

WYNDHAM

ADVOCACY

STRATEGY

2024-2026





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INTRODUCTION

Wyndham is one of the fastest growing communities in Australia and is home to 308,623 residents in 2022.¹ By 2040 the population is expected to reach 500,000², bigger than Canberra's current population.

This rapid growth has created many opportunities but also places significant pressure on existing infrastructure and services. To ensure that services and infrastructure is delivered in a timely manner and enhances the lives of the community, Wyndham City Council actively engages with all levels of Government.

The Wyndham Advocacy Strategy will strengthen the planning, implementation, coordination and efficiency of advocacy activities to maximise success and deliver better outcomes for the Wyndham Community. The strategy provides a framework for assessing advocacy issues and opportunities in a way that is community focused and evidence based.

Wyndham advocates to ensure the needs and priorities of a fast-growing community are well understood at all levels of Government and by decision makers.

1 <https://profile.id.com.au/wyndham/population-estimate>

2 <https://forecast.id.com.au/wyndham/population-households-dwellings>



METHODOLOGY

Advocacy is taking action to create or influence change and includes many different types of activities

It can mean researching new solutions, creating coalitions of like-minded people, public campaigns to raise awareness, direct representations to elected members of State and Federal governments, engagement with public servants within Departments and agencies, and more.

Through developing this document, Council first engaged an independent assessor to provide feedback on its advocacy efforts to date, and provide recommendations on best practice moving forward. These findings have informed the new Advocacy Strategy.

Council has also conducted a desk top review of the advocacy strategies of other councils and similar organisations, different approaches to engaging with key stakeholders and decision makers and incorporated these findings into this work.

Further, Council assessed various methods for assessing and prioritising advocacy activities and identified a preferred option for Wyndham City Council that builds on strengths and opportunities to achieve more outcomes for the community.

OUR COMMUNITY

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

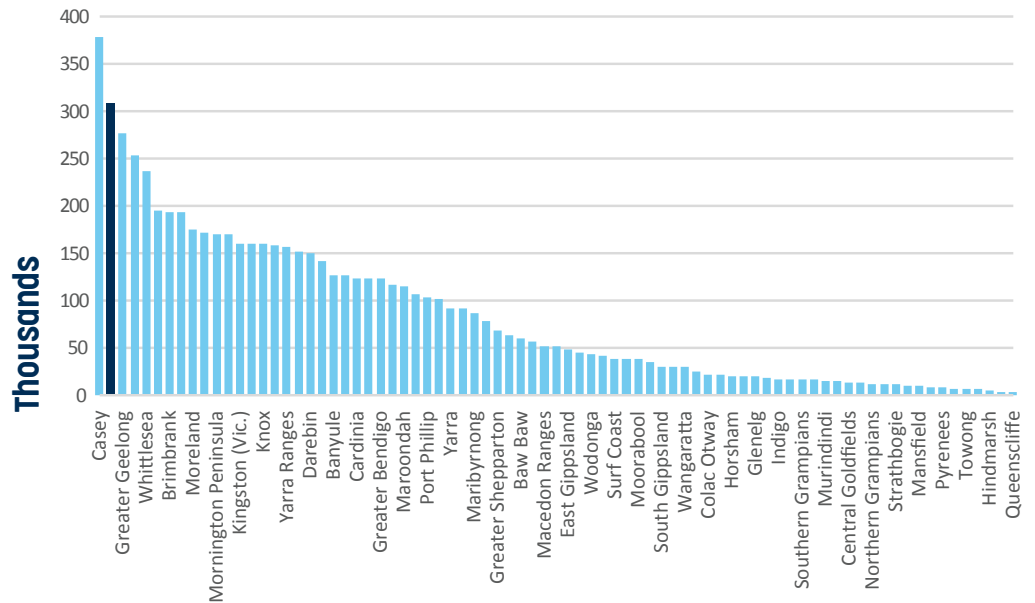
Wyndham also features 27.4 km of coastline and is home to some amazing natural open space areas like the Point Cook Coastal Park, K Road Cliffs on the Werribee River and the Point Cook Marine Sanctuary. Wyndham is ideally located between Melbourne, the capital of Victoria, and the largest regional city in Victoria in Geelong. The Wyndham of today is a bustling growing community that's welcoming a diverse community as new residents, growing from 84,861 in 2001 to a current population of 308,623.



POPULATION

In 2022, Wyndham is the second largest municipality in Victoria, with a population of 308,623 residents. The population is continuing to grow at pace, growing by an estimated 4.2%, well above the average for greater Melbourne of 1.11%. ³Since 2016 the population has grown by 74,892 residents.

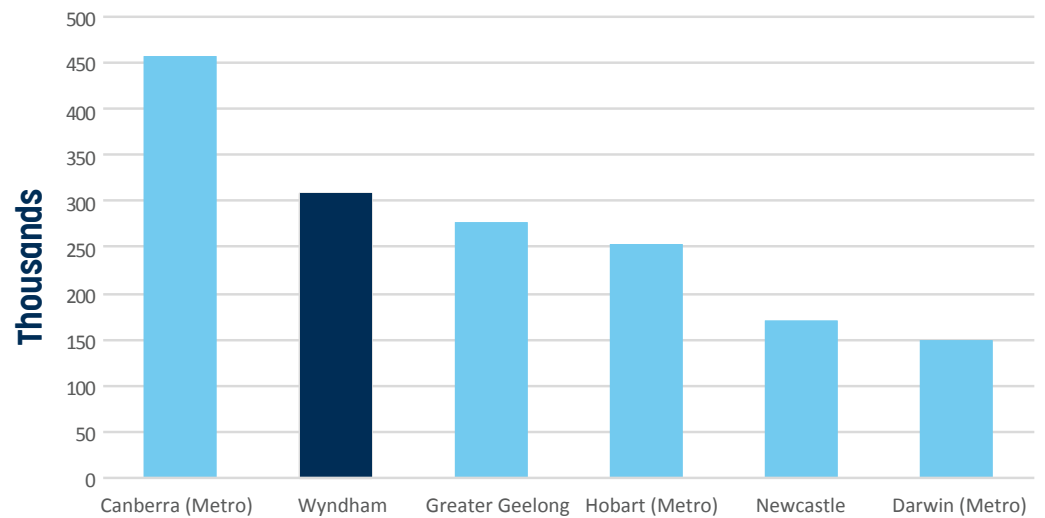
Table 1: Melbourne population by LGA



Source: ABS, census data LGAs

In 2022, Wyndham’s population was larger than that of the capital cities of Hobart or Darwin. Wyndham’s population is expected to surpass that of Canberra by 2040.

Table 2: Population leading cities

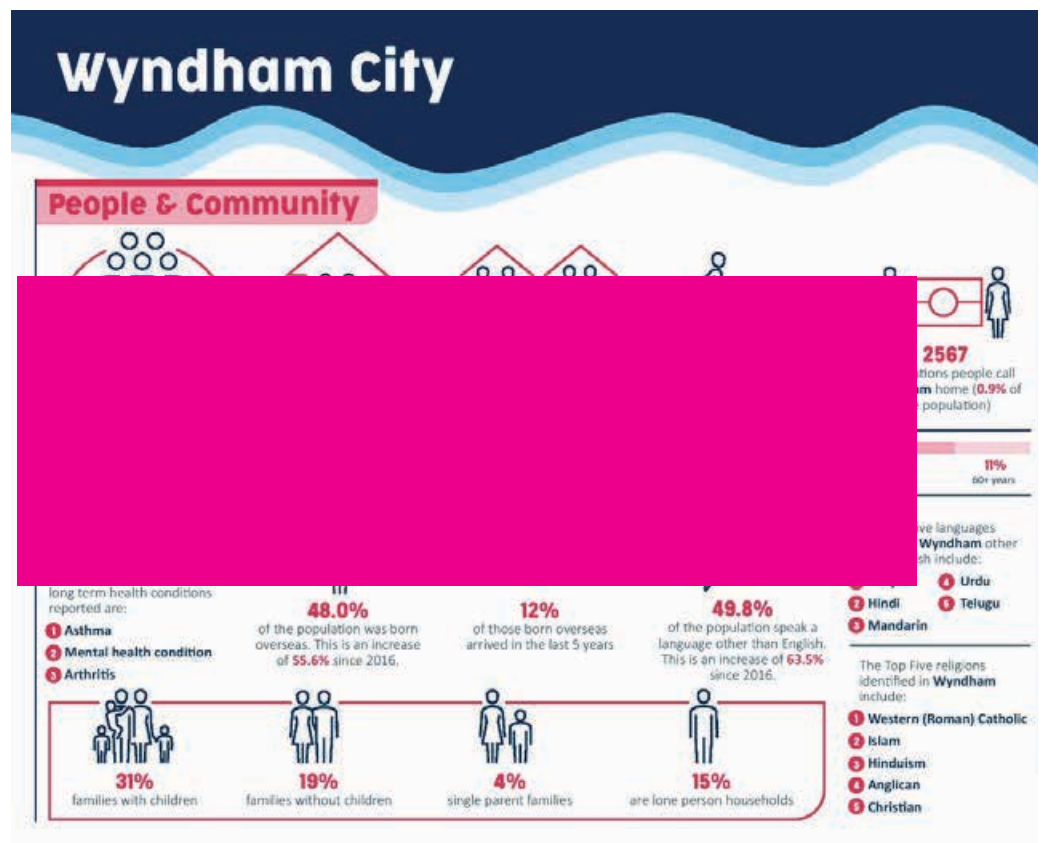


Source: ABS, census data

The Wyndham community is very young and diverse with 37 per cent of the population aged under 25-years. Most notable 21 per cent are under 12 years and 31 per cent of households are families with children. This young population means that the needs of the community are different to many other communities across Victoria and Australia. With over 100 children being born each week to Wyndham families, this equates to the equivalent of kindergarten needed to be constructed each week and one school to be constructed every five weeks.

An estimated 48 per cent of Wyndham’s population was born overseas and around half speak a language other than English at home.

Figure 1: Key population statistics in Wyndham

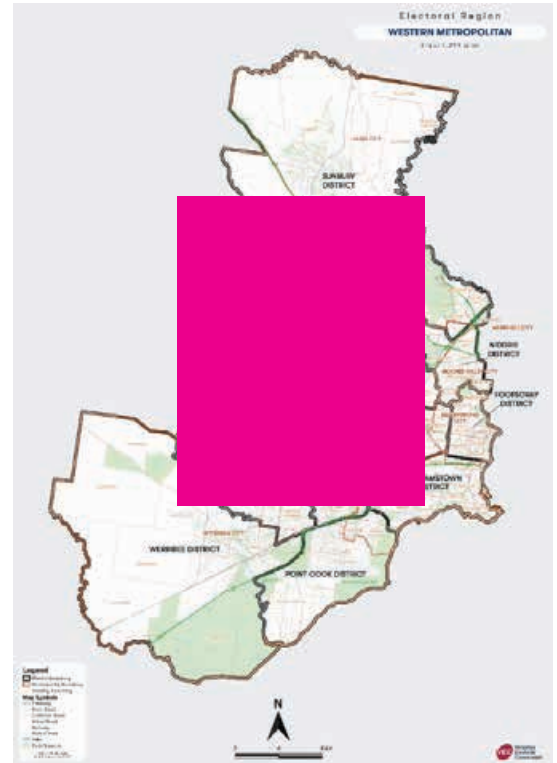


ELECTORATES

Residents in Wyndham are represented by four State electoral districts. These districts include:

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

Wyndham is within the Western Metropolitan Region for Victorian Legislative Council, which has five representatives. The boundaries of the State Electoral Districts are illustrated below.



FEDERAL ELECTORATES

Wyndham is represented by two federal electorates, Gellibrand and Lalor.

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

POLICY ENVIRONMENT

WYNDHAM 2040

The Wyndham 2040 Community Vision provides an aspirational vision for the community.

The Vision is for “A safe, connected and inclusive community.” That respects, acknowledges, values and celebrates the First Nations people, our heritage, cultural diversity and multicultural strengths.





The Vision sets the aspiration that “Our community has the infrastructure and services it needs to support holistic health and wellbeing for all. Local employment and education facilities are plentiful, and there are a variety of recreational, leisure, tourism, art and cultural opportunities for everyone to experience throughout the municipality. We preserve our natural environment and rural lifestyle; we are able to get around easily and get to where we want to go efficiently. We are self-sufficient and pride ourselves on being green and sustainable.”

Wyndham’s 2040 Vision identifies the four key Themes:

- People and Community
- Places and Spaces
- Earning and Learning
- Leadership and participation

A full copy of Wyndham’s 2040 Vision is available [here](#).

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

OTHER WYNDHAM POLICY AND STRATEGIES

The Advocacy Strategy builds on Wyndham’s existing policies and strategies to enhance Wyndham’s ability to deliver on the outcomes and community aspirations identified in Wyndham’s 2040 Vision.

In addition to the 2040 Vision Wyndham has a range of policy and strategies that identify key community needs, gaps in services delivery and accessibility and future needs for specific areas. These policies and strategies are adopted strategic documents of the Council and form a clear direction from Councillors to the organisation.

A full list of Wyndham’s strategies is at appendix A.

LEVELS OF GOVERNMENT

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

These three levels are:

Federal – Australian Parliament

The Federal Government is responsible for services and infrastructure of national significance such as Defence, Telecommunications, Management of the financial system and financial policy, citizenship, immigration, biosecurity, tertiary education and Medicare (Primary health care). The Federal government also co-funds with the state a range of services such as health, education, and major infrastructure projects.

State and Territory Parliaments

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

Local Councils

Local Governments are responsible for planning approvals and building permits, waste collection, local roads, local sporting facilities, local parks, community centres, operation of libraries, some arts and cultural facilities, and the delivery of a range of services including early childhood education and maternal and child health (both these services are optional to provide).





LEVELS OF ADVOCACY AND PARTNERSHIPS

- **Local** – Local advocacy is advocacy on issues or opportunities of local significance to Wyndham. Partnerships on local issues and opportunities are those in partnership or on behalf of residents, traders’ associations, businesses, community groups, transport and service providers, local lobby groups and environmental organisations. Examples of local level advocacy include specific planning issues, local transport and access issues, access to education in local communities, and raising the profile of matters important to the local community.
- **Regional** – Council is actively involved in regional planning and advocacy on issues and opportunities that relate to the western region specifically. Partnerships on regional issues involves partnering with other Councils in the Western suburbs, working with LeadWest, West of Melbourne Economic Development Alliance (WoMEDA) and City of Greater Geelong. Examples of regional advocacy include the Western Rail Plan and Geelong Fast Rail, the Western Intermodal Freight Terminal, and increasing the tree canopy across Melbourne’s west.
- **State** – Council dedicates significant effort advocating to State Members of Parliament and bureaucrats regarding infrastructure and services needed for Wyndham. On issues or opportunities of State significance, not only relating to Wyndham, Council actively participates in efforts coordinated by the Municipal Association of Victoria (MAV) which coordinates local government’s voice on issues that impact the broader state of Victoria. Examples include Maternal and Child Health funding, planning legislation, and the provision of affordable housing.
- **Federal** – Many issues or opportunities relate to Federal Government policy, infrastructure and services. While some are Wyndham specific, there are also priorities that are of significance to Councils across Australia. Avenues and bodies such as the National Growth Areas Alliance and Australian Local Government Association support these efforts. Examples include Federal funding streams for infrastructure, the provision of Financial Assistance Grants, and Federal investment in growth areas.
- **Connection across levels** – Council plays a strong leadership role connecting the advocacy activities across these levels. For example, when advocating to the State or Federal Government to fund a particular project, Council plays a pivotal role in bringing all parties together to discuss a unified way forward. Examples include funding for Stage one of WestLink, which received State and Federal funding in 2022.

OUR STAKEHOLDERS

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

Table 4: Wyndham’s Stakeholders

Federal Government	State Government	Councils and alliances	Local interest groups and peak bodies
Local representatives including: <ul style="list-style-type: none"> • Member for Lalor • Member for Gellibrand • Senators for Victoria 	Local representatives including: <ul style="list-style-type: none"> • Member for Werribee • Member for Tarneit • Member for Laverton • Member for Point Cook • 5 members for the Western Metropolitan Region 	<ul style="list-style-type: none"> • Brimbank City Council • Hobsons Bay Council • Melton City Council • Maribyrnong City Council • City of Greater Geelong 	<ul style="list-style-type: none"> • Committee for Wyndham • Business and Traders Groups • Tourism groups
Federal Ministers such as but not limited to: <ul style="list-style-type: none"> • Minister for Local Government • Minister for Transport • Minister for Infrastructure • Minister for Immigration The Federal Opposition and the Shadow Ministry	State Ministers including but not limited to: <ul style="list-style-type: none"> • Minister for Local Government • Minister for Precincts • Minister for Education • Minister for Transport • Minister for Transport Infrastructure • Minister for Planning • Minister for Suburbs The State Opposition and the Shadow Ministry	<ul style="list-style-type: none"> • LeadWest- Brimbank, Hobsons Bay, Maribyrnong, Melton, and Wyndham. • Interface Councils Group • Municipal Association of Victoria • National Growth Areas Alliance • West of Melbourne Economic Development Alliance (WoMEDA) 	<ul style="list-style-type: none"> • Local residents • Local schools • Local business • Community and cultural Groups • Not for profit organisation • Property developers

Federal Government	State Government	Councils and alliances	Local interest groups and peak bodies
Federal Government department and agencies	State Government department and agencies. The most significant include: <ul style="list-style-type: none"> • Department of Education • DJSIR • Department of Government Services • Victorian Planning Authority • Department of Transport and Planning • Department of Health • Department of Victorian Families • Vic Roads • Victorian Building Authority 		<ul style="list-style-type: none"> • Wyndham basketball association • Wyndham Netball Association • Other region sporting associations • Local sporting clubs • Local scout, guides, cadet groups
National peak bodies such as: <ul style="list-style-type: none"> • Australia Local Government of Association (ALGA) • National Growth Areas Alliance 	<ul style="list-style-type: none"> • Municipal Association of Victoria (MAV) • State wide sporting organisations such as Football Victoria, Basketball Victoria, Scouts Victoria • Other Statewide sporting organisations 		

REVIEW OF WYNDHAM'S PREVIOUS ADVOCACY ACTIVITIES

In 2023, Wyndham City's Advocacy and Stakeholder Relations unit commissioned an independent review of its existing advocacy strategy (*Securing Wyndham's Future*) and associated advocacy campaigns. The purpose of this exercise was to conduct a thorough review of past efforts and evaluate Council's achievements and identify areas for improvement. The independent assessor reviewed the overarching strategy, as well as the campaigns' performance, identifying strengths and weaknesses, and provided recommendations for optimising future campaigns and this strategy.

The views of key stakeholders were also sought, including public servants, elected members of parliament, peak bodies, and other local stakeholders, with a goal of understanding efficacy of advocacy efforts and campaigns, and the extent to which they have influenced decisions. Council is committed to a successful advocacy program to benefit the community, to achieve this Council is clear that reward will be achieved when a collaborative approach is utilised.

Recommendations were wide-ranging, and include but are not limited to:

- A more focused advocacy agenda.
- A more strategic approach to advocacy, identifying approach to advocacy early on by determining actions.
- Better engaging stakeholders with shared priorities, including community.
- Employing a more formulaic approach.
- Engage key decision makers earlier and ensure consistency in message across all stakeholders.

The findings and recommendations have helped to form this document.



ADVOCACY FRAMEWORK

WHAT IS ADVOCACY?

Advocacy in the context of local government is the act of obtaining Government support for a project, policy or program.

Advocacy can take many forms in a local government setting, including ongoing dialogue with key stakeholders to make clear priorities and explore opportunities for partnerships, lobbying, building relationships with decision-makers, or public campaigns. Each advocacy effort will have its own 'ask' – the outcome that it seeks to achieve.

Advocacy does not always achieve instant results. Some advocacy priorities are long-term undertakings that respond to complex issues.





OUR ADVOCACY OBJECTIVES

The development of a Wyndham Advocacy Framework as part of this strategy, seeks to:

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

HOW WE ADVOCATE?

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

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

Who advocates?

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

The roles and responsibilities are spelt out below:

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

Advocacy and Stakeholder Relations	<p>The Advocacy and Stakeholder Relations unit are the primary spokesperson or representative to:</p> <ul style="list-style-type: none"> • Ministerial staff • Electorate Office staff • MPs or Ministers on issues relating to general business where deemed appropriate by the CEO. <p>The Advocacy and Stakeholder Relations unit are also responsible for the preparation of materials for representations to Government on flagship advocacy priorities to support the Mayor and CEO.</p>
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GUIDING ADVOCACY PRINCIPLES


- **Collaborative** – we work collaboratively with partners, the community and other organisations, whose interests and capabilities support our advocacy objectives.
- **Apolitical** – our advocacy activities are apolitical and work with all sides of politics to achieve strong outcomes for the community.
- **Community centred** – our advocacy priorities reflect the needs, aspirations and expectations of our community. We communicate about our advocacy activities in an open and accessible way.
- **Evidence based** – our advocacy priorities are informed by research and data, and the policies and strategies adopted of Wyndham City Council.
- **Future focused** – we value innovation and seek to address multiple issues at once, achieving long-term positive outcomes and maximising benefits and providing best value for our community.
- **Transparent** – our advocacy activities are regularly monitored and reviewed. Actions are taken to ensure our advocacy delivers the best value outcomes for the community.
- **One voice** – Advocacy is most effective when presented with a unified voice, as it amplifies the strength of a cause and increases its chances of making a meaningful impact. A coordinated approach to advocating ensures that the message is clear, consistent, and resonates with a broader audience.

Policy, Politics and Process

The three Ps will guide all Wyndham City advocacy efforts, to ensure all advocacy is as efficient as possible.

The *policy* aspect ensures that at the centre of advocacy is a strong evidence base, ensuring facts form the ask to increase chances of support, while withstanding scrutiny from government entities, the general public, experts, and the media. This includes demonstrating a clear and quantified need, while outlining the benefits the priority will deliver for the community.

In the realm of *politics*, it is imperative that Council have a clear understanding of the political landscape within which their advocacy efforts will unfold. This entails a clear understanding of government policies and public sentiment, as well as the ability to form strategic alliances with decision makers or those who hold influence.



The *process* component involves understanding how the government can facilitate the realisation of the council's policy objectives. This becomes especially pertinent for campaigns that may extend across multiple electoral cycles and government terms.

Realistic, Relevant and Relentless

The three Rs will also form Wyndham's advocacy efforts moving forward.

While advocacy asks or priorities can be ambitious, they must always be achievable from a political, financial, environmental or economic perspective.

Advocacy efforts must be directed at the relevant target, such as government, a minister, department or agency. The target needs to have responsibility for making decisions that can secure your ask or be a key influencer in the decision-making process.

Acknowledging that all priorities cannot be achieved in the short term, advocacy sometimes needs to be relentless. Council, partners, and community need to consistently review its approach and actions to ensure consistency and frequency of message to work towards achieving goals.

MONITORING AND EVALUATION

The implementation of this Strategy will be monitored regularly and reported to the community.

A full review of the Wyndham Advocacy Strategy will be conducted at the end of 2028. The review will examine all the advocacy activities conducted under the Strategy, the effectiveness of activities, what outcomes were achieved, and identify how advocacy can be improved.

Other reviews will be conducted regularly include:

- Individual campaigns will be reviewed at the end of the campaign.
- An annual advocacy report will be produced each financial year reviewing the advocacy activities during the previous 12 months and what outcomes were achieved.
- Biennial Stakeholder sentiment survey which seeks to:
 - Assess Wyndham City's relationship with key stakeholders.
 - Collate feedback and insights from stakeholders that should be considered as part of Council's organisational planning or day to day operations.
 - Understand perceptions, impressions, impact and benefit of specific advocacy campaigns.
 - Identify opportunities for key relationships to be strengthened.

Wyndham will regularly consult with Councillors, key stakeholders and the community to ensure that advocacy priorities continue to meet both the current needs of the community and aspirations for the future. The priority of particular projects, infrastructure and services may change over time in response to changing community needs, available funding and State or Federal Government policy.

KEY PRIORITIES

ASSESSING AND RANKING PRIORITIES

The Advocacy Prioritisation Framework (part of this strategy) assesses and ranks advocacy priorities against an agreed upon criteria which covers a range of key areas and contributions that the initiative will deliver to community as well as deliverability.

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





The Framework follows two stages:

Stage 1: Identify and Assess Advocacy Priorities

1. Identify advocacy priorities based on current and emerging problems and opportunities.
2. Determine strategic alignment with existing council plans and priorities and with government investment priorities.
3. Assess against pre-determined criteria.

Stage 2: Determine Advocacy Actions

1. Rank and prioritise advocacy actions.
2. Determine short-term, medium-term, and long-term priorities.

Assessment Criteria

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

The image below shows the alignment between Wyndham’s assessment criteria and the criteria used by Federal and State government agencies. Wyndham’s advocacy priorities are ranked against each criterion and given a score to yield a priority list.

Alignment of Assessment Criteria:

<p>Infrastructure Australia</p> <ul style="list-style-type: none">• Strategic Fit• Economic Impact• Social Impact• Environmental Impact• Deliverability	<p>Infrastructure Victoria</p> <ul style="list-style-type: none">• Strategic Fit• Economic Impact & Cost• Social Impact• Environmental Impact• Community Supportg	<p>Wyndham Advocacy Assessment Criteria</p> <ul style="list-style-type: none">• Economic Impact• Government Alignment• Preparedness and Deliverability• Community Impact• Regional Impact• Distinctiveness
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Assessment Criteria: Infrastructure Projects

<p>Economic impact</p> <p>What is the is the potential for external funding?</p> <ul style="list-style-type: none"> • Can Developer Contributions be used? (xx/5) • Have specific grant programs or funding streams identified? (xx/10) • Is there a Council contribution? (xx/5) • How many jobs will the project create? • Anticipated during construction? (xx/5) • Long term? (xx/15) <p>How will the project facilitate economic prosperity? (xx/10)</p> <p>Are there other indirect economic benefits? (xx/5)</p>	X/55
<p>Government alignment</p> <p>Is there political support?</p> <ul style="list-style-type: none"> • Local MPs (xx/15) • Ministers (xx/15) • Other MPs (xx/10) <p>Does the project align with State or Federal policies? (xx/10)</p>	XX/50
<p>Preparedness and deliverability</p> <p>Is the land readily available? (xx/5)</p> <p>How is this aligned to precinct creation? List supporting plan or policy (xx/10)</p> <p>What phase of preparedness is the project at currently? Discuss timelines with key milestones. (xx/10)</p> <p>Are there known barriers to delivery?</p> <p>What role will Wyndham play in its planning/ facilitation/ delivery?</p> <p>Will Wyndham be a co-investor?</p>	XX/25
<p>Community impact</p> <p>How many residents would be serviced (current and forecast)? (xx/15)</p> <p>How will the project improve the lives of those who live and work in Wyndham? (xx/15)</p> <p>What will the impact be on the Wyndham community during the project's establishment/ development phase? (xx/5)</p> <p>What will be the enduring impact? (xx/20)</p>	XX/55
<p>Regional impact</p> <p>How will the project benefit the wider region? (xx/5)</p> <p>Will the project be supported by influential regional stakeholders? (xx/5)</p>	XX/10
<p>Distinctiveness</p> <p>How does the project align with Wyndham's competitive advantages?</p> <p>Does the project have the capacity to be 'city shaping'?</p>	XX/5
TOTAL	XX/200

Assessment Criteria: Policy

<p>Economic impact</p> <p>Does this policy change improve the financial position of Council?</p> <ul style="list-style-type: none"> • Relate to a specific legislated service delivered by Council? (xx/15) • Reduce the Council contribution required for delivering services or infrastructure? (xx/15) • Reverse or alleviate cost shifting that has occurred? (xx/15) <p>Will the policy change create or help create or retain any jobs? (xx/5)</p> <p>Are there other indirect economic benefits? (xx/5)</p>	X/55
<p>Government alignment</p> <p>Is there political support?</p> <ul style="list-style-type: none"> • Local MPs (xx/15) • Ministers (xx/15) • Other MPs (xx/10) <p>Does the project align with State or Federal policies? (xx/10)</p>	XX/50
<p>Preparedness and deliverability</p> <p>Should the policy change be successful:</p> <p>Is Council ready to implement any required changes internally from a service delivery perspective? (xx/5)</p> <p>Does Council have the physical infrastructure, policies or plans to implement any changes? (xx/10)</p> <p>Is Council resourced to implement any required changes? (xx/10)</p>	XX/25
<p>Community impact</p> <p>How many residents would benefit from the policy change(current and forecast)? (xx/15)</p> <p>How will the policy change improve the lives of those who live and work in Wyndham? (xx/15)</p> <p>What will be the enduring impact? (xx/20)</p>	XX/55
<p>Regional impact</p> <p>Will the project be supported by influential regional stakeholders? (xx/10)</p>	XX/10
<p>Distinctiveness</p> <p>Does the project have the capacity to be 'city shaping'?</p>	XX/5
TOTAL	XX/200



Stage 2: Determine Advocacy Actions

The type of advocacy tools employed will vary depending on the ranking of the priority. Each priority will have a dedicated Advocacy Plan developed by the Advocacy and Stakeholder Relations Unit, in partnership with the subject matter experts across Council. Once completed, the plan will take various forms and involve actions commensurate with the issue.

For example, short term priorities are best matched with immediate and direct actions such as meetings with MPs and Ministers, letters, and discussions with Government departments. Outcomes of these priorities are generally easier to measure, i.e., funding allocated in budget or school being opened.

While long term priorities may be better suited to an advocacy campaign with printed material, social media posts, co-ordinating activities with other stakeholders. Medium term priorities may utilise a combination of activities. For example, the development of East Werribee Employment Precinct is a long-term project that could take 20 to 30 years to complete, involves multiple Government portfolios and substantial funding from multiple stakeholders. The project requires detailed planning, supporting infrastructure including electricity, sewerage, potted water, telecommunications, roads and public transport. This project is significantly more complex in its nature and advocacy than lobbying for a specific school to be built in specific suburb. These priorities are likely to implemented over a long time period with success measured by incremental milestones.

Risk Management

There are a number of risks factors that could negative impact Councils ability to effective advocate for change and investment. These include:

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

Council is committed to building effective relationships with key stakeholders and advocating for improved outcomes for our community. The development of this strategy, setting clear advocacy goals, identifying how and when we advocate should help reduce these risks.

Continued monitoring and evaluation of our efforts we also identify issues as they emerge and allow Council to adjust activities to ensure positive outcomes.

Strategic Risk

The Advocacy Strategy also addresses and seeks to minimise a range of Wyndham City's strategic risks. They are as follows:

- Financial sustainability: by working towards the financial sustainability of Council, seeking support from State and Federal Governments to deliver services and infrastructure for our fast-growing community.
- Climate resilience: a range of priorities seek to ensure protection of the climate and natural environment is at the forefront of our operations.

- Organisational governance: this strategy seeks to formalise our approach to advocacy, providing a centralised approach to ensure efficient and effective advocacy, protecting the organisation’s reputation.
- Community assets and infrastructure: seeking government support for community assets and infrastructure.
- Local economic prosperity: supporting businesses to thrive in Wyndham.
- Community service delivery: ensuring community services are adequately funded and delivered in best practice.

OUR PRIORITIES

Advocacy priorities are constantly changing, based on political cycles, successful advocacy efforts, and new and emerging priorities. They include but are not limited to:

- Economic opportunities: including developments that create local jobs, such as the activation of the East Werribee Employment Precinct.
- Transport infrastructure and services: including the realisation of the Western Rail Plan, additional train stations, and increased bus services.
- Community and sporting infrastructure: funding for the delivery of new and upgrade of existing community and sporting infrastructure, including sporting reserves and pavilions, community centres, and libraries.
- Road upgrades: investment in the upgrade of existing arterial roads and highways, and the construction of new road connections to ease congestion.
- Service delivery: investment to continue to deliver services to our fast-growing community, including maternal and child health, early childhood education, youth services and mental health services.
- Environment and sustainability: investment to protect the natural environment, increased tree canopies, and investment in renewable energy solutions.

As advocacy priorities arise, they will be individually scored using the assessment criteria and prioritisation matrix. The scoring will be conducted by Council’s Executive Leadership Team, including:

- CEO
- Chief of Staff
- Director Planning and Liveability
- Director Corporate Services
- Director City Operations
- Director City Life

Following the ranking exercise, a standalone advocacy plan will be developed for each advocacy priority, mapping out key partnerships, stakeholders, influencers and decision makers, key messages, and clear actions.

ACTION PLAN

ACTION	RESPONSIBLE UNIT
Year one 2023/24	
Develop an advocacy toolkit, to empower community to support and community members to deliver grassroots advocacy efforts.	Advocacy & Stakeholder Relations
Assess all outstanding advocacy priorities with the advocacy prioritisation framework and prioritisation matrix.	Advocacy & Stakeholder Relations
Develop standalone advocacy plans for all outstanding priorities, mapping out key partnerships, stakeholders, influencers and decision makers, key messages, and clear actions.	Advocacy & Stakeholder Relations
Contribute to and influence strategic direction of LeadWest through taking an active role in advocacy efforts.	Advocacy & Stakeholder Relations
Develop a stakeholder matrix, identifying key stakeholders and relationships held across the organisation, to ensure a more coordinated and unified approach to other tiers of government, key influencers and decision makers.	Advocacy & Stakeholder Relations
Identify new stakeholders and form partnerships to help advance Wyndham’s position and advocacy efforts.	Advocacy & Stakeholder Relations
Implement a stakeholder relations platform to support advocacy efforts, reduce duplication, and ensure all relevant stakeholders have access to up-to-date information on shared priorities.	Advocacy & Stakeholder Relations
Take an active role in the strategic direction of the Municipal Association of Victoria by actively participating in events, opportunities, and putting forward priorities.	Advocacy & Stakeholder Relations
Take an active role in the strategic direction of the National Growth Areas Alliance by actively participating in events, opportunities, and putting forward priorities.	Advocacy & Stakeholder Relations
Engage with State representatives bi-monthly, to discuss shared issues and opportunities to seek positive outcomes.	Advocacy & Stakeholder Relations
Engage with Federal representatives bi-monthly, to discuss shared issues and opportunities to seek positive outcomes.	Advocacy & Stakeholder Relations
Make submissions to State and Federal Budgets incorporating projects and initiatives that will support the creation of a more liveable City.	Advocacy & Stakeholder Relations
Identify and support application of State and Federal grants to support delivery of infrastructure and services.	Advocacy & Stakeholder Relations

ACTION	RESPONSIBLE UNIT
Year two 2024/25	
Determine key election priorities ahead of the next Federal Election, to seek commitments from candidates.	Advocacy & Stakeholder Relations
Continue implementation of Advocacy Strategy by using framework and matrix to guide advocacy priorities, efforts and actions.	Advocacy & Stakeholder Relations
Engage with State representatives bi-monthly, to discuss shared issues and opportunities to seek positive outcomes.	Advocacy & Stakeholder Relations
Engage with Federal representatives bi-monthly, to discuss shared issues and opportunities to seek positive outcomes.	Advocacy & Stakeholder Relations
Make submissions to State and Federal Budgets incorporating projects and initiatives that will support the creation of a more liveable City.	Advocacy & Stakeholder Relations
Identify and support application of State and Federal grants to support delivery of infrastructure and services.	Advocacy & Stakeholder Relations
Take an active role in the strategic direction of the Municipal Association of Victoria by actively participating in events, opportunities, and putting forward priorities.	Advocacy & Stakeholder Relations
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Engage with Federal representatives bi-monthly, to discuss shared issues and opportunities to seek positive outcomes.	Advocacy & Stakeholder Relations
Make submissions to State and Federal Budgets incorporating projects and initiatives that will support the creation of a more liveable City.	Advocacy & Stakeholder Relations
Identify and support application of State and Federal grants to support delivery of infrastructure and services.	Advocacy & Stakeholder Relations

ACTION	RESPONSIBLE UNIT
Year three 2025/26	
Determine key election priorities ahead of the 2026 State Election, to seek commitments from candidates.	Advocacy & Stakeholder Relations
Continue implementation of Advocacy Strategy by using framework and matrix to guide advocacy priorities, efforts and actions.	Advocacy & Stakeholder Relations
Engage with State representatives bi-monthly, to discuss shared issues and opportunities to seek positive outcomes.	Advocacy & Stakeholder Relations
Engage with Federal representatives bi-monthly, to discuss shared issues and opportunities to seek positive outcomes.	Advocacy & Stakeholder Relations
Make submissions to State and Federal Budgets incorporating projects and initiatives that will support the creation of a more liveable City.	Advocacy & Stakeholder Relations
Identify and support application of State and Federal grants to support delivery of infrastructure and services.	Advocacy & Stakeholder Relations
Take an active role in the strategic direction of the Municipal Association of Victoria by actively participating in events, opportunities, and putting forward priorities.	Advocacy & Stakeholder Relations
Take an active role in the strategic direction of the National Growth Areas Alliance by actively participating in events, opportunities, and putting forward priorities.	Advocacy & Stakeholder Relations
Engage with State representatives bi-monthly, to discuss shared issues and opportunities to seek positive outcomes.	Advocacy & Stakeholder Relations
Engage with Federal representatives bi-monthly, to discuss shared issues and opportunities to seek positive outcomes.	Advocacy & Stakeholder Relations
Make submissions to State and Federal Budgets incorporating projects and initiatives that will support the creation of a more liveable City.	Advocacy & Stakeholder Relations
Identify and support application of State and Federal grants to support delivery of infrastructure and services.	Advocacy & Stakeholder Relations

ACTION	RESPONSIBLE UNIT
Year four 2026/27	
Conduct a stakeholder sentiment survey to understand perceptions, experience and effectiveness of Council's advocacy efforts.	Advocacy & Stakeholder Relations
Continue implementation of Advocacy Strategy by using framework and matrix to guide advocacy priorities, efforts and actions.	Advocacy & Stakeholder Relations
Engage with State representatives bi-monthly, to discuss shared issues and opportunities to seek positive outcomes.	Advocacy & Stakeholder Relations
Engage with Federal representatives bi-monthly, to discuss shared issues and opportunities to seek positive outcomes.	Advocacy & Stakeholder Relations
Make submissions to State and Federal Budgets incorporating projects and initiatives that will support the creation of a more liveable City.	Advocacy & Stakeholder Relations
Identify and support application of State and Federal grants to support delivery of infrastructure and services.	Advocacy & Stakeholder Relations
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Identify and support application of State and Federal grants to support delivery of infrastructure and services.	Advocacy & Stakeholder Relations

APPENDIX A

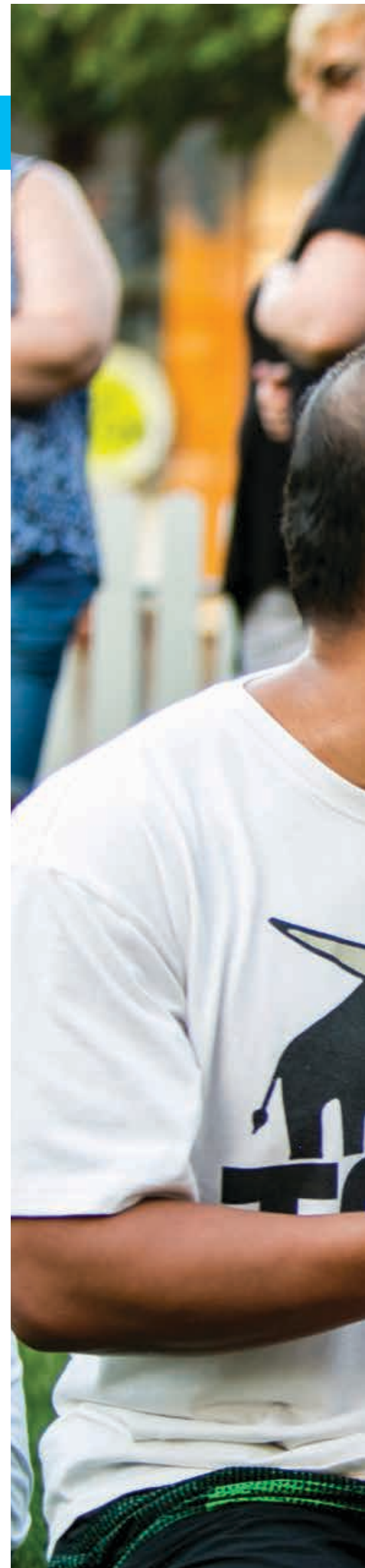




Wyndham's Policies and Plans

- [Accessibility Action Plan 2019-2022](#)
- [Active Wyndham Strategy](#)
- [Advocacy Strategy 2018- Securing Wyndham's Future](#)
- [Affordable Housing Strategy 2022-2025](#)
- [Aquatic Strategy 2015](#)
- [Asset Plan](#)
- [City Forest and Habitat Strategy \(2017 – 2040\)](#)
- [Coastal and Marine Management Plan \(2020-2025\)](#)
- [Cricket & Australian Rules Football Strategy \(2012\)](#)
- [Dog Off-Leash Plan](#)
- [Domestic Animal Management Plan 2021- 2025](#)
- [Economic Development Strategy 2022-26](#)
- [Flood Management Plan 2018](#)
- [Gambling Harm Minimisation Policy and Action Plan 2018-2022](#)
- [Gender Equality Action Plan](#)
- [Hard to Locate Sports Strategy 2017-2022](#)
- [Integrated Water Cycle Management Plan 2017](#)
- [Learning Community Strategy 2018-2023](#)
- [Library Service Strategy 2018-2040](#)
- [Living Your Best Life In Wyndham: A Lifecourse Framework](#)
- [Municipal Emergency Management Plan 2020-2023](#)
- [Municipal Public Health & Wellbeing Plan 2021-2025](#)
- [Open Space Strategy 2045](#)
- [Play Space Strategy 2030](#)
- [Plaques and Memorials Policy](#)
- [Public Art Plan 2022-2032](#)
- [Reconciliation Action Plan](#)
- [Refuse Disposal Facility Strategic Plan 2019-25](#)
- [Resilient Wyndham 2021 – 2025](#)
- [Road Management Plan 2021](#)
- [Road Safety Strategy and Action Plan 2022-2032](#)

- [Skate, BMX and Bike Strategy 2013](#)
- [Smart Cities Strategy](#)
- [Sports Strategy 2045](#)
- [Volunteer Strategy 2019- 2024](#)
- [Werribee City Centre Parking Strategy 2019](#)
- [Werribee City Centre Structure Plan 2013](#)
- [Werribee South Beach Master Plan](#)
- [Women’s Participation in Sport and Active Recreation in Melbourne’s West: Action Plan for Change](#)
- [Wyndham Active Transport Strategy 2020](#)
- [Wyndham Integrated Transport Strategy 2023](#)







FURTHER INFORMATION


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

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