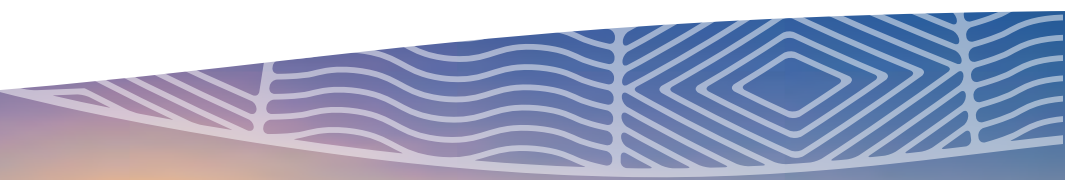




March 2026

Wyndham Advocacy Framework





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Overview

The Wyndham area is one of the fastest growing communities in Australia. With nearly 350,000 residents in 2025, Wyndham is expected to reach 500,000 by 2040, bigger than Canberra's current population. This growth creates many opportunities for the region but continues to place significant pressure on existing infrastructure and services. It can also mean challenging economic decisions for Wyndham City Council.

To address increasing growth and demand for services and infrastructure, Wyndham City Council actively advocates to the State and Federal Governments to build partnership.

In 2024, Council undertook a process of building a transparent process around this advocacy work, which led to the formation of the award-winning Advocacy Strategy 2024-26.

The Wyndham Advocacy and Stakeholder Relations Framework builds on this work, and supports the planning, implementation, coordination and efficiency of advocacy activities to maximise success and deliver better outcomes for the Wyndham Community for the long term.

This updated framework provides a renewed guide for assessing advocacy issues and opportunities in a way that is even more community focused and evidence based.



The Wyndham Community

The Wyndham municipality is located on beautiful rich basalt soils, making it one of Australia's most productive and successful market gardens, farming and grazing regions.

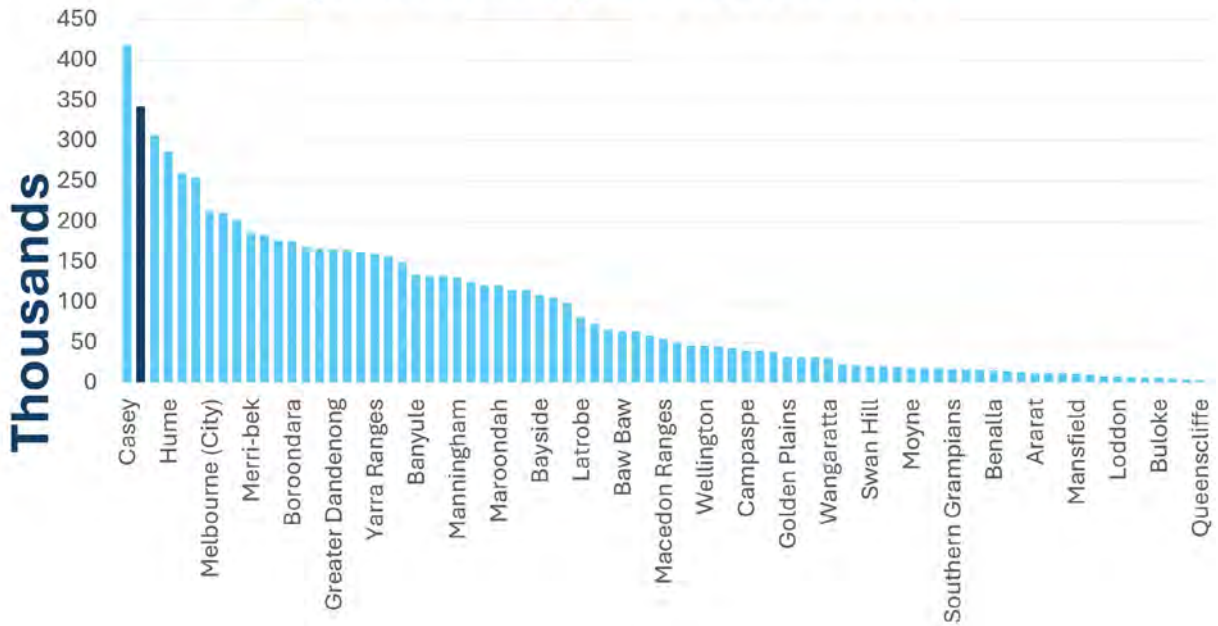
Wyndham features 27 km of coastline and is home to amazing natural open space areas including the Point Cook Coastal Park, K-Road Cliffs on the Werribee River and the Point Cook Marine Sanctuary.

Wyndham is ideally located between Melbourne, the capital of Victoria, and Geelong, Victoria's largest regional city. Wyndham is a bustling growing community that's welcoming a diverse community as new residents, growing from 85,000 in 2001 to a current population of nearly 350,000.

Population

In 2025, Wyndham was the second largest municipality in Victoria. The population is continuing to grow at an estimated 4%, well above the average for greater Melbourne.

Population by Victorian LGA



In 2025, Wyndham’s population was larger than that of the capital cities of Hobart or Darwin.

Wyndham’s population is expected to surpass that of Canberra by 2040.

Major Australian Cities



The Wyndham community is a young and diverse, with nearly 40% of the population aged under 25-years. Notably, 20% are under 12 years and 30% per cent of households are families with children. This young population means that the needs of the community are different to many other communities across Victoria and Australia.

With over 100 babies being born each week to Wyndham families, this equates to the equivalent of one new school to be constructed every five weeks. An estimated 48% of Wyndham’s population was born overseas and 50% speak a language other than English at home.

Political Context:

Australia has three levels of government that work together to deliver services and infrastructure. The roles and responsibilities of the Australian and Victorian Government are set out in Section 51 of the Australian constitution. The role of local councils in Victoria are detailed in the Local Government Act 2020.

The Federal Government is responsible for services and infrastructure of national significance such as defence, telecommunications, national economic policy, citizenship, immigration, biosecurity, tertiary education and Medicare. The Federal government also co-funds a range of services such as health, education, and major infrastructure projects.

The State Government is responsible for the provision of education (primary, secondary and TAFE), emergency services, policing, major roads, public transport, hospitals, and urban planning.

Local Government is responsible for planning approvals and building permits, waste collection, local roads, local sporting facilities, local parks, community centres, operation of libraries, some arts and cultural facilities, and the delivery of a range of services which can include early childhood education and maternal and child health.

State electorates of Wyndham

Residents in Wyndham are represented by four Victorian State electorates including:

- **District of Werribee** - includes the suburbs of Werribee, Wyndham Vale, Manor Lakes, Mambourin, Little River, Cocoroc and Quandong.
- **District of Tarneit** - includes Hoppers Crossing, Tarneit and Mount Cottrell.
- **District of Point Cook** - includes Point Cook and Werribee South.
- **District of Laverton** - includes Williams Landing, Truganina and Laverton North

Wyndham is within the Western Metropolitan Region for Victorian Legislative Council.

Federal electorates of Wyndham

Wyndham is represented by four federal electorates, Lalor Gellibrand, Corio and Hawke. However, the overwhelming number of residents live within Lalor and Gellibrand:

- **Division of Lalor** - The electorate of Lalor includes Hoppers Crossing, Mambourin, Manor Lakes, Tarneit, Werribee, Werribee South, Mount Cottrell and Wyndham Vale.
- **Division of Gellibrand** - The electorate of Gellibrand includes Laverton, Laverton North, Williams Landing, Truganina and Point Cook.
- **Division of Corio** - The electorate of Corio includes Werribee, Little River, Wyndham Vale and Wyndham Green.
- **Division of Hawke** - The electorate of Hawke includes Manor Lakes, Mount Cottrell, Quandong and Wyndham Vale.





Image: Mooroop Yarkeen by Tommy Day / Jirri Jirri

Advocacy

What is advocacy?

Advocacy, in the context of local government, is the act of seeking Government support for a project, policy or program. Advocacy can take many forms in a local government setting, including ongoing dialogue with key stakeholders to discuss priorities and explore opportunities for partnerships, lobbying, building relationships with decision-makers, or undertake public campaigns. Each advocacy effort will have its own 'ask' – the outcome we seek to achieve. Importantly, advocacy does not always achieve instant results. Some advocacy priorities are long-term undertakings that respond to complex issues.

Our advocacy objectives

Our Wyndham Advocacy Framework seeks to:

- Set Wyndham City Council's advocacy agenda and priorities.
- Identify stakeholders and build strong strategic relationships.
- Influence decision makers to improve outcomes for the Wyndham community.
- Secure funding for Council projects and services.
- Build community trust and confidence in Council and its activities.

How we advocate?

Wyndham has a number of advocacy tools available to support Council's actions and encourage stakeholders to invest in the community's future. These include:

- Make direct representations to State and Federal Ministers, local MPs, government agencies, and election candidates. This may take the form of formal communications such as letters and emails, meetings, submissions to parliamentary committees and inquiries.
- Promote local services and programs requiring external funding through election periods, budget processes, grants etc.
- Making direct representations to Government Departments and agencies regarding the needs of our community and emerging issues as well as providing feedback into planning, policy and infrastructure development.
- Seek provision of State and Federal programs and grants.
- Broker partnerships with other public, private and non-for-profit organisations to deliver priority projects.
- Participate in joint advocacy with strategically aligned partners, including peak bodies such as Municipal Association of Victoria (MAV), Australia Local Government of Association (ALGA) and LeadWest.
- Make submissions to inquiries and other forums to influence policy, legislation, standards and guidelines.
- Run specific campaigns in conjunction with other organisations, community groups and the broader community for action or investment in specific projects and/or areas of concern. Campaigns may include popups in shopping centres and events, petitions to Parliament, working with media around news stories and social media posts.

Who advocates?

Advocacy, in different forms, is the role of many across Council, depending on the relationships held with key stakeholders. While Council has a dedicated Advocacy and Stakeholder Relations unit, there are many staff across Council who hold relationships that relate to specific issues or policy areas. These roles and responsibilities are spelt out below:

The roles and responsibilities are spelt out below:

| | |
|---|---|
| Mayor | <p>Pursuant to the Local Government Act 2020, the functions of the Mayor includes being the principal spokesperson for the Council.</p> <p>In line with the Local Government Act 2020, this strategy recognises the Mayor as the principal Council spokesperson and representative on matters relating to the position of Council.</p> <p>This includes in:</p> <ul style="list-style-type: none"> • Presentations to elected officials across State and Federal Government. • The media, on advocacy matters (proactive and reactive). <p>This also aligns with Wyndham City's Media Policy.</p> |
| Deputy Mayor | <p>When serving as Acting Mayor only, the Deputy Mayor becomes Council's principal spokesperson or representative. It is at the discretion of the Mayor of the day to determine the most appropriate delegate, determined on a case-by-case basis taking into consideration ward and portfolio synergies. The Deputy Mayor will not automatically be designated the role of Council spokesperson on ad-hoc occasions.</p> <p>On issues, opportunities or matters relating to advocacy priorities that are endorsed by the Council, Councillors are encouraged to use endorsed messaging or materials to ensure a unified voice.</p> |
| Councillors | <p>The Mayor, or in their absence the Acting Mayor, can delegate the Mayoral advocacy responsibilities to any other Councillor.</p> <p>Individual Councillors, as elected officials, are able to advocate on specific issues outside of the endorsed priorities – but should make clear that their position is not an endorsed position of Council.</p> |
| CEO | <p>The CEO is the primary spokesperson or representative to senior public servants including:</p> <ul style="list-style-type: none"> • Agency CEOs • Ombudsman • Auditor General • Department Secretaries |
| Directors | <p>Directors are the primary spokesperson or representative to senior public servants including Deputy Secretaries of Departments relating to their work area or where delegated by the CEO.</p> |
| Managers | <p>Managers are the primary spokesperson or representative to their public service peers or where delegated by their Director.</p> |
| Coordinators or Officers | <p>Coordinators and Officers are the primary spokesperson or representative to their public service peers or where delegated by their Manager.</p> |
| Advocacy and Stakeholder Relations | <p>The Advocacy and Stakeholder Relations unit are the primary spokesperson or representative to:</p> <ul style="list-style-type: none"> • Ministerial staff • Electorate Office staff • MPs or Ministers on issues relating to general business where deemed appropriate by the CEO. <p>The Advocacy and Stakeholder Relations unit are also responsible for the preparation of materials for representations to Government on flagship advocacy priorities to support the Mayor and CEO.</p> |

Wyndham's Advocacy Principles

- **Collaborative:** we work collaboratively with partners, the community and other organisations, whose interests and capabilities support our advocacy objectives.
- **Apolitical:** our advocacy activities are apolitical and work with all sides of politics to achieve strong outcomes for the community.
- **Community centred:** our advocacy priorities reflect the needs, aspirations and expectations of our community. We communicate about our advocacy activities in an open and accessible way.
- **Evidence based:** our advocacy priorities are informed by research and data, and the policies and strategies adopted by Wyndham City Council.
- **Future focused:** we value innovation and seek to address multiple issues at once, achieving long-term positive outcomes and maximising benefits and providing value for our community.
- **Transparent:** our advocacy activities are regularly monitored and reviewed. Actions are taken to ensure our advocacy delivers the best value outcomes for the community.

Risks

There are a number of risks factors that could negatively impact the ability of Council to effectively advocate. These include:

- Mixed messages from Councillors, partners and stakeholders,
- Councils' priorities not matching the communities' aspirations and concerns,
- Perception of political bias,
- Advocacy activities do not match State or Federal Government priorities,
- Failure to monitor advocacy efforts.

Council is committed to building effective relationships with key stakeholders and advocating for improved outcomes for our community. This Framework sets a clear model for identifying advocacy priority and supports how and when we advocate to reduce any associated risks.





Policy Context - Wyndham 2050

The Wyndham 2050 Community Vision sets out our community's hopes and priorities for the future. It helps guide planning—not just for today, but for the years ahead. It was developed by the community, for the community through a deliberative engagement process.

This process involved community members who receive balanced information and discussed key issues over several days with independent facilitators. This group presented Council with well-informed priorities for Wyndham to achieve the Vision.

The Wyndham 2050 Community Vision builds on the previous work on the Wyndham 2040 Community Vision.

The Wyndham 2050 Community Vision will guide how Council directs the resources under its control, and therefore its work. It sets the direction for future Council policies and work.

Council will present its strategic priorities to work towards the Wyndham 2050 Community Vision in its Council Plan incorporating the *Municipal Public Health and Wellbeing Plan 2025-29*, Asset Plan and Long-Term Financial Plan, and on an annual basis through its Annual Plan and Budget.

A community vision describes the community's long-term hopes, dreams and aspirations. It assists planning for not only what the community needs today, but also what it will need into the future and as such, forms the base of our advocacy priorities.

This Advocacy and Stakeholder Relations Framework complements Wyndham's existing policies and strategies to enhance our ability to deliver on the outcomes and community aspirations identified in Wyndham's 2050 Vision.

In addition to the 2050 Vision, Wyndham has a range of policy and strategies that identify key community needs, gaps in services delivery and accessibility and future needs for specific areas. These policies and strategies are adopted strategic documents of the Council and form a clear direction from Councillors to the organisation.

A full list of Wyndham's other strategies is at appendix A.

Community Feedback

The *Future Wyndham* initiative was a deliberative community engagement process led by Wyndham City Council in early 2025 to refresh the long-term Community Vision for Wyndham to 2050 and to establish community-driven priorities to guide strategic planning, resource allocation and advocacy activities.

The panel was formed as a representative, deliberative body, bringing together a diverse cross-section of the community to consider complex issues affecting Wyndham's future and to provide informed recommendations to Council.

Panel members were recruited through a stratified, random selection process to reflect the municipality's diversity in age, gender, cultural background, household type and geographic location. This ensured the panel reflected the lived experiences and perspectives of the broader Wyndham community, rather than individual interest groups or advocacy positions.

Over a structured program of facilitated sessions, panel members were provided with:

- Balanced and accessible information about Wyndham's current and projected challenges, including population growth, infrastructure demand, service pressures and financial constraints
- Expert input from Council officers and external specialists including State representatives
- Opportunities for deliberation, questioning, and consensus-building

This process enabled participants to move beyond individual perspectives and develop a shared understanding of the trade-offs, constraints and opportunities facing the municipality.

Role of the Panel in shaping advocacy

A key outcome of the Community Panel was the articulation of clear priorities and recommendations that extend beyond Council's direct service delivery responsibilities.

Through its deliberations, the panel explicitly recognised many of the most critical issues facing Wyndham, including major transport infrastructure, health and education services, employment access and regional connectivity, require advocacy and investment from other tiers of government.

As such, the panel's work provides a strong mandate for Council's advocacy function through:

- A clear, direct recommendation calling for greater advocacy to State and Federal Governments
- Clearly articulating community-endorsed priorities that require State and Federal government involvement
- Strengthening the legitimacy of Council's advocacy positions through evidence-based, community-informed recommendations
- Supporting a consistent and compelling narrative when engaging with external stakeholders, funding bodies and decision-makers

The panel's recommendations therefore serve not only as a planning input, but as a foundational reference point for Council's advocacy agenda.

The outcomes of the Future Wyndham Community Panel directly inform Council's strategic planning framework, including the Community Vision, Council Plan and longer-term advocacy priorities. By embedding the panel's recommendations into these core documents, Council ensures that its advocacy is grounded in authentic community expectations and supported by a transparent, deliberative process.

In this way, the Future Wyndham process strengthens Council's role as a credible advocate on behalf of its community, demonstrating that positions advanced to other levels of government are not only strategically sound, but community-endorsed, evidence-based and future-focused.

Wyndham's Stakeholders

Wyndham City Council works with a range of stakeholders to inform and influence decision makers. Our key stakeholders are identified in the table below.

Table 4: Wyndham's Stakeholders

| Federal Government | State Government | Councils and alliances | Local interest groups and peak bodies |
|--|---|---|---|
| <p>Local representatives including:</p> <ul style="list-style-type: none"> Member for Lalor Member for Gellibrand Member for Corio Member for Hawke Senators for Victoria | <p>Local representatives including:</p> <ul style="list-style-type: none"> Member for Werribee Member for Tarneit Member for Laverton Member for Point Cook 5 members for the Western Metropolitan Region | <ul style="list-style-type: none"> Brimbank City Council Hobsons Bay Council Melton City Council Maribyrnong City Council City of Greater Geelong LeadWest - Brimbank, Hobsons Bay, Maribyrnong, Melton, and Wyndham. Outer Metropolitan Councils Group Municipal Association of Victoria National Growth Areas Alliance West of Melbourne Economic Development Alliance (WoMEDA) | <ul style="list-style-type: none"> Committee for Wyndham Business and Traders Groups Tourism groups Local residents Local schools Local business Community and cultural Groups Not for profit organisation Property developers |
| <p>Federal Ministers such as but not limited to:</p> <ul style="list-style-type: none"> Minister for Local Government Minister for Transport Minister for Infrastructure Minister for Immigration <p>The Federal Opposition and the Shadow Ministry</p> | <p>State Ministers including but not limited to:</p> <ul style="list-style-type: none"> Minister for Local Government Minister for Development Victoria and Precincts Minister for Education Minister for Transport Minister for Transport Infrastructure Minister for Planning <p>The State Opposition and the Shadow Ministry</p> | | |
| <p>Federal Government department and agencies</p> | <p>State Government department and agencies. The most significant include:</p> <ul style="list-style-type: none"> Department of Education Department of Jobs Skills Industry and Regions Department of Government Services Victorian Planning Authority Department of Transport and Planning Department of Health Department of Victorian Families Vic Roads Victorian Building Authority Victorian School Building Authority Victorian Infrastructure Delivery Authority | | <ul style="list-style-type: none"> Wyndham basketball association Wyndham Netball Association Other region sporting associations Local sporting clubs Local scout, guides, cadet groups |
| <p>National peak bodies such as:</p> <ul style="list-style-type: none"> Australia Local Government of Association (ALGA) National Growth Areas Alliance | <ul style="list-style-type: none"> Municipal Association of Victoria (MAV) State wide sporting organisations such as Football Victoria, Basketball Victoria, Scouts Victoria Other Statewide sporting organisations | | |



Wyndham's Future Advocacy

The Advocacy Prioritisation Tool, contained within this Framework, will continue to support assessment and ranking of all advocacy priorities through an updated scoring formula. By updating our prioritisation model, it will ensure greater clarity around ranked priorities.

This tool assists Council to prioritise individual items and areas of focus against Council priorities, while also providing a consistent framework in determining advocacy actions that form part of the program. The framework also seeks to maintain a consistent narrative when advocating a position in the many forums and meetings Councillors and staff attend, and other representations to government.

The Framework holds two stages for every Council priority:

Stage 1: Assess Advocacy Priorities through the Prioritisation Matrix

Stage 2: Develop Advocacy Plans to support Priorities

Stage 1: Assess Advocacy Priorities through the Prioritisation Matrix

State and Federal Governments use a systematic approach to compare and prioritise their investment decisions; therefore, it is important for Wyndham to follow an assessment methodology which allows Council to relate back to those agencies and to align advocacy asks to their stated investment priorities. Council has identified criterion to support our priorities moving forward.

| Assessment Criteria: Infrastructure Projects | | |
|--|--|---------|
| Overall score | | 200/200 |

| Councillor Impact | Score | Out of |
|--|-------|-----------|
| Has the project been endorsed by Councillors? (This includes a Strategy, Framework, Notice of Motion and includes previous Council Terms.) | | 50 |
| Subtotal | | 50 |

| Economic Impact (What is the potential for external funding?) | Score | Out of |
|---|-------|-----------|
| Can Developer Contributions be used to fund the project? | | 5 |
| Are there relevant grant programs? | | 10 |
| Is there a Council contribution within existing budget? | | 5 |
| Are there local jobs created during construction? | | 5 |
| Are there jobs anticipated long term? | | 5 |
| Subtotal | | 30 |

| Government Alignment | Score | Out of |
|--|-------|-----------|
| Does the project align with State or Federal policies? | | 20 |
| Does the project have support from local Members of Parliament? | | 10 |
| Has Council engaged with Ministers/ Departmental staff on the project and received in principle support? | | 10 |
| Subtotal | | 40 |

| Preparedness and Deliverability | Score | Out of |
|---|-------|-----------|
| Is the land available/able to be procured? | | 5 |
| Does this project support precinct development/suburban development? | | 10 |
| Is the project 'shovel ready'? (This includes concept designs, planning work) | | 15 |
| Subtotal | | 30 |

| Community Impact | Score | Out of |
|--|-------|-----------|
| Will this support more than 10,000 residents (5), 50,000 residents (10), more than 100,000 residents (15)? | | 15 |
| Is there an existing community campaign? | | 10 |
| Does this have enduring, catalytic impact? | | 5 |
| Subtotal | | 30 |

| Regional Impact | Score | Out of |
|--|-------|-----------|
| Does the project benefit the wider region? Is there capacity for other Councils support? | | 10 |
| Subtotal | | 10 |

| Distinctiveness | Score | Out of |
|---|-------|-----------|
| Does this project demonstrate Wyndham's commitment to city shaping development? | | 10 |
| Subtotal | | 10 |

Assessment Criteria: Policy

Overall score

200/200

| Councillor Impact | Score | Out of |
|---|-------|-----------|
| Has the policy been endorsed by Councillors? (This includes a Strategy, Framework, Notice of Motion and includes previous Council Terms.) | | 50 |
| Subtotal | | 50 |

| Economic Impact (Does this policy change improve the financial position of Council?) | Score | Out of |
|---|-------|-----------|
| Does it relate to a specific legislated service delivered by Council? | | 15 |
| Does it reduce the Council contribution required for delivering services or infrastructure? | | 15 |
| Does it reverse or alleviate cost shifting that has occurred? | | 10 |
| Will the policy change create or help create or retain any jobs? | | 5 |
| Are there other indirect economic benefits? | | 5 |
| Subtotal | | 50 |

| Government Alignment | Score | Out of |
|--|-------|-----------|
| Does the project align with State or Federal policies? | | 20 |
| Does the project have support from local Members of Parliament? | | 10 |
| Has Council engaged with Ministers/ Departmental staff on the project and received in principle support? | | 10 |
| Subtotal | | 40 |

| Preparedness and Deliverability | Score | Out of |
|--|-------|-----------|
| Should the policy change be successful: | | |
| Is Council ready to implement any required changes internally from a service delivery perspective? | | 5 |
| Is Council resourced to implement any required changes? | | 10 |
| Subtotal | | 15 |

| Community Impact | Score | Out of |
|--|-------|-----------|
| Will this support more than 10,000 residents (5), 50,000 residents (10), more than 100,000 residents (15)? | | 15 |
| Is there an existing community campaign? | | 10 |
| Subtotal | | 25 |

| Regional Impact | Score | Out of |
|--|-------|-----------|
| Does the project benefit the wider region? Is there capacity for other Councils support? | | 10 |
| Subtotal | | 10 |

| Distinctiveness | Score | Out of |
|---|-------|-----------|
| Does this policy demonstrate Wyndham's commitment to city shaping innovation? | | 10 |
| Subtotal | | 10 |

Stage 2: Development of Advocacy Plans to support priorities

The type of advocacy tools employed will vary depending on the ranking of the priority. After prioritisation and ranking, a standalone advocacy plan is developed for each advocacy priority, mapping out key partnerships, stakeholders, influencers and decision makers, key messages, and clear actions. This is developed by the Advocacy and Stakeholder Relations unit, in partnership with the subject matter experts across Council.

Appendix A

Wyndham's Policies and Plans

Accessibility and Inclusion Plan 2023-2025
Active Wyndham Strategy 2019-2024
Advocacy Strategy 2024-2026
Asset Plan 2025-2035
City Forest and Habitat Strategy 2017 – 2040
Dog Off-Leash Plan 2022-2027
Domestic Animal Management Plan 2026-29
Economic Development Strategy 2022-26
Industrial Land-Use Strategy 2025
Learning Community Strategy 2024-2029
Library Service Strategy 2018-2040
Living Your Best Life In Wyndham: A Lifecourse Framework 2022-2026
Open Space Strategy 2045
Play Space Strategy 2030
Public Art Plan 2022-2032
Road Management Plan 2021-2025
Road Safety Strategy and Action Plan 2022-2032
Sports Strategy 2045
Visitor Economy Strategy 2024-2028
Wyndham Integrated Transport Strategy 2023-2028
Wyndham Plan 2023-2040



FURTHER INFORMATION

For more information or to receive a copy of this document in an alternate format, please contact:

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