



*"Working for sustainable growth and
development of the west"*

AGENDA

LEADWEST COMMITTEE

MEETING DETAILS

Title:	LeadWest Committee Meeting		
Date:	17 February 2021	Time:	3.30pm – 5.30pm EST
Location:	https://brimbankcc.zoom.us/j/93401760583		
Chairperson:	Jim Williamson		
Invitees:	Chairperson Brimbank City Council Hobsons Bay City Council Maribyrnong City Council Melton City Council Wyndham City Council Executive Officer	Jim Williamson Cr Ranka Rasic CEO Helen Morrissey Cr Matt Tyler CEO Aaron van Egmond Cr Bernadette Thomas CEO Stephen Wall Cr Sophie Ramsey CEO Kelvin Tori Cr Peter Maynard CEO Kelly Grigsby Sue La Greca	
Minute Taker:	Marnie Giles		
Conflicts of interest:	Jim Williamson, Helen Morrissey, Stephen Wall and Kelly Grigsby are all on the board of West of Melbourne Economic Development Alliance (WoMEDA)		
Guests:	Megan Cusack Ashley Lodder Carley Catalano	Communications Director, Rail Projects Victoria Communications Advisor, Rail Projects Victoria Communications Officer, LeadWest	
Apologies:			

MEETING ITEMS

No.	Topic	Attach.	Led by	For	Time
1.	Welcome, Acknowledgement of traditional owners & apologies	No	Jim Williamson	Information	3.30 pm
2.	Melbourne Airport Rail presentation	No	Megan Cusack & Ashley Lodder – Rail Projects Victoria	Information	3.35 pm
3.	Conflicts of interest to be declared in accordance with the Local Government Act 2020	No	Jim Williamson	Information	4.00 pm
4.	Adoption of minutes 16 December 2020 (attachment 1)	Yes	Jim Williamson	Decision	4.00 pm
5.	Matters arising from Committee meeting 16 December 2020 and Activities Register (attachment 2)	Yes	Sue La Greca	Information	4.05 pm
6.	Finance (attachment 3)	Yes	No finance committee meeting held in December. Next meeting 17.03.21	Information	4.10 pm
7.	Communications – Logo and Website	Presentation	Carley Catalano Communications Officer LeadWest	Decision	4.15 pm
8.	New interim terms of reference (attachment 4)	Yes	Sue La Greca	Decision	4.30 pm
9.	LeadWest as a Section 64 Committee and Independent Chair (attachment 5)	Yes	Sue La Greca	Decision	4.35 pm
10.	WoMEDA proposal and draft MOU (attachment 6)	Yes	Sue La Greca	Decision	4.45 pm

No.	Topic	Attach.	Led by	For	Time
11.	Western Intermodal Freight Precinct (WIFP) (attachment 7) WIFP - Melton Support Letter	Yes	Sue La Greca	Decision	4.50 pm
12.	Brimbank Leading With Vision 2050 letter of support (attachment 8)	Yes	Sue La Greca	Decision	4.55 pm
13.	Regional Jobs Taskforce (attachment 9)	Yes	Sue La Greca	Information	5.00 pm
14.	North West Melbourne City Deal and regional bus tour (attachment 10)	Yes	Sue La Greca	Information	5.10 pm
15.	Information sharing (an opportunity for committee members to share information)	No	Jim Williamson	Information	5.25pm
16.	Other Business	No	Jim Williamson	Information	5.30pm
17.	Closure of Meeting	No	Jim Williamson	Information	5.30pm

Next meeting: Wednesday 19 May 2021, 3.30pm – 5.30pm
Venue TBA



MINUTES

LEADWEST ADVISORY COMMITTEE

MEETING DETAILS

Title:	LeadWest Advisory Committee Meeting		
Date:	16 December 2020	Time:	3.39pm – 5.37pm
Location:	http://brimbankcc.zoom.us/j/94695359787		
Chairperson:	Jim Williamson		
Invitees:	<p>Chairperson Brimbank City Council</p> <p>Hobsons Bay City Council</p> <p>Maribyrnong City Council</p> <p>Melton City Council</p> <p>Wyndham City Council</p> <p>Executive Officer</p> <p>Jim Williamson Mayor – Cr Ranka Rasic CEO Helen Morrissey Cr Matt Tyler CEO – Aaron van Egmond Cr Bernadette Thomas CEO Stephen Wall Cr Sophie Ramsey CEO Kelvin Tori Deputy Mayor - Cr Peter Maynard CEO – Kelly Grigsby Sue La Greca</p>		
Conflict of interest:	<p>Jim Williamson Stephen Wall Helen Morrissey</p> <p>On the board of WoMEDA Agenda item 4.4 – Section 64, Local Gov't Act On the board of WoMEDA On the board of WoMEDA</p>		
Guests:			
Other Attendees:	Carly Catalano	LeadWest, Communications Officer	
Apologies:	Cr Ranka Rasic Kelly Grigsby Aaron van Egmond	Brimbank City Council Wyndham City Council Hobsons Bay City Council	
Minute taker:	Marnie Giles	LeadWest	

MEETING ITEMS

No.	Topic	Key discussion points
1.	Welcome, acknowledgement of traditional owners & apologies	<p>The chair welcomed all in attendance and opened the meeting at 3.39pm.</p> <p>The chair acknowledged the traditional owners of the land and paid respects to elders past, present and emerging.</p> <p>A special welcome was made to newly elected Councillors Bernadette Thomas, Matt Tyler, and Mayor Ranka Rasic.</p>
2.	Conflicts of interest to be declared in accordance with the Local Gov't Act 2020	<p>The Chair noted that he, Stephen Wall, Helen Morrissey, and Kelly Grigsby are all current members of the board of WoMEDA, and will need to exclude themselves from any matter/s requiring a decision in relation to WoMEDA</p>
3.	Adoption of minutes of 12 August 2020	<p><i>Minutes of the meeting held, 12 August 2020 were confirmed without amendment.</i></p> <p><i>Moved: Kelvin Tori</i> <i>Seconded: Cr Peter Maynard</i></p>
4.	Matters arising from meeting: 12 August 20	<p>The following points were noted and discussed in an overview provided by the Executive Officer:</p> <ul style="list-style-type: none"> <p><u>4.1 Four Year Rolling Implementation Plan Budget</u></p> <p>The EO advised that the four-year rolling implementation plan and associated budget have been completed as drafts.</p> <p>Further discussions proceeds under agenda item 11.</p> <p><u>4.2 Regional Jobs Taskforce</u></p> <p>The EO provided an update around the structure and funding of the Regional Jobs Taskforce. The Commonwealth Government has formally established the Regional Jobs Taskforce through the Department of Education, Skills and Employment.</p> <p>The purpose of the taskforce is to improve employment and training opportunities throughout the western region. With a funding total of \$780K, to date there have been 10 applications received to the value of approximately \$100K.</p> <p>The second round of applications will re-open in February 2021 and as more information is made available, the EO will circulate the updates.</p> <p>Further discussion on this matter proceeds under agenda item 16, particularly in relation to the preferred office location for the Regional Jobs Taskforce.</p> <p><u>4.3 Finance Committee</u></p> <p>See under agenda item 5.</p> <p><u>4.4 Exemption of Independent Chairperson</u></p> <p>In line with the conditions of the new <i>Local Government Act 2020</i>, LeadWest have submitted a letter to the Minister of Local Government seeking exemption for the requirement of an elected representative as the chairperson.</p> <p>The EO advised that a response hasn't been received to date and will continue to be followed up.</p> <p>During this period, LeadWest is structured as an Advisory Committee to the member councils.</p> <p><i>The Executive Officers report was accepted.</i></p> <p><i>Moved: Cr Peter Maynard</i> <i>Seconded: Cr Sophie Ramsey</i></p>
5.	Adoption of Finance Subcommittee	<p>Stephen provided a brief summary of the attached finance subcommittee meeting minutes. It was noted that LeadWest Ltd has officially been deregistered and to-date there is approximately \$300K in the LeadWest reserve fund.</p> <p>The development of a four year budget forecast is currently in progress which is designed</p>

No.	Topic	Key discussion points
	meeting minutes: 30 September 20	<p>to align with council four year budgeting terms.</p> <p><i>The Committee endorsed the draft minutes of the finance subcommittee without further amendment and noted the matters arising.</i></p> <p><i>Moved: Stephen Wall</i> <i>Seconded: Cr Sophie Ramsey</i></p>
6.	Introduction of new committee and background info of LeadWest	<p>The EO provided a brief introduction to new committee members around the history, structure, financial position and future progression of LeadWest.</p> <p>During discussion around the structure of LeadWest, the EO provided a timeline as noted:</p> <p>2007 – Independent company limited by guarantee 2018 – Decision was made to carry out a Governance review of LeadWest 2019 – EO was appointed to manage the commitments of LeadWest to its member councils 2020 – LeadWest Ltd was formally deregistered, during the period of the <i>Local Government Act 1986</i> LeadWest was operating as a 'section 86 committee'. As the new <i>Local Government Act 2020</i> has been implemented, LeadWest is now transitioning into a 'section 64 committee'.</p> <p>Moonee Valley City Council formally resigned from LeadWest as it transitioned to a Section 64 Committee.</p>
7.	LeadWest Rebranding	<p>The Chair introduced the Communications Officer to present the LeadWest rebranding presentation to the committee.</p> <p>During the presentation the Communications Officer advised that an email would be sent to committee members to provide an opportunity in assisting with the selection of the new logo design.</p> <p>The launch of the rebranding and website is expected for March 2021.</p> <p><i>It was decided to circulate a link to the draft LeadWest website to all committee members for further consideration.</i></p>
8.	LeadWest Terms of Reference	<p>The EO advised the new committee that the current Terms of Reference will need to be rewritten in accordance with the new <i>Local Government Act 2020</i> and will reflect the withdrawal of Moonee Valley City Council.</p> <p>The principles of the new Terms of Reference will remain the same, as will the priority purpose of LeadWest to develop and implement a Strategic Plan for promotion and advocacy for the western region.</p> <p><i>It was decided that the Committee would consider the new draft Terms of Reference in early 2021.</i></p>
9.	LeadWest Strategic Plan	<p>The EO advised the Committee that the Strategic Plan was adopted at the previous committee meeting.</p> <p><i>The Committee noted the amendment of the Strategic Plan to reflect the withdrawal of Moonee Valley City Council and the focus on the five member council strategic objectives.</i></p>
10.	LeadWest Four Year Rolling Implementation Plan	<p>The EO advised the new Committee of the purpose of the Implementation Plan and how each strategic action aligns with the strategic goals within the Strategic Plan.</p>
11.	Four Year Budget Forecast	<p>The EO provided an overview of the attached four-year budget forecast and the Committee noted the following:</p> <ul style="list-style-type: none"> For the 2020/2021 financial year approximately \$70K has been spent on projects so far It is estimated that at the end of the 2020/2021 financial year approximately \$142K will be left in the reserve fund

No.	Topic	Key discussion points
		<ul style="list-style-type: none"> Assuming project expenditure as forecast, member councils will have to monitor income and expenditure and reassess member contributions before June 2022. <p><i>The Committee noted the updates on the Terms of Reference, the Strategic Plan, the four year rolling Implementation Plan, and the Four Year Budget Forecast.</i></p> <p><i>Moved: Helen Morrissey</i> <i>Seconded: Cr Sophie Ramsey</i></p>
12.	MoU with the West of Melbourne Economic Development Alliance (WoMEDA)	<p>Having recorded the COI for the Chair, and members in attendance Stephen Wall and Helen Morrissey, the EO provided a brief background discussion around the prior relationship and MoU between LeadWest and WoMEDA.</p> <p>More recently, WoMEDA has approached LeadWest to enter into another MoU to provide further consultancy research and economic impact analysis' for key issues such as:</p> <ul style="list-style-type: none"> Werribee Precinct Melbourne's North and West City Deal Jobs Institute Scienceworks <p>Over the course of 2021, WoMEDA would undertake the noted project work in consultation with LeadWest at a cost or contributory payment of \$50K.</p> <p>Kelvin noted that the previous MoU between LeadWest and WoMEDA delivered undoubted value for a satisfactory cost and supports the reentering of another MoU. This comment was also supported by Cr Sophie Ramsey.</p> <p><i>The Committee members, not having a direct link with WoMEDA, suggested that the proposal from WoMEDA be circulated to all Committee members not directly associated with WoMEDA for information and decision.</i></p>
13.	Update – North & West Melbourne City Deal (NWMCD)	<p>The EO discussed the background information and provided an update on the progression of the NWMCD.</p> <p>During a meeting with the LeadWest EO, Northern Councils Alliance and the City Deals Unit of the Department of Infrastructure the following points were raised:</p> <ul style="list-style-type: none"> Our main focus should be on Jobs growth to keep up with population growth, underpinned by projects that improve Livability and productivity for the region Transport projects are not in the remit of CD funding – they can be referenced in the deal, but funding is sourced from a separate area within the department Precinct development is on the table as an objective, namely growing stronger regional precincts to support jobs growth to keep up with population growth These should be supported by smaller scale community projects, such as greening the west and north. Sports. Environment and recycling Supporting youth and Aboriginal employment Supporting social housing Local government reform relevant to regulation – small business or planning <p>A regional bus tour of Melbourne's North & West is now being planned for early 2021. This bus tour was originally organized for April 2020, but was cancelled due to COVID-19. The tour will showcase the 8 priority precincts outlined within the North & West Melbourne City Deal and will host senior government officials, Senator Scott Ryan and local government officials.</p>

No.	Topic	Key discussion points
14.	Other Business	<p><u>Regional Jobs Taskforce – Office Site</u></p> <p>Helen led the discussion around the request for a letter of support to be written by LeadWest in securing the Regional Jobs Taskforce to be located at the Brimbank Community and Civic Centre (BCCC).</p> <p>The BCCC is a regionally suitable location with ample access to public transport. As the vision of the Regional Jobs Taskforce is to provide the next generation appropriate skills to become job ready, the BCCC will be an excellent location as it incorporates the Visy Youth Hub.</p> <p>The Visy Youth Hub engages youth that are significantly marginalized and has the ability to extend the working relationship with the Regional Jobs Taskforce to collaboratively work towards the desired outcome of increasing employment opportunities for the region's youth.</p> <p><i>The Committee agreed to provide a letter of support to the Regional Jobs Taskforce along these lines.</i></p> <p><i>Moved: Kelvin Tori</i> <i>Seconded: Stephen Wall</i></p>
15.	Closure of meeting:	The chair thanked all in attendance and closed the meeting at 5.37pm

Next meeting:

17 February 2021
TBC

Register of Actions arising from LeadWest Committee Meetings

Action List

Committee Meeting Date and Agenda Item	Action	Actioned By	Status
16.02.20 Transition of LeadWest to a section 64 committee under the Local Government Act 2020 with an independent chair	Letter drafted by Maddocks and sent 08.09.20 to the Local Government Minister seeking exemption from section 177 of the Act to allow an independent chair of LeadWest as a Joint Delegated Committee.	Sue La Greca	Response received from Minister on 28.01.21 declining request for an Independent Chair of a section 64 Joint Delegated Committee. LeadWest to consider options.
16.02.20 Development of new LeadWest logo and website	Circulate link on the options for new LeadWest logo and draft LeadWest website for feedback	Sue La Greca	Completed
16.02.20 New interim Terms of Reference	Draft new interim terms of reference for LeadWest to reflect current status as an advisory committee and withdrawal of Moonee Valley City Council.	Sue La Greca	Completed
16.02.20 Proposal for WoMEDA and LW to enter into an MOU	WoMEDA proposal to be distributed to all LW committee members not directly associated with WoMEDA for information and decision	Sue La Greca	Completed
16.02.20 Regional Jobs Taskforce – Office Site	A letter in support of establishing the Regional Jobs Taskforce at Brimbank Community and Civic Centre be sent to Brimbank City Council	Sue La Greca	Completed

Committee Meeting Date and Agenda Item	Action	Actioned By	Status
12.08.20 Implementation plan and four year forward budget	Four Year rolling implementation plan and four year forward budget developed	Sue La Greca	In progress
12.08.20 Regional Jobs Taskforce	Regional Jobs Taskforce for Melbourne's Western Metropolitan Region established by the Commonwealth Government (Department of Education, Skills and Employment) under the Local Jobs Program. The taskforce has ten local members including the LW EO	Sue La Greca	In progress
12.08.20 Finance Committee	Work towards improved long term financial reporting	Sue La Greca	In progress

LeadWest Finance Update as at 30 January 2021

- The finance sub-committee last met on 30 September 2020 and the next meeting is scheduled for 17 March 2021
- The LeadWest reserve fund has a current balance of \$303,638
- The LeadWest 2020/2021 operational budget is forecast to have an over spend of approximately \$56,452 due to the withdrawal of Moonee Valley City Council, which can be covered from the reserve fund.
- Further project costs are forecast at \$50,000 for WoMEDA work on Werribee, Scienceworks, Mitchell Jobs Institute and the North and West Melbourne City Deal
- A contingency of \$50,000 for further project work to progress the Strategic Plan
- Total forecast costs to be met from the reserve fund in 2020/21 equal \$156,452, leaving \$147,186 in the reserve fund for 2021/22.

LEADWEST COMMITTEE — INTERIM TERMS OF REFERENCE (FEBRUARY 2020)**LEADWEST COMMITTEE****Preamble**

1. The Cities of Brimbank, Hobsons Bay, Maribyrnong, Melton, and Wyndham are all currently members of LeadWest. LeadWest was established as a section 86 committee under the previous *Local Government Act 1989 (VIC)*. With the introduction of the new *Local Government Act 2020 (VIC)*, it was originally intended that LeadWest become a section 64 (Joint Delegated) Committee. The provisions of the new act however, do not allow for an Independent Chair of a section 64 committee and LeadWest is in the process of exploring possible alternatives. In the interim, LeadWest is an advisory committee to its five member councils.
2. The purpose of LeadWest is to provide a coordinated decision making process to develop and implement a Strategic Plan which has the objective of fostering and undertaking actions that will support sustainable growth and development of the Melbourne Western Metropolitan Region.
3. The LeadWest Committee will be referred to in these terms of reference as “The Committee”.
4. Any of the member Councils may terminate its membership of LeadWest 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

5. 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

6. The objective of the Committee is to foster and undertake actions that will support sustainable growth and development of the Region.
7. Regard will be given to:
 - a) legislative requirements;
 - b) available resources;
 - c) existing initiatives and programmes;
 - d) economic, social and environmental values; and
 - e) respecting individual differences between communities.

Role and Functions

8. The Committee will, with respect to:

Programming

- a) 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;
- b) 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;

- c) approve individual "Project Briefs" developed to progress specific LeadWest Strategic Plan actions in accordance with the Four Year Implementation Program;
- d) ensure the execution of the Four Year Implementation Program and monitor the progress of individual LeadWest Strategic Plan actions; and
- e) 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

- a) 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
- b) be authorised to seek on behalf of the member Councils external funding for the LeadWest Strategic Plan actions; and
- c) 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

- a) 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.
- b) provide advice, from time to time, to the member Councils on the governance arrangements for the Committee.

New Members

- 9. 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:
 - a) the new member council agrees to these Terms of Reference.
 - b) the new member Council agrees to adopt the provisions of the LeadWest Strategic Plan and any future reviews.
 - c) the new member Council agrees to provide annual funding through their budget process on the same basis as the other LeadWest Councils.
 - d) where possible, new member Councils commence their membership at the start of a financial year with approved funding in place.
 - e) 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.

Independent Chairperson

- a) 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.
- b) 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.
- c) The Independent Chairperson will be independent, of sound repute in the Region and not a representative of a member Council.
- d) The role of the Independent Chairperson will be defined in the Chairperson's Role Statement and include to:
 - I. chair the LeadWest Committee Meetings;
 - II. lead the preparation of the LeadWest Strategic Plan;
 - III. 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;
 - IV. assist the Committee to establish sound governance practices; and
 - V. provide leadership to the Committee.
- e) The Committee will consist of thirteen voting members, being:
 - I. The Independent Chairperson
 - II. 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 Wyndham.
- f) A quorum for the Committee will be **six**, which is the majority of the persons appointed to the Committee.
- g) Each Committee member present at a Committee meeting is entitled to one vote.
- h) Voting will be by a show of hands.
- i) 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.
- j) 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.
- k) The Committee will set meeting dates and shall meet at least quarterly and at such other intervals as agreed by the Committee.
- l) The conflict of interest provisions for Committees as prescribed in the Local Government Act 2020 apply to Committee meetings.

- m) 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

- a) 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.
- b) Minutes must be distributed to the member Councils within two weeks of a Committee meeting.
- c) The Committee shall provide an annual report to the member Councils.

Administration

- a) A LeadWest Executive Officer will be appointed to provide administrative support to the Committee.
- b) The Executive Officer will undertake a Coordination/Project Management role to:
 - I. ensure timely and coordinated delivery of the overall annual LeadWest implementation plan; and
 - II. provide the day to day oversight of the LeadWest program and specific actions.
- c) The Executive Officer will provide to the Committee:
 - I. quarterly briefings at meetings; and
 - II. six monthly progress reports,

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

Leadership Forums

- a) The Committee will establish two Leadership Forums:
 - I. A Strategy and Implementation Forum consisting of the member Council CEOs; and
 - II. An Elected Representatives Forum of all Councillors from the member Councils.
- b) The Forums will meet as determined by the Committee, with the role of the Forums being to:
 - I. make recommendations to the Committee about the determination and driving strategic regional priorities;
 - II. provide advice to the Committee on annual priorities for the review of the Four Year Implementation Program;
 - III. 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
 - IV. receive updates about the review of the Strategic Plan, progress reports and an annual report from the Committee on Implementation Program.
- c) Proceedings of Forum meetings will be recorded by minutes for formal tabling and consideration by the Committee.

Project Task Groups

- a) The Committee is able to establish Project Task Groups to undertake individual project actions.
- b) 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.
- c) 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.
- d) Day to day coordination and integration of the Project Task Groups would be managed by the LeadWest Executive Officer.
- e) 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 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:

- a) legislative requirements;
- b) available resources;
- c) existing initiatives and programmes;
- d) economic, social and environmental values; and
- e) respecting individual differences between communities.

Subject: LeadWest Governance Structure and the Position of Independent Chair

- Purpose

To determine the most appropriate and effective governance structure with regard to the committee structure and position of Chair of LeadWest.

- Background

LeadWest was established to facilitate, promote and advocate for the sustainable development of Melbourne's Western Metropolitan Region. Member Councils are the cities of Brimbank, Hobsons Bay, Maribyrnong, Melton and Wyndham.

It was originally established as a company limited by guarantee in 2007. Following a governance review in 2018, the company was wound up, deregistered and replaced by a Special Committee under section 86 of the *Local Government Act Victoria 1989*. This committee comprised two representatives from each member council (CEO and one elected representative) and an independent chair. The purpose of the independent chair was to lead and guide the committee and to represent the entire region of Melbourne's West.

With the introduction of the new *Local Government Act Victoria 2020* it was intended that LeadWest would transition from a Section 86 Special Committee under the previous Act to a Joint Delegated Committee under section 64 of the new Act. However the new Act does not allow for an independent chair of a Joint Delegated Committee. LeadWest is currently operating as an advisory committee to each of its member councils with no delegated powers.

LeadWest, through the Brimbank CEO, wrote to the Local Government Minister on 8 September 2020 seeking an exemption from the requirement for an independent chair of a section 64 committee, outlining the importance of the chair to be seen to represent the entire region and not to be seen as favouring any individual council. The minister responded on 28 January 2021, commending the work of LeadWest, appreciating the rationale behind the request for an independent chair but declined to grant an exemption. The basis for this was that "requiring a councillor to chair a joint delegated committee was a key reform of the Act intended to reflect the importance of the leadership role of the chair of such committees, which exercise powers and functions of each participating council under delegation from each council. The chair of such committees should come from within the councils themselves."

- Options

- a) Establish LeadWest as a section 64 Joint Advisory Committee under the Local Government Act Victoria 2020 which requires the Chair to be an elected representative and rotate the position of Chair between participating councils, (either on a quarterly or annual basis) mitigating the potential perception of any member council being favoured.
- b) Establish LeadWest as a section 64 Joint Advisory Committee under the Local Government Act Victoria 2020 which requires the Chair to be an elected representative, with the position of Chair appointed for a four year term that aligns with the local government term for councillors. This allows for continuity in the role as Chair of LeadWest.

- c) Maintain the current structure of LeadWest as an advisory committee to council with an independent chair.
- d) LeadWest to adopt a structure similar to the Northern Councils Alliance whereby there is a memorandum of understanding between all member councils with one host council. The chair could be either an elected representative or an independently appointed person. The NCA currently has a Mayor as its Chair.

- **Issues**

Benefits of an independent chair:

- Seen as focussed on regional benefits and speaking for the entire region.
- Develops expertise in LeadWest / regional matters.
- Appointed for a three year term where networks and government contacts can be established over that period.

Benefits of a section 64 committee:

- Delegated authority to act on behalf of member councils
- Legal status

Elected representative as Chair

- Rotating the position of Chair mitigates any perception of favouring one particular council
- Maintaining the Chair for a period of four years allows for continuity, development of expertise and networks.

Appoint a special advisor to the LeadWest section 64 committee:

- If it is decided to adopt either option 1 or 2 above, the LeadWest committee could choose to appoint the existing independent Chair as a special advisor to the committee to continue to make use of his expertise.
- The current LeadWest chair is paid an honorarium of \$25,000 per annum (GST inclusive). If the option to transition to a section 64 committee with a special advisor is adopted, the existing chair could become the special advisor and spokesperson for LeadWest and maintain the honorarium. The position description for this role would include:
 - Providing special, expert advice to the LeadWest committee
 - Acting as the LeadWest external spokesperson
 - Briefing of the LeadWest Chair in preparation for LeadWest committee meetings and on specific project matters
 - Developing and maintaining contacts and networks for the benefit of progressing the LeadWest Strategic Plan
 - Working in consultation and collaboration with the LeadWest Executive Officer

- **Recommendation**

It is recommended that the LeadWest Committee adopt option b) above:

1. Establish LeadWest as a section 64 Joint Advisory Committee under the Local Government Act Victoria 2020 which requires the Chair to be an elected representative, with the position of Chair appointed for a four year term that aligns with the local government term for councillors. This allows for continuity in the role as Chair of LeadWest.

2. The position of special advisor to LeadWest not be appointed at this time as this could be perceived as “working around” the section 64 requirements.
3. The LeadWest Committee expresses its thanks and gratitude to the Independent Chair, Jim Williamson, for his valuable contribution to the work of LeadWest over recent years.

Memorandum of Understanding

West of Melbourne Economic Development Alliance (WoMEDA)

And

LeadWest

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding is dated **xxxx** 2021

PARTIES

West of Melbourne Economic Development Alliance

C/- Victoria University

ABN 83 776 954 731

Ballarat Road, Footscray VIC 3011

PO Box 14428 Melbourne Vic 8011

And

LeadWest

Brimbank Community and Civic Centre

301 Hampshire Road Sunshine VIC 3020

PO Box 70 Sunshine VIC 3011

BACKGROUND

- A. WoMEDA and LeadWest are passionate advocates for Melbourne's West, committed to delivering sustainable prosperity, health and wellbeing. By working strategically and collaboratively together will enhance economic opportunities and create much needed jobs for Melbourne's West.
- B. WoMEDA and LeadWest have identified areas of shared and compatible interests and wish to undertake collaborative activities relevant to the respective interests.
- C. The parties anticipate that while this Memorandum of Understanding (MOU) is not intended to establish a binding contractual relationship between WoMEDA and LeadWest, it will facilitate the establishment of a continued working relationship.

AGREEMENT

1. Term

This MOU will take effect on the date of Execution and will continue for a term of twelve (12) months.

2. Broad areas for collaboration

The program between WoMEDA and LeadWest will continue to build consensus about the economic, social wellbeing and sustainable development of Melbourne's West.

The objectives of this program are as follows:

- Undertake research and assist with the development of strategies to support the sustainable growth, economic and social wellbeing of Melbourne's West (defined as the local government areas of Brimbank, Hobsons Bay, Maribyrnong, Melton and Wyndham).
- To assist in the development of the region's employment precincts, consistent with strategies articulated by the Victorian Planning Authority and relevant State Government agencies and policies.
- Continue to work collaboratively on regional initiatives such as the North West Melbourne City Deal.
- Continue to work on activities that underpin the shared vision of developing Melbourne's West with a particular focus on creating jobs (e.g. jobs strategy)

3. Performance Milestones

- Undertake research outlining recommendations for the future development of Werribee and the East Werribee Employment Precinct – by June 2021.

This Report will involve extensive research and consultation to establish a new vision for Werribee and examine the economic development and job opportunities for the precinct. The Report will also incorporate a number of recent announcements from the Victorian Government including Fast Rail to Geelong, the Werribee Open Range Zoo and the Werribee Justice Precinct and consider their economic impact on Melbourne's West.

- Complete a business case for the development of the Mitchell Institute Centre for Jobs and Skills in Sunshine – by October 2021.

The objective of the Jobs Institute will be to drive the creation of sustainable suburban and regional jobs and to help develop the skills pipeline to support those developments. In doing this it will work in close cooperation with industry and government. The Institute will specifically examine the critical factors that enable suburban locations and regional centres to become stronger local employment hubs, and identify the most appropriate means to plan, zone and integrate key infrastructure development and prepare locals to fill emerging job roles. WoMEDA will now prepare a more extensive business case for the Jobs Institute in 2021.

- Complete an economic impact analysis to support advocacy for the further development of Scienceworks – by December 2021

As part of Museums Victoria, Scienceworks administers cultural, scientific and technological collections, hosting around 505,000 visits annually. It has potential to grow into a state-of-the-art multimedia technology and education precinct of national significance. The vision includes an upgraded and expanded museum, a STEM school, a university, a TAFE and an industry partner.

4. Legal effect of this MOU

This MOU outlines the framework of a working relationship between the parties and is not binding on the parties. It is not intended to constitute a contract, but is built on goodwill. No partnership or joint venture is created by this MOU, and no party can commit another financially or otherwise to third parties. This MOU does not commit either party to an exclusive partnership.

5. Confidentiality

Each party shall only use another party's confidential information which is communicated to it in connection with this MOU for the purpose for which it was communicated or with the permission of the communicating party.

6. Intellectual property

Nothing in this MOU (and any agreement resulting from this MOU) shall be performed in a manner protective of and consistent with all parties' reputations for excellence and integrity in their respective areas of operation either education or local government.

7. Standards of performance

All obligations under this MOU (and any agreement resulting from this MOU) shall be performed in a manner protective of and consistent with all parties' reputations for excellence and integrity in their respective areas of operation either education or local government.

8. Financial terms

In accordance with the terms of this MOU, LeadWest will make a \$50,000 contribution towards the workplan as outlined in Clause 3, due and payable within 30 days of the signing of this MOU.

9. Termination

Any party may exit this MOU by providing written notice to the other party.

10. Recognition

Any publication or event by WoMEDA will give appropriate recognition to the financial contribution of LeadWest and the importance of the collaboration between the two organisations.

EXECUTED

Signed for on behalf of WoMEDA by
Its duly authorised officer in the presence of:

Wade Noonan
Executive Director
WoMEDA

.....
Signature of witness

.....
Name of witness (block letters)

.....
Date

Signed for on behalf of LeadWest by
Its duly authorised officer in the presence of:

Sue La Greca
Executive Officer
LeadWest

.....
Signature of witness

.....
Name of witness (block letters)

.....
Date

23 December 2020



Sue La Greca
Executive Officer
LeadWest

By Email: SueL@brimbank.vic.gov.au

Dear Sue,

I write to seek your support for the State and Federal Governments to invest in and prioritise the Western Intermodal Freight Precinct.

The State and Commonwealth Governments are jointly funding the development of a business case for the Melbourne Metropolitan Freight Precincts, due for release January 2021. The business case will develop plans for the rollout of both the Western Intermodal Freight Precinct (WIFP) in Truganina and the Beveridge Intermodal Freight Precinct (BIFP) in the North.

Melton City Council believes the WIFP should be prioritised as there are significant competitive advantages including access to a large and diverse workforce, industry demand, freight demand and close proximity to the largest State Significant Industrial Precinct providing access to major land supply beyond 2040 across four local government areas.

The construction of the WIFP is integral given its close proximity to the Port of Melbourne, Melbourne, Avalon and Essendon Airports and major national and regional road networks. Building the WIFP will reduce congestion, increase productivity and efficiencies for freight transport and unlock the potential to create a freight and logistics precinct of national significance that can include a supply chain and logistics centre for excellence.

Melton City Council is enacting a campaign to the State and Federal Governments to prioritise this transformational project that will deliver significant local jobs, investment and supporting infrastructure to the fast growing outer west. Council is reaching out to a number of high profile industry leaders to lend their voice to this campaign to help influence government to deliver this critical and transformational project. Council aims to secure a commitment from the State and Federal Governments for the WIFP to be prioritised.

As such, I invite LeadWest to support our campaign. Whilst the WIFP will be located in the City of Melton, the WIFP will provide a significant opportunity for jobs creation and investment attraction in Melbourne's West. We are making support easy. If you support the WIFP being the preferred location we simply request your endorsement of the statement overleaf. If you wish to participate we will include your logo on a dedicated website to demonstrate your support. We will also list all regional organisation, council and industry supporters on a Statement of Support and present this to government.

A thriving community
where everyone belongs

Civic Centre
232 High Street
Melton VIC 3037

Postal Address
PO Box 27
Melton VIC 3037

03 9300 6000
03 9300 6000

03 9300 6000
03 9300 6000
03 9300 6000
03 9300 6000

8 February 2021

Mr Kelvin Walsh
Director City Development
Brimbank City Council



Dear Kevin,

Re: Leading with Vision, Transforming Brimbank Future Priorities 2050

I am writing to provide LeadWest's support for Brimbank City Council's Leading with Vision Future Priorities 2050 paper.

As you are aware, Melbourne's West is one of the fastest growing regions in Australia, with a current population of one million - expected to reach 1.75 million by 2051. Given this population growth, LeadWest in association with other research and advocacy agencies estimates that our region needs to generate 100,000 new jobs by 2030.

Through the work undertaken by LeadWest and stakeholders to develop a North West Melbourne City Deal, it is expected that the proposal will build on the Commonwealth and State Government commitments to major transport infrastructure such as the Melbourne Airport Rail Link, Suburban Rail Loop and Western Rail Plan. The next stage of developing a City Deal will be focused on job creation and centred on projects that are regionally significant and shovel-ready within five years, with the ability to attract private or other investment.

By capitalising on these transformational assets and creating Sunshine as a portal to Melbourne's West, provides enormous opportunities for economic growth and job creation across the whole region. It opens up further opportunities to build on the region's assets, such as Scienceworks and Werribee Zoo and develop an enhanced visitor economy for the future.

As an advocate for all five councils, it's important that we continue to work closely together to leverage such opportunities and to facilitate further investment. Importantly, that all stakeholders continue to work towards achieving further investment into projects such as the electrification of the Wyndham and Melton lines.

I look forward to continuing our discussions on the Transforming Brimbank Future Priorities Vision 2050.

Kind regards,

Sue La Greca
LeadWest – Executive Officer
suel@brimbank.vic.gov.au
[0447 065 690](tel:0447065690)

Subject: Western Melbourne Employment Region Local Jobs Taskforce Update

- Purpose

To update the LeadWest committee on the Western Melbourne Local Jobs Taskforce.

- Background

The Local Jobs Program is a Commonwealth Government Initiative through the Department of Education, Skills and Employment. It runs to 30 June 2022 in 25 regions across Australia. It brings together expertise, resources and access to funding at the local level *to focus on reskilling, upskilling and employment pathways for people in each region*. The program is part of supporting Australia's economic recovery from the COVID-19 pandemic.

The Western Melbourne Region comprises the LGAs of Brimbank, Hobsons Bay, Maribyrnong, Melton, Wyndham and Moorabool.

Through the Local Recovery Fund, funding of \$780,000 in total is available to each region for stakeholders to develop projects in line with the employment needs of their region. Each project must be valued between \$10,000 and \$200,000.

Nine applications were received from Melbourne's West for the first round of funding. Successful applications have not yet been made public.

A second round of funding applications will be advertised in mid to late March.

The taskforce is considering working with stakeholders to focus on issues around social procurement, social enterprise and indigenous employment.

The next taskforce meeting is Thursday 18 February

- Recommendation

That this information be noted

Subject: North and West Melbourne City Deal Update

- Purpose

To update the LeadWest Committee on the background and progress with the North and West Melbourne City Deal

- Background

City deals are a partnership between all three levels of government and the community to work towards a shared vision for productive and liveable cities. Eight city deals have been agreed to so far being Townsville, Launceston, Western Sydney, Darwin, Hobart, Geelong, Adelaide and Perth and an announcement has been made on the South East Queensland city deal.

The North and West Melbourne City Deal (NWMCD) is being developed by a collaborative group comprising LeadWest, West of Melbourne Economic Development Alliance (WoMEDA), Northern Councils Alliance (NCA), NorthLink, Victoria University (VU) and La Trobe University (LTU).

The North and West Melbourne City Deal proposal was developed and launched on 24 August 2020 and can be found at: www.nwmcitydeal.org.au

There are two Melbourne city deals currently in the making - the North and West and the South East.

The relevant government departments are:

- Department of Infrastructure, Transport, Regional Development and Communications (Commonwealth)
- Department of Jobs, Precincts and Regions (State)

With The Hon Paul Fletcher MP as the new Commonwealth Minister responsible for Communications, Urban Infrastructure, Cities and the Arts and the Hon Tim Pallas MP as the relevant State Government Minister.

The NWMCD champions in Steve Bracks, John Brumby and Scott Ryan have added their influence to the development of the city deal.

Key issues

The NWMCD group have met with a number of government officials to gain feedback on the proposal. The feedback highlighted the following:

- Our main focus should be on Jobs growth to keep up with population growth, underpinned by projects that improve Liveability and productivity for the region
- Transport projects are not in the remit of CD funding – they can be referenced in the deal, but funding is sourced from a separate area within the department
- Precinct development is on the table as an objective, namely growing stronger regional precincts to support jobs growth to keep up with population growth
- These should be supported by smaller scale community projects, such as greening the west and north. Sports. Environment and recycling
- Supporting youth and Aboriginal employment
- Supporting social housing
- Local government reform relevant to regulation – small business or planning
- The North and West Melbourne City Deal needs a single short, sharp overarching them.

- The Deal should be a 5 – 10 year duration
- The list of 66 projects is too long and should be reduced to a more manageable number of around 14 - 20 (being 7 - 10 in the west and 7 -10 in the north)
- These projects should be selected against the criteria of
 - Ready to go in five years
 - Ability to create ongoing employment
 - Ability to attract private investment
 - Regional significance

- Future Actions

In response to this feedback, the NWMCD group is developing a second proposal with a focussed draft them of “*Economic Transformation*”.

- LeadWest and WoMEDA have developed a draft list of projects for the West as follows:
 1. Outer Metropolitan Ring across both the west and north, being a 100 kilometre high speed transport link for people and freight, with better connections to key transport hubs, Melbourne Airport, Avalon Airport, Port of Geelong, and the proposed Western Intermodal Freight Precinct and Beveridge Intermodal Freight Terminal. Creates jobs and attracts investment.
 2. Western Intermodal Freight Precinct (WIFP) in Melton – creates jobs, attracts Commonwealth/State/Council support, will attract private investment (QUBE), regional significance
 3. Melbourne Centre for Civil Construction in Werribee – creates new high value jobs, regional significance, will attract private investment from VU (\$90 m - \$100 m project)
 4. Jobs Institute in Sunshine – priority precinct, smaller investment of around \$10 m - \$20 m, attractive to Commonwealth and State Governments, VU will invest \$1 m
 5. Scienceworks in Spotswood – regional/state/national significance, \$50 m investment
 6. NEXT Cultural Centre Footscray – 5,000 jobs, priority precinct, three levels of government needed to fund
 7. Greening the West – regional significance, shovel ready, multiple partners
 8. Energy Park Regional Sports Facility in Sunshine – feasibility proposal, priority precinct

- Regional Bus Tour

Commonwealth Government officers have requested a bus tour of the North and West Melbourne Region. This is now planned for March 11 and 12. Dates have been chosen to avoid parliamentary sitting dates and when most people are able to attend.

March 11 will be the tour of the North and March 12 will be the West.

The tour itinerary is currently being developed and will show case the region, particularly the city deal projects.

- Recommendation

That this information and progress on the North and West Melbourne City Deal be noted.