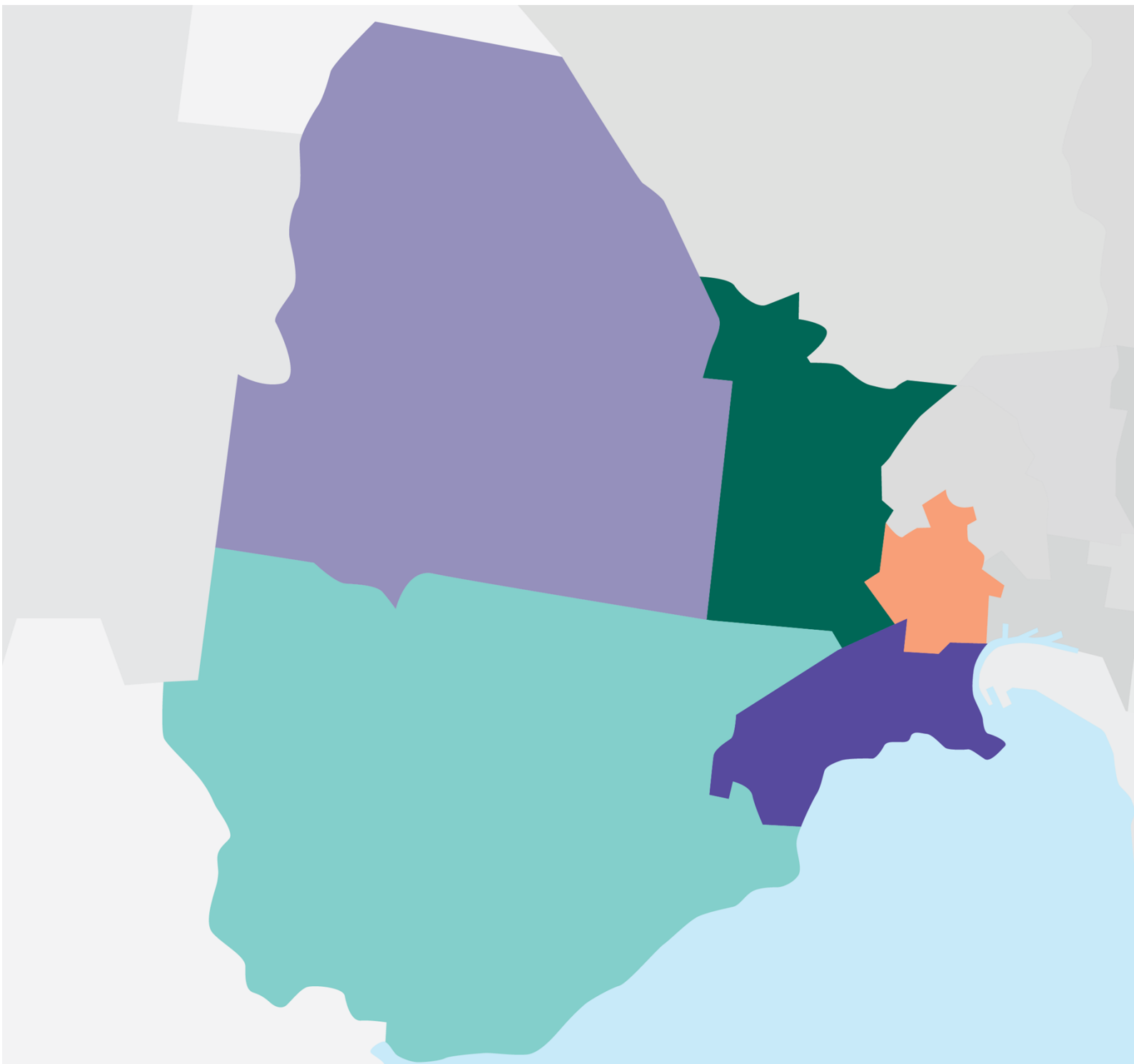


LeadWest Strategic Plan 2020 - 2030

A Vision for Melbourne's New West



**HOBSONS
BAY CITY
COUNCIL**



**Maribyrnong
CITY COUNCIL**



wyndhamcity

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A Message from the Chair

Melbourne's West is one of the fastest growing regions in Australia. With a current population approaching one million, it is predicted to reach more than 1.5 million by 2051. Melbourne's West is rich in its maturity with a mixture of growth areas and urban renewal projects, green-field sites and established industrial precincts, priority precincts and metropolitan activity centres. It has a number of key health and education hubs with more in the pipeline. Its multi-cultural diversity and Indigenous heritage, along with some of the most significant natural and built landscapes provide an environment ripe for further tourism and cultural development. Each of these areas offer significant opportunities to deliver critical economic and social development and community hubs with much needed jobs for local residents.

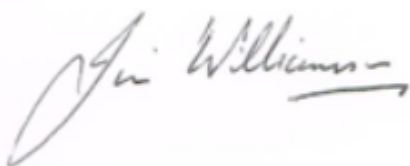
Add to this, an enviable mix of transport facilities and connections, with more needed and more planned, a strong collaboration between its five local governments, supporting innovation and environmental sustainability plus a strong and diverse industry sector. Melbourne's West, with the support of all levels of government, education, and industry, is on the cusp of major future growth and development.

The role of LeadWest in all of this is to advocate, promote and develop, on behalf of Melbourne's West, and in collaboration with other regional partners to attract public and private investment into the region to maximise opportunities and benefits for the communities of Melbourne's West.

LeadWest is currently an advisory committee to the five councils of Brimbank, Hobsons Bay, Maribyrnong, Melton and Wyndham. During the course of 2021, it will transition to a Joint Delegated Committee of the Councils under the Local Government Act 2020. As a committee with certain delegated powers, LeadWest will be able to progress the work necessary to achieve the strategic goals of an enterprising region, a vibrant social economy, improved connectivity, health and resilience and liveability and sustainability.

I would like to thank the LeadWest Committee: Cr Ranka Rasic, Helen Morrissey, Cr Matt Tyler, Aaron van Egmond, Cr Bernadette Thomas, Stephen Wall, Cr Sophie Ramsey, Kelvin Tori, Cr Peter Maynard and Kelly Grigsby for their tireless efforts and dedicated work representing their respective councils to develop the LeadWest Strategic Plan 2020-2030. I would also like to thank the Executive Officer, Sue La Greca and the Administrative Officer, Marnie Giles for their work in bringing together this plan which will lay the foundation for an exciting and productive decade ahead for Melbourne's West.

Jim Williamson

A handwritten signature in cursive script that reads "Jim Williamson". The signature is written in dark ink and includes a horizontal flourish at the end.

Chair LeadWest

Our Vision

Where we are going

“A globally engaged, connected, enterprising and dynamic region, delivering sustainable prosperity, health and wellbeing.”

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:

- Creating a dynamic public and private enterprise zone offering high value adding and export-oriented jobs and economic development
- Building a remarkable new generation mix of creative industries, sporting, tourism and leisure opportunities that leverage off our history and traditions
- 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
- Achieving new levels of improved preventative and acute health care that are accompanied by an increased capacity for applied health and wellbeing research
- 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 five 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 recognise, celebrate and promote 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.

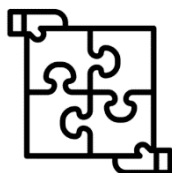
Values

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 and what are the major risks and opportunities

- The Western Region's population is 836,104 and is forecast to grow to more than 1.5 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 Melbourne's 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, Werribee and Melton 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 (Wyndham and Melton) 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
- 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.

¹ Better Health Plan for the West 2011

Our Future State

Taking into consideration the vision, 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 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 time 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, connected, enterprising and dynamic region, delivering sustainable prosperity, health and wellbeing.

Goal 1 – An Enterprising Region – High Quality Jobs, Skills, Services and Products

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

Goal 2 - A Vibrant Social Economy in the West – Sports, Leisure, Arts, Culture, Tourism

Highlight and further develop a remarkable mix of key sporting, leisure, arts/culture, and tourism opportunities in our region that contribute to economic progress and social inclusion, and acknowledge our rich indigenous history and cosmopolitan community

Goal 3 – A Better Connected West – Transport and Communications

Leverage the region's unique mix of air, sea, road and rail infrastructure and facilities, advocate further major improvements in major transport and communications projects, and seek significantly improved within region public transport connectivity

Goal 4 – A Healthy and Resilient West

Work towards a healthy and strengthened community by planning health, research and education precincts to better meet the needs of our community

Goal 5 – A Liveable and Sustainable West

Become a national leader in sustainable prosperity by significantly reducing our carbon footprint and better engage with and enlist our local communities, businesses and households

Our Strategic Goals, Objectives and Initiatives

Goal 1 – An Enterprising Region – High Quality Jobs, Skills, Services and Products

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

Objective	Initiatives	Metrics
<p>Assist growth in identified business and employment centres across the region</p> <p>(good jobs dividend)</p>	<ul style="list-style-type: none"> • Work with regional stakeholders to develop the North West Melbourne City Deal • Support the MARL, Sunshine Super Hub and Priority Precinct and associated business development. • Support Priority Health and Education Precinct in Footscray • Campaign for Priority Precinct status for Werribee and East Werribee. • Support major hospital and business development in the Cobblebank Metropolitan Activity Centre in Melton • Seek enhanced role for BACE at Melton • Advocate Scienceworks as the new National Museum for the Future at Newport • Propose establishment of increased number of Australian and Victorian government agencies/offices in the west • Seek creation of Jobs and Skills Institute in the West. 	<p>Net jobs growth in both private and public sector jobs – ideally 10,000 per year</p>
<p>Undertake targeted interventions in key stages of education and training provision to better meet needs of local communities and changing business demands</p> <p>(skills pool)</p>	<ul style="list-style-type: none"> • Foster coordinated action to improve provision of early childhood and learning services across the region to give all children a positive start • Cooperate with senior secondary school and tertiary agencies eg: <i>LLENs</i>, <i>Western Chances</i> to better align post school training and employment opportunities • Support development of Melbourne Centre for Civil Construction at Werribee to take advantage of major infrastructure projects • Seek significant improvement in Aged Care training. 	<p>Enrolment trends in early years</p> <p>Trends in NEET data</p>

Objective	Initiatives	Metrics
<p>Document and promote increased knowledge of contribution of economic impact of local government, including their contribution to new economic development</p> <p>(visible impact)</p>	<ul style="list-style-type: none"> • Commission overview of economic impact of local government outlays on jobs and income – also multiplier effects • Highlight and assist creation of new private and public sector economic development with strong export prospects. 	<p>% Contribution to State GDP</p> <p>Business register of new business activity and exports</p>

Goal 2 - A Vibrant Social Economy in the West – Sports, Leisure, Arts, Culture, Tourism

Highlight and further develop a remarkable mix of key sporting, leisure, arts/culture, and tourism opportunities in our region that contribute to economic progress and social inclusion, and acknowledge our rich indigenous history and cosmopolitan community

Objective	Initiatives	Metrics
<p>Support significant improvement of sporting and active leisure opportunities and facilities for community use, whilst enhancing our growing reputation for elite sport and health research</p> <p>(sports and leisure)</p>	<ul style="list-style-type: none"> • Acknowledge and support region wide efforts by councils to lift participation rates in active sport and leisure • Assist region to obtain state and federal government support for significantly improved sport and recreation facilities for wide community and regional use <ul style="list-style-type: none"> ○ <i>St Albans Health and Leisure Centre</i> ○ <i>Western Aquatic and Leisure Centre Altona Meadows</i> ○ <i>Health and Sports Hub Footscray</i> ○ <i>West Footscray Recreation Development</i> ○ <i>Whitten Oval Redevelopment</i> • Support regional initiatives to increase national and international sport teams and events <ul style="list-style-type: none"> ○ <i>Western United national soccer stadium in Wyndham.</i> 	<p>Region wide index of Participation rates</p> <p>Capital funds allocated</p> <p>Case by case basis</p>
<p>Further embed and extend role and presence for Arts and Cultural Hubs and associated creative industries</p> <p>(arts and culture)</p>	<ul style="list-style-type: none"> • Support campaigns for leading edge arts/cultural/performance hubs Footscray CBD • Highlight emerging creative industries jobs and cultural developments in the west • Highlight indigenous and cultural diversity contribution to social economy. 	<p>Capital funds allocated</p> <p>Audit and track Job Dividend in arts/culture occupations and impact</p>
<p>Highlight and promote tourism assets in west</p> <p>(visitor economy)</p>	<ul style="list-style-type: none"> • Support initiatives to increase visitor numbers from within Australia and overseas. • Support campaign for Werribee tourism, parks and zoo precinct • Support western region trails especially bikes and pedestrians. 	<p>Visitor numbers and length of stay</p>

Goal 3 – A Better Connected West – Transport and Communications

Leverage region's unique mix of air, sea, road and rail infrastructure and facilities, advocate further major improvements in major transport and communications projects, and seek significantly improved within region public transport connectivity

Objective	Initiatives	Metrics
Support campaigns for improved rail passenger provision in the west (major projects – rail passenger access)	<ul style="list-style-type: none"> • Highlight need for and benefits of: <ul style="list-style-type: none"> ○ Melbourne Airport Rail Link ○ Western Rail Plan ○ Geelong Fast Rail • Advocate cooperation with west on proposed <i>Suburban Rail Link</i> • Support Construction of <i>Metro 2</i> • Consider how best to leverage benefits to west of <i>Regional Rail Link & Metro 1</i>. 	Jobs impact
Support campaigns for improved freight provision in the west (major projects – rail freight)	<ul style="list-style-type: none"> • Advocate rapid development of <i>Western Intermodal Freight Precinct (WIFP)</i>. 	Jobs impact
Ensure community amenity impacting more suburbs across our region accrue legacy benefit from major infrastructure project program (legacy impact)	<ul style="list-style-type: none"> • Support allocation of a percentage of major infrastructure projects for local council and community benefit eg: <i>Westgate Tunnel partnership and community grants</i> • Support councils/region to obtain representation at key Victorian and Australian government decision making, planning and implementation bodies for major infrastructure projects. 	Grants received Audit representation
Assist campaigns to obtain better integrated and coordinated transport and communications provision in designated business centres and communities (local plans, wider impact)	<ul style="list-style-type: none"> • Support and or seek funding for identified precinct active transport plans <ul style="list-style-type: none"> ○ <i>Footscray CBD</i> ○ <i>Western Highway Upgrade</i> ○ <i>Westlink Ison Road Bridge</i>. 	Allocated funding
Support improved within the regions public transport connectivity and innovation (inter-connectivity)	<ul style="list-style-type: none"> • Assist identification of priority improvements in cross regional public transport, especially buses and new transport systems. 	Patronage trend data
Advocate key regional roads, air and port planning and development (future plans)	<ul style="list-style-type: none"> • Highlight economic benefits of Outer Metropolitan Ring (Road and Rail) 	Cost/benefit case studies

Objective	Initiatives	Metrics
	<ul style="list-style-type: none"> • Promote economic benefit of three airports and 24/7 operations at Tullamarine and Avalon • Seek participation in planning second port. 	

Goal 4 – A Healthy and Resilient West

Work towards a healthy and strengthened community by planning health, research and education precincts to better meet the needs of our community

Objective	Initiatives	Metrics
<p>Make significant inroads into improved preventative care provision</p> <p>(prevention)</p>	<ul style="list-style-type: none"> • Support increased cooperation in region between key health agencies and sectors to intervene on major preventative health challenges including diet and mental health • Support efforts for improved health and wellbeing data analytics for physical and mental health wellbeing • Identify and report service gaps. 	<p>Establish baseline Preventative health data and monitor trends</p>
<p>Support expansion and or development of high-quality acute care in Footscray, Sunshine/St Albans, Werribee, and Melton, and seek improved public transport accessibility</p> <p>(acute care)</p>	<ul style="list-style-type: none"> • Monitor and support expansion of acute services in identified health and wellbeing precincts: <ul style="list-style-type: none"> ○ Sunshine/St Albans complex ○ Footscray Hospital new build ○ Melton Hospital • Identify and report major problems in access for general public to acute hospital precincts. 	<p>Total and type of beds, including mental health</p>
<p>Support efforts to better meet physical and mental health needs of vulnerable cohorts and communities</p> <p>(vulnerable cohorts)</p>	<ul style="list-style-type: none"> • Assist full development of new Children’s and Women’s Hospital at Sunshine • Improve youth mental health services and align with recommendations from the Royal Commission into Victoria’s Mental Health System • Campaign for improved aged care services also following the Royal Commission into Aged Care Quality and Safety • Support and if necessary, convene annual symposium on regional health services. 	<p>Liaison role</p> <p>Capital allocation</p> <p>Event/s held</p>

Goal 5 – A Liveable and Sustainable West

Become a national leader in sustainable prosperity by significantly reducing our carbon footprint and better engage with and enlist our local communities, businesses and households

Objective	Initiatives	Metrics
<p>An increased role for renewable housing and energy</p> <p>(housing and energy)</p>	<ul style="list-style-type: none"> Foster increased public and private investment in designing and building more sustainable houses and apartments Increase in public housing units and to be built to high environmental standard Identify and campaign for additional sustainable housing on available sites eg: <i>Defence site – Maribymong</i> Support for sustainability futures via VU initiatives at Werribee campus. 	<p>Housing commencements</p> <p>Public housing unit commencements</p> <p>Land released</p>
<p>A significant improvement in air, water and soil quality, parks and environment</p> <p>(air water and soil)</p>	<ul style="list-style-type: none"> Identify and support agencies to improve water use and air quality Close gap on tree canopy between west and other parts of Melbourne, including <i>Greening the West</i> Improve and protect foreshores and wetlands, including <i>Foreshore Infrastructure</i> and <i>Biodiversity Centre</i> at Hobsons Bay. 	<p>Liaison</p> <p>Trend data</p>
<p>Better understand and implement best national and international practice in waste management and hazard reduction</p> <p>(waste and hazards)</p>	<ul style="list-style-type: none"> Support further development of <i>Wyndham Refuse Facility</i> and complex Seek best practice advice on toxic soil management and treatment. 	<p>Capacity expansion</p> <p>Improvement register</p>