

# DRAFT Minutes

LeadWest Joint Delegated Committee

3 December 2025

## Meeting Details

Date	Wednesday 3 December 2025
Time	3:05pm – 4:39pm
Location	<b>Wyndham City Council</b> ELT Boardroom, Wyndham Civic Centre, 45 Princes Hwy, Werribee And online option
Chair	Cr Susan Yengi
Minutes	Simone Kemp, Executive Officer, LeadWest
Attendees	<b>In person</b> Cr Lucy Nguyen, Brimbank City Council Cr Rayane Hawli, Hobsons Bay City Council Ms Kerry Thompson, Interim Chief Executive Officer, Hobsons Bay City Council Cr Dr Phillip Zada, Melton City Council Mr Troy Scoble (proxy), Director City Life, 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  <b>Online</b> Ms Fiona Blair, Chief Executive Officer, Brimbank City Council  <b>Apologies</b> Ms Roslyn Wai, Chief Executive Officer, Melton City Council  <b>Guests:</b> In person Elie Khalil, Senior Advisor, Strategic Advocacy and Engagement, Brimbank City Council

## Minutes

1. Welcome and Acknowledgement	<b>Item 1 - Welcome, Acknowledgement, Introduction and Apologies</b>  The Executive Officer (EO) as Acting Chair declared the meeting open at <b>3:05pm</b> .
Introduction	The EO 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.

<p><b>Apologies</b></p>	<p>The EO welcomed committee members and guests, including newly appointed Councillor Delegates from:</p> <ul style="list-style-type: none"> <li>• Brimbank City Council - Cr Lucy Nguyen</li> <li>• Hobsons Bay City Council - Cr Rayane Hawli</li> <li>• Wyndham City Council - Cr Mia Shaw.</li> </ul> <p>The EO also acknowledged former Chair, Cr Dr Phillip Zada from Melton City Council, and Cr Susan Yengi from Maribyrnong City Council, as returning committee members.</p> <p>The EO noted an apology had been received from Melton City Council CEO, Roslyn Wai, and acknowledged Mr Troy Scoble, Director City Life attending as proxy.</p> <p>Committee members were invited to introduce themselves around the table for the benefit of new delegates.</p>
<p><b>2. Election of Chair</b></p>	<p><b>Item 2 – Election of Chair</b></p> <p>The EO explained the purpose of the election of the Chair and Deputy Chair and the process to elect the LeadWest Chair and Deputy Chair for 2026.</p> <p>Stephen Wall sought clarification on whether CEO committee members were required to vote for the Chair and Deputy Chair. The EO confirmed that while CEOs are committee members, they do not vote for the position of Chair and Deputy Chair.</p> <p><b>The Motion</b> That, on the declaration of the result of the Election of the LeadWest Chairperson, and the LeadWest Deputy Chairperson, the successful candidates are elected into these positions until the date of the next election to be held in accordance with the Terms of Reference.</p> <p><b>Moved:</b> Cr Phillip Zada <b>Seconded:</b> Cr Mia Shaw <b>Carried:</b> Yes</p> <p>The EO called for nominations for the role of LeadWest Chair.</p> <p>Cr Phillip Zada nominated Cr Susan Yengi for the role of Chair. The nomination was seconded by Cr Rayane Hawli.</p> <p><b>Cr Susan Yengi (Maribyrnong City Council)</b> was elected Chair until the date of the next election to be held in accordance with the Terms of Reference.</p>
<p><b>3. Handover of meeting</b></p>	<p><b>Item 3 – Handover of meeting to new Chair</b></p> <p>Congratulations were offered to the newly elected Chair and the meeting was paused to allow Cr Yengi to take over as Chair for the remainder of the meeting.</p>
<p><b>4. Election of Deputy Chair</b></p>	<p><b>Cr Susan Yengi chaired the meeting from Item 4</b></p> <p><b>Item 4 – Election of Deputy Chair</b></p> <p>The Chair called for nominations for the role of Deputy Chair.</p>

	<p>Cr Susan Yengi nominated Cr Rayane Hawli for the role of Deputy Chair. The nomination was seconded by Cr Phillip Zada.</p> <p><b>Cr Rayane Hawli (Hobsons Bay City Council)</b> was elected Deputy Chair until the date of the next election to be held in accordance with the Terms of Reference.</p>
<b>5. Conflicts of interest</b>	<p><b>Item 5 - Conflict of Interest</b> <i>(To be declared in accordance with the 'Local Government Act 2020')</i></p> <p>No conflicts of interest were declared.</p>
<b>6. Minutes from previous meeting</b>	<p><b>Item 6 - Previous Minutes</b></p> <p>The minutes from the meeting held 3 September 2025 were adopted without amendment.</p> <p><b>Moved:</b> Cr Phillip Zada <b>Seconded:</b> Cr Susan Yengi <b>Carried:</b> Yes</p>
<b>7. Actions arising</b>	<p><b>Item 7 - Actions from previous meeting</b></p> <p>The action items from the previous meeting were listed in the agenda papers. The EO advised that all actions had or were being implemented. There were no outstanding actions.</p> <p>Cr Phillip Zada spoke to the action regarding the Terms of Reference review and the importance of the process and getting it right.</p>
<b>8. LeadWest Advocacy</b>	<p><b>Item 8 - LeadWest Advocacy</b></p> <p><b>8.1 MP Meetings and WoMEDA Summit</b></p> <p>The Chair provided a overview of recent advocacy activity, including the finalisation of the State Election Advocacy brochure which has been distributed to local Members of Parliament (MP), and MP meetings held during the month of November.</p> <p>On Monday the 17th of November, LeadWest met with the Member for Werribee, Mr John Lister, to start discussions on our 2026 State Election advocacy priorities. The meeting was attended by former LeadWest Chair, Cr Dr Phillip Zada; former Wyndham City delegate, Cr Peter Maynard; Wyndham City Principal Advisor Advocacy &amp; Stakeholder Relations, Chris Brayne; and Executive Officer, Simone Kemp.</p> <p>The Chair asked Cr Zada to share his insights into the meeting. Cr Zada confirmed a range of topics consistent with the state election priorities were discussed including the importance and benefits of the Outer Metropolitan Ring.</p> <p>The Chair asked Cr Zada for a further update on the meeting held with Member for Western Metropolitan Region, Mr Trung Luu during November.</p> <p>Cr Zada shared that Mr Luu had raised that he would like to see a focus on small business and helping businesses to grow on LeadWest's agenda.</p>

	<p>The Chair asked Cr Zada for a further update on the meeting held with Member for Melton, Mr Steve McGhie MP, and Member for Kororoit, Ms Luba Grigorovitch during November.</p> <p>Cr Zada confirmed the Member for Melton, Steve McGhie, was sponsoring the official launch of the LeadWest state election priorities at Parliament house, and had provided feedback on the recent WoMEDA Summit, which was discussed by the committee. The committee also clarified the different roles of LeadWest and WoMEDA in advocating for the region.</p> <p>The EO shared with the committee that contact had been made with the State Treasurer's office and LeadWest had been offered a meeting with the Treasurer's Chief of Staff. Meeting date TBC.</p> <p>The EO also confirmed that LeadWest is working with Steve McGhie's office and Parliament House to lock in a suitable date for the state election priorities launch event in early 2026.</p> <p><b>WoMEDA Summit</b></p> <p>The Chair asked Stephen Wall, to provide overview of the inaugural WoMEDA summit in his capacity as MC of the event.</p> <p>Stephen said the event was well attended by senior politicians and former Leader of the Opposition. The event highlighted the needs of the western suburbs, cognisant of the upcoming state election. The summit included good presentations, a big agenda and great panel discussions and did a good job of highlighting the issues of the west.</p> <p>Celia Haddock said she had received positive feedback on the Summit. The Age involvement provided good coverage of issues facing the west and positive feedback had been received from the community. Western Region Dialogue happening next year with a symposium planned for August 2026.</p> <p>Kerry Thompson added that Hobsons Bay is very happy to be part of WoMEDA and involved in the regional work.</p> <p><b>8.2 2026 State Election Advocacy Action Plan</b></p> <p>The Executive Officer provided an overview of the updated State Election Advocacy Action Plan as included as an attachment to the agenda.</p> <p>The EO advised that since the September meeting, the LeadWest Advocacy Officers Group (AOG) has met twice to discuss and develop the plan in more detail, and to consider the request of the committee to investigate a potential state election candidates' event in 2026.</p>
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The EO noted key changes and updates from the plan previously presented to the committee. The EO recommended the action plan remain a standing agenda item for committee meetings until the state election.

Cr Mia Shaw asked about the priority projects identified in the State Election Advocacy brochure and how the committee identified the priorities included, noting that the brochure includes projects that Wyndham will benefit from, but not necessarily any Wyndham projects.

Celia explained the process for identifying regional priority projects for state election brochure.

Cr Shaw noted many of the priorities in the brochure are longer-term projects, but asked whether there were shorter and medium-term priorities that could be included as well as more detail around our asks, including costs.

Cr Zada explained the process that was used to determine what was eventually included in the brochure and the agreement to note include costs.

Cr Shaw acknowledged the priorities were endorsed at the September meeting but believed there was time to make changes and opportunities for short-term priorities.

The EO confirmed the state election priorities were locked in at the September meeting and that LeadWest would be looking at its new strategic plan in 2026 which presents an opportunity for refreshed conversations about what LeadWest will focus on in coming years.

Celia confirmed there were still opportunities to for shorter-term projects to be identified under the identified priorities, for example Cooler, Greener West. Stephen Wall agreed there was scope to be more specific about projects and suggested supporting documents.

The Chair added she had raised the question about project costs at the September meeting and it was agreed that we didn't need to specify projects costs and the document was endorsed.

Fiona Blair advised that it was important to keep line of site on longer term projects as this is how you get bigger legacy projects happening. She noted opportunities for where we could get a bit more specific, including the outer western roads package and homelessness and advised the need to be careful with putting dollar value on projects that are to be delivered by other levels of government. Fiona suggested one-pagers could be developed to supplement the brochure information, including roads and homelessness.

	<p>The committee discussed the complexity of changeover of committee members and continuity, and the Chair suggested the duration of the term of committee members be considered as part of the LeadWest Terms of Reference Review to allow more continuity for the work of LeadWest committee members.</p> <p>Cr Zada supported the suggestion of one-pager supplements, noting that the state election brochure has already been shared with local MPs.</p> <p>Cr Shaw confirmed her support for the creation of supplementary documents and noted it was important to provide information if we have it.</p> <p><b>Action:</b> Develop supplementary documents to support key advocacy priority asks for state election.</p> <p><b>8.3 State Election Campaign Proposal</b></p> <p>The EO provided an overview of the State Election campaign proposal as included as an attachment in the agenda papers.</p> <p>The EO advised that the AOG had discussed various opportunities to amplify our state election approach, including running a public-facing campaign and agreed the 2026 state elections presents a great opportunity to consider a different approach.</p> <p>The EO explained the premise and purpose of the proposed campaign and advised that, subject to support by the committee, the next steps would be to engage a creative agency to develop campaign branding and collateral, including campaign toolkits; and to develop a detailed media and digital rollout plan.</p> <p>The Chair added the campaign presented a great opportunity to highlight what makes the west great, the opportunities in the region, and what could be with more investment in infrastructure.</p> <p>Cr Hawli asked about the inclusion of Bus Network Reform in the campaign. The EO explained that consideration needs to be given which projects would be included in the campaign and where efforts would be directed.</p> <p>Kerry Thompson recommended exploring commonalities with the Infrastructure Victoria report. The EO confirmed the campaign would be fleshed out and presented back to the March meeting.</p> <p><b>Motion:</b> That committee endorses the campaign proposal as included in the agenda.</p> <p><b>Moved:</b> Cr Phillip Zada  <b>Seconded:</b> Cr Lucy Nguyen  <b>Carried:</b> Yes</p>
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#### 8.4 Homelessness and Menal Health research proposal to inform advocacy

The EO provided an overview of the homelessness and mental health research proposal as included as an attachment in the agenda papers.

The EO advised that if the committee supports this proposal, a consultancy brief would be prepared asap to have this data ready for early 2026, and the appropriate Council directors would be involved in the preparation of the brief and determining appropriate consultants to approach for RFQ.

The Chair asked whether WoMEDA was doing any research in this space. Celia confirmed that WoMEDA was not doing any research related to homelessness and mental health.

The Chair asked if there are any opportunities to partner with other organisations that might be doing work in this space already.

Fiona advised that this research was an opportunity for LeadWest to do the linking across the region and would include working with CoHealth in a partnership approach. Fiona said Brimbank had been doing a lot of work in this space and had been hearing that the state does not have a full view of what's happening across the region.

The Chair asked about work M9 is doing on homelessness. Celia advised that M9 has set up a working group for people working with rough sleepers in early 2026, but it was a different piece of work.

Troy Scoble noted Melton's rough sleepers project and the benefit of the research being proposed that would offer an important regional framework and clarity on Councils' roles in this space.

Kerry Thompson expressed support for the research and acknowledged homelessness and mental health was going to become a significant issue for the west and working at a regional level would elicit more state support rather than ad hoc approach.

**Motion:** To endorse the homelessness and mental health research proposal as included in the agenda papers.

**Moved:** Cr Mia Shaw

**Seconded:** Cr Rayane Hawli

**Carried:** Yes

#### Actions:

- Develop supplementary documents to support key advocacy priority asks for state election.

<p><b>9. Quarterly Reports</b></p>	<p><b>Item 9 – Quarterly updates</b></p> <p><b>9.1 Media and Communications</b></p> <p>The Chair advised that the third edition the LeadWest newsletter was distributed in September and the next edition is due out this month. She encouraged committee members to share the newsletter within their Council networks to ensure fellow Councillors are aware of LeadWest’s advocacy priorities and activities.</p> <p>The EO provided an update on media and communications activity, which included:</p> <ul style="list-style-type: none"> <li>• One media opportunity with ABC radio following the release of the Infrastructure Victoria’s 30-year strategy, to discuss the Melton line electrification.</li> <li>• One media release welcoming new and expanded bus routes in Wyndham and the contract award for Melton line upgrade.</li> </ul> <p>The EO also noted the WoMEDA summit which generated excellent coverage for the west in the lead up to the event and advised on website activity and updates had been made to the website and since the September meeting.</p> <p><b>9.2 Finance</b></p> <p>The EO provided a quarterly update on the LeadWest financial position.</p> <p>The EO provided an overview of spends in the last quarter and advised that LeadWest membership renewals were invoiced in November 2025 for payment in December 2025. Membership fees remained unchanged from 2024.</p> <p><b>Motion:</b> That the committee accepts the Finance report as included in agenda papers.</p> <p><b>Mover:</b> Cr Phillip Zada  <b>Seconded:</b> Cr Rayane Hawli  <b>Carried:</b> Yes</p>
<p><b>10. Draft LeadWest Communication Strategy</b></p>	<p><b>Item 10 – Draft LeadWest Communication Strategy</b></p> <p>The EO provided an overview of the draft communication strategy developed to guide LeadWest to take a strategic and refreshed approach to communication.</p> <p>The EO provided an overview of the objectives of the strategy; the process undertaken to develop the document; and the opportunities identified to expand and enhance LeadWest’s communication approach, including resource and budget considerations.</p> <p>Cr Hawli asked if LeadWest was on Instagram. The EO advised LeadWest was not on Instagram and that it was not recommended we would develop a presence on the platform and that the strategy outlines how LeadWest would seek coverage on existing social media accounts of member councils, including Facebook, and there was the option for committee members to share content as it becomes available across platforms.</p>



	<p>Cr Shaw stated she was supportive of the optional annual council briefing as it's important for councillors to understand the work and priorities, recognising Councillors are important advocates.</p> <p>Cr Hawli added that Hobsons Bay is wanting to be more engaged and supportive of annual briefings.</p> <p><b>Action:</b> Executive Officer to recirculate draft comms strategy to committee for review/feedback with due date for feedback and next steps.</p>
<b>11. Terms of Reference Review – Project Plan</b>	<p><b>Item 11 Terms of Reference Review – Project Plan</b></p> <p>The EO provided an overview of the project plan for the Terms of Reference review over the next 12 months, and the context for the review process.</p> <p>The Chair asked about the project timelines, and the EO advised it had been agreed to undertake the review over a period of 12 months. The ToR would be presented to the committee twice in 2026 – mid-year as a draft for committee feedback, an in September as a final draft for committee endorsement.</p> <p>The committee agreed to proceed with the review as per the project plan.</p>
<b>12. Other Business</b>	<p><b>Other Business</b></p> <p><b>Meeting dates 2026</b></p> <p>The Chair raised the LeadWest meeting dates for 2026 were still to be confirmed. The Chair advised LeadWest meetings are held quarterly, generally on the first Wednesday of the month from 3-5pm, with a mix of in-person and online formats.</p> <p>The committee discussed various meeting day, time and duration options.</p> <p><b>Action:</b> Executive Officer to circulate meeting date/time options to confirm preferences for LeadWest meetings in 2026 for committee agreement, including consideration for potentially shorter meeting length i.e. 90 mins.</p> <p><b>Acknowledging outgoing Chair, Cr Dr Phillip Zada</b></p> <p>The Chair acknowledged the work of Cr Dr Phillip Zada as the former Chair of LeadWest during 2025, noting his work with media, building momentum and positioning of LeadWest over the last 12 months. The Chair also thanked the CEOs and committee members.</p> <p>Cr Zada thanked the Chair for the acknowledgement. Cr Zada said he was keen for LeadWest to keep the momentum going. Cr Zada said LeadWest had great</p>

	<p>outcomes from the federal election and was keen for LeadWest to keep pushing the regional comparison for the west with the population of Adelaide.</p> <p><b>Positioning statements</b></p> <p>The Executive Officer let the committee know that the LeadWest position statements were currently being reviewed and updated and would be presented to the first meeting back in 2026.</p> <p><b>Acknowledging Kerry Thompson</b></p> <p>Cr Rayane Hawli acknowledged this would be Kerry Thompson's last meeting as Interim CEO of Hobsons Bay and thanked Kerry for her contribution to LeadWest.</p> <p>Kerry thanked the committee and wished LeadWest the best for the future.</p>
<b>Close</b>	<p><b>Close</b></p> <p>The Chair thanked all the members of LeadWest for their attendance and ongoing contribution.</p> <p>The Chair closed the Meeting at <b>4:39pm</b></p>
<b>2026 Meeting Dates</b>	<p><b>Meeting Dates</b></p> <p>The 2026 meeting dates are <b>to be confirmed</b>.</p> <p>Next meeting: TBC.</p>

## Actions Summary from meeting 3 December 2025

Action item:	Action:
<b>Item 8: 2026 State Election Priorities Advocacy Action Plan</b>	1. Develop supplementary documents to support key advocacy priority asks for state election.
<b>Item 10: Draft Communication Strategy</b>	2. Executive Officer to recirculate draft comms strategy to committee for review/feedback with due date for feedback and next steps.
<b>Item 12: Other Business – 2026 Meeting dates</b>	3. Executive Officer to circulate meeting date/time options to confirm preferences for LeadWest meetings in 2026 for committee agreement, including consideration for potentially shorter meeting length i.e. 90 mins.