



LeadWest

Minutes

LeadWest Joint Delegated Committee

Meeting Details

Date	Wednesday 25 February 2026	
Time	3:00pm – 4:30pm	
Location	Online	
Chair	Cr Susan Yengi, Maribyrnong City Council	
Invitees	Cr Lucy Nguyen Brimbank City Council Ms Fiona Blair Chief Executive Officer, Brimbank City Council Cr Rayane Hawli Hobsons Bay City Council Mr Phu Nguyen Chief Executive Officer, Hobsons Bay City Council Cr Dr Phillip Zada Melton City Council Ms Roslyn Wai Chief Executive Officer, Melton City Council Cr Susan Yengi Maribyrnong City Council Mr Celia Haddock Chief Executive Officer, Maribyrnong City Council Cr Mia Shaw Wyndham City Council Mr Stephen Wall Chief Executive Officer, Wyndham City Council Ms Simone Kemp Executive Officer, LeadWest	
Apologies	NA	
Guests	Elie Khalil, Senior Advisor, Strategic Advocacy & Engagement, Brimbank City Council (meeting observer)	
Minutes	Simone Kemp, Executive Officer, LeadWest	
File ref	26/68034	

Meeting Items

No.	Topic	
1.	Welcome, Acknowledgement & Apologies	LeadWest Chair, Cr Susan Yengi, declared the meeting open at 3:03pm. The Chair acknowledged and recognised Aboriginal and Torres Strait Islander people as the first peoples and traditional custodians of the land and waterways on which we live and paid respects to Elders past, present and future. The Chair welcomed committee members, including new committee member, Hobsons Bay City Council CEO, Phu Nguyen. Phu introduced himself to the committee. There were no apologies, noting Cr Mia Shaw joined the meeting at 3:10pm.
2.	Conflict of Interest	Nil
3.	Confirmation of Previous Minutes	The minutes from the meeting held on 3 December 2025 were adopted without amendment. Moved: Cr Dr Phillip Zada

		Seconded: Cr Rayane Hawli Carried: Yes
4.	Actions arising	The Chair confirmed there were no outstanding actions.
5.	LeadWest Advocacy 5.1 Stakeholder engagement: MP Meetings 5.2 Parliament House event (4 March) 5.3 State Election Advocacy Action Plan Update & supplement documents see Attachment 2 5.4 State Election Campaign – Let's Get It Done: branding, timelines and rollout plan see Attachment 3a & 3b	5.1 - Stakeholder engagement: MP Meetings The Chair provided an update to the committee on advocacy activities since the December Meeting, which included letters of introduction to the new Chair (elected in December), and invitations to the LeadWest state election advocacy priorities launch, being sent to all western region MPs, relevant Ministers, Shadow Ministers, party leaders and other key stakeholders. The Chair updated committee members on a meeting held with the Victorian Treasurer's Chief of Staff, Ken Macpherson, to discuss regional priorities in the lead up to the state election, and the feedback from Mr Macpherson in terms of infrastructure spending. The meeting was attended by LeadWest Chair, Cr Susan Yengi, Maribyrnong City Council CEO, Celia Haddock, and LeadWest Executive Officer (EO), Simone Kemp. Cr Hawli requested the opportunity to attend meetings in the future as Deputy Chair and requested all committee members be informed of scheduled stakeholder meetings going forward. Celia confirmed that LeadWest has a process where Councillor delegates are invited to attend meetings alongside the Chair with MPs within their local areas, and the Deputy Chair will be invited to all meetings scheduled with Ministers and other key stakeholders. Cr Zada referred to the state's ability to fund major infrastructure, and Celia advised that it's important LeadWest continues to keep working hard to raise awareness of our region's priorities and referred to the announcement earlier the same day (25 February) in relation to stage one of the Melbourne Airport Rail Project. 5.2 Parliament House event (4 March) The Chair provided update on the LeadWest State Election Advocacy Priorities launch event scheduled for 4 March, with an update on arrangements, event format and the guest list. Cr Zada asked if media has been invited. The EO confirmed that media had not been invited as the audience for the event were MPs, Ministers, Shadow Ministers and other key stakeholders. The EO advised a photographer had been booked for the event, and a media release would be issued, with a photograph, after the event. Cr Hawli expressed that she felt not having media at the event was a missed opportunity and the Chair asked whether there was potential to pursue this ahead of the event. The EO confirmed that the guest list had now been confirmed with Parliament House, and she did not believe it would be possible. There would be opportunities for media coverage after the event and ahead of the election. The committee asked that media involvement in LeadWest events be discussed as a committee going forward. Stephen Wall confirmed that he and Cr Shaw would be apologies for the event and confirmed that Cr Jennie Barerra would be there to represent Wyndham as the LeadWest proxy delegate.

	The EO advised that an event brief would be provided all committee members ahead of the event. 5.3 State Election Advocacy Action Plan Update & supplement documents The Chair presented the state election advocacy plan update and supplement documents as attached to the agenda, which was an action item that came out of the December meeting. The Chair advised there had been purposeful selection of the supplement document topics, and they were not intended to replicate the existing brochure content. Phu advised that Hobsons Bay had updated figures available for the wetlands supplement, as well as updated information on the project's staged approach. Phu to provide updated information to EO to update wetlands supplement. The EO advised that, with committee endorsement, the supplements would be designed for better presentation. The Chair referenced the additional fact sheet that included information about LeadWest and Melbourne's West. Cr Zada asked the EO to confirm the source of the data used in the fact sheet. The EO confirmed the information used was from in 2025. Cr Zada asked if there was an option to include updated infrastructure spend comparison data in the fact sheet, and the committee discussed whether this was feasible and in the context of recent infrastructure investments in the west. The EO advised the committee that the infrastructure data being discussed was the result of a research project undertaken on LeadWest's behalf in 2024. Fiona Blair referred the committee of the cost of the previous research and that the data we have is current to 2024, and to consider whether additional research would add value. The Chair suggested looking at WoMEDA data. Celia agreed to pursue relevant data with WoMEDA. Motion: That the committee endorses the state election supplement documents for use. Moved: Cr Dr Phillip Zada Seconded: Cr Lucy Nguyen Carried: Yes 5.4 State Election Campaign – Let's Get It Done: branding, timelines and rollout plan The Chair provided an update on the work since the December meeting to further develop the state election advocacy action plan and 'Let's Get It Done' campaign, including development of branding/logo options. Cr Zada said the rollout plan was well done. The Chair advised that it was now proposed to start the campaign following the release of the May State Budget. The EO provided an update on the rollout plan and proposed timing of the campaign and asked that the committee consider and agree on the campaign branding. The Chair invited feedback on the branding options.
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		Cr Nguyen confirmed her preference was design 1B as included in the agenda papers. Cr Hawli asked if there was scope to adjust the artwork. The EO confirmed there was time. The committee discussed various individual preferences, and the Chair the options to the vote. The preferred option across the committee was 1B. Motion: That the committee endorses option 1B of the Let's Get It Done campaign branding and agrees to proceed with the state election rollout plan as presented. Moved: Cr Phillip Zada Seconded: Cr Rayane Hawli Carried: Yes Actions: • EO to update Hobsons Bay Wetlands supplement document with new information provided on project costs and stages. • Celia Haddock to pursue relevant data with WoMEDA for LeadWest fact sheet and share with EO. • EO to look at option for preferred campaign artwork (option 1B) for opportunities to incorporate a stamp within the campaign.
6.	LeadWest Position Statements – 2026 Updates see Attachment 4	The Chair introduced the updated LeadWest position statements designed to help streamline internal review and approval processes when information is requested by external stakeholders. Position statements have been prepared to correspond with each of the 11 state election advocacy priorities, except for homelessness and mental health. These position statements will be updated and presented back to the committee following the completion of the homelessness and mental health research project. Motion: That the committee endorses the updated 2026 LeadWest position statements for use. Moved: Cr Rayane Hawli Second: Cr Lucy Nguyen Carried: Yes
7.	Homelessness and Mental Health research update	The EO provided the committee with an update on the research project. LeadWest has appointed a consultant to undertake the project. An inception meeting was held in January and subject matter expert leads identified at each Council who have been assisting with data collection and interviews. The research is expected to be completed in April. The Chair asked about the timing of LeadWest planned roundtables in the context of research project timing. The EO confirmed roundtables should occur after research is completed.

		Fiona said individual Councils have been talking to MPs about this – this research will just bring it all together.
8.	Quarterly Updates 8.1 Media and Communications Update see Attachment 5 8.2 Finance Update see Attachment 6	8.1 – Media and Communications Update The Chair advised the next LeadWest newsletter would be distributed in March. The EO provided an update on progress against the LeadWest communication strategy rollout. The LeadWest LinkedIn profile would be activated to coincide with the launch event on 4 March; and activity on the website remained consistent. Cr Nguyen asked about LeadWest’s audience on LinkedIn, and whether LeadWest would have a presence on Facebook. The EO advised that, in line with communication strategy presented at the December meeting, LeadWest would focus its efforts on LinkedIn. LeadWest would also make use of the existing audience individual Councils have on Facebook to share updates on LeadWest. 8.2 – Finance Update The EO provided an update on LeadWest finances and anticipated expenses for the next quarter. Cr Shaw asked about the cost of the launch event at Parliament House. The EO provided an overview of the event costs, including catering, photography and welcome to country. Motion: That the committee accepts the Finance report as included in agenda papers. Moved: Cr Rayane Hawli Seconded: Cr Philip Zada Carried: Yes
9.	Other Business • Terms of Reference Review update • Proposed additional Meetings (Chair) • Meeting locations 2026 (June & December) Other	Terms of Reference Review Update The EO provided an update on the LeadWest Terms of Reference Review process. A draft ToR will be presented to the committee meeting in June, followed by a period for review, with the final draft planned to be presented to the September meeting for final endorsement. Committee Meeting locations 2026 In-person committee meetings in 2026 will be held in: • June: Hobsons Bay City Council • December: Maribyrnong City Council. It was agreed Brimbank would host the first in-person meeting in 2027. Proposed additional meetings The Chair raised the potential need for additional meetings in 2026 in the context of it being an election year, and the various campaign activities planned.

		The Chair suggested a tentative pre-or-post June be scheduled. The committee agreed to an additional tentative meeting to be scheduled. Other MP feedback The Chair shared feedback she had received from a western region MP re: LeadWest's planning for elections and budgets, which indicated the alliance needs to start advocacy earlier. The Chair shared this in the context of planning for the next federal election and the timeline to plan for future election campaigns and sought thoughts from the committee. Fiona advised that a lot of what LeadWest is advocating for is not new and our advocacy on a number of our priorities has been ongoing. Stephen agreed with Fiona and advised that LeadWest needs to remain consistent in our advocacy. Cr Zada added that LeadWest's increased public presence, including on social media will help keep LeadWest front of mind. Stephen added that LeadWest's advocacy doesn't start and stop with budget cycles. The committee's role is to keep bringing the west of Melbourne to prominence. LeadWest is well recognised amongst Federal and State Ministers. He advised LeadWest should keep going with ongoing priorities and keep those cycles in mind – but not design around them. The Chair closed the meeting at 4:16pm. Actions: • EO to make arrangements for in-person meetings in June and December with relevant hosting councils. • EO to schedule tentative additional committee meeting pre-or-post June.
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Next meeting: Wednesday 3 June 2026, 3-4.30pm, Hobsons Bay City Council (in-person)

Meeting Actions:

Meeting item:	Action:
5.3 State Election Advocacy Action Plan Update & supplement documents	EO to update Hobsons Bay Wetlands supplement document with new information provided on project costs and stages.
5.3 State Election Advocacy Action Plan Update & supplement documents	Celia Haddock to pursue relevant data with WoMEDA for LeadWest fact sheet and share with EO.
5.4 State Election Campaign – Let's Get It Done: branding, timelines and rollout plan	EO to look at option for preferred campaign artwork (option 1B) for opportunities to incorporate a stamp within the campaign.

9 Other Business - Committee Meeting locations 2026	EO to make arrangements for in-person meetings in June and December with relevant hosting councils.
9 Other Business – Additional Meetings	EO to schedule tentative additional committee meeting pre-or-post June.