Objective 3.3

Building up a more comprehensive picture of an optimal and integrated set of connected transport and communications systems and infrastructure that are crucial to the long term economic development and social cohesion in Melbourne's west.

Activity 3.3.1

Review and assess maximum economic and social benefit likely to be delivered by improved rail passenger and rail freight projects proposed for Melbourne's west and how that best fits with future air, sea and road needs and challenges (T17 – Identify combined job and skills needs and collective impact of current and projected road and rail projects)

Activity 3.3.2

Consider and survey emerging trends and likely changes in future infrastructure and transportation systems and host trial programs (T18 – Become a recognised regional hub for next transport systems)

Strategic Goal 4.0: A Healthy and Resilient West

Achieving new levels of preventative and acute health care, building well respected health and wellbeing research capabilities, and better meeting the needs of at risk cohorts.

Objective 4.1

To make significant inroads into improved preventative health challenges in the west through a mix of improved service delivery and research

Activity 4.1.1

To actively work to a better coordinated approach between the private and public sector and all levels of government to provide high quality preventative programs and services as close to community members as practicable (T19 – Clarify and agree geographic catchment areas for improved preventative and outreach services)

Activity 4.1.2

Enhance and improve the region’s research and data tracking capability in preventative health across all levels of government and the private sector (T20 – Strengthen and extend the capacity of the Health component of The Mitchell Institute to undertake the necessary regional data analytics in preventative health and applied research – both physical and mental)

Objective 4.2

Ensure acute public and private health services are provided in Footscray, Sunshine and Werribee with significantly enhanced public transport connectivity as well, whilst achieving new acute hospital provision in Melton

Activity 4.2.1

Participate in key service provision discussions and projects in Footscray, Sunshine and Werribee and identify where local councils can assist with best possible service provision and land use (T21 – Development of integrated Health Precinct plans for FS and W)

Activity 4.2.2

Contribute to discussions and success in achieving new and adequate acute hospital service provision in Melton (T22 – Construction by 2030)

Objective 4.3

To better meet the physical and mental health needs of particularly vulnerable cohorts, including children, aged and new arrivals.

Activity 4.3.1

To work closely with the new Hospital for Children and Mothers in St Albans that has a region wide brief for these matters (T23- Establishment of a regional fund to facilitate research in key health issues for children and women)

Activity 4.3.2

To assist in bringing together regional groups and agencies who have a strong focus on older persons health (T24 – A bi-annual regional symposium of physical and mental health support programs and projects in the west)

Strategic Goal 5.0: Sustainable Futures

Becoming a national leader in sustainable prosperity by significantly reducing our carbon footprint by better engaging with and enlisting our communities, businesses and households.

Objective 5.1

Increasing the role of renewable housing and energy in creating a more sustainable west

Activity 5.1.1

Facilitating increased public and private initiatives to design and build more affordable and sustainable housing and community developments (T25 – Increase in public housing units with high energy rating by 1000 per year across the region)

Activity 5.1.2

Publicising one major energy renewable initiative per council in consolidated energy renewable prospectus every four years (T26 – Consolidated data bank of contribution of all these projects over a decade)

Objective 5.2

Improving air, water and soil quality

Activity 5.2.1

Designing and agreeing on key reductions in air and water pollution targets across the region and reporting these biannually (T27 – Identified improvements in air and water quality)

Activity 5.2.2

Scoping out and registering significant improvements to rivers, reused land and tree canopy

(T28 – double public authority spend on water and soil restoration)

Objective 5.3

Knowing more about international best practice in hazard reduction and management technologies

Activity 5.3.1

A coordinated set of national and regional visits by elected officials and senior staff to scan best international practice on air, water and soil rehabilitation (T29 – At least one major international and or national collaboration on each of these three focus elements for a sustainably prosperous region)

Activity 5.3.2

A significant increase in research in bio-diversity and associated scientific occupations in Melbourne's west (T30 – Lead West Professorial role at ...)

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