



**You are invited to attend the Extraordinary Meeting of Council:**

**Date:** Monday, 27 August 2018  
**Time:** 6.30pm  
**Location:** Council Chamber  
62-64 Menangle Street  
Picton NSW 2571

# **AGENDA**






## **Extraordinary Council Meeting**

**27 August 2018**

A handwritten signature in blue ink, appearing to read "Luke Johnson", with a horizontal line extending to the right.

**Luke Johnson**  
**Chief Executive Officer**

# COMMUNITY STRATEGIC PLAN SNAPSHOT

CSP Theme	Strategies
<b>Sustainable and Balanced Growth</b> 	Strategy GR1 – Growth
	Strategy GR2 – Built Environment
	Strategy GR3 – Economic Development and Tourism
	Strategy GR4 – Liveable Communities
	Strategy GR5 – Wilton New Town
	Strategy GR6 – Peri-urban Areas
	Strategy GR7 – Agriculture Strategy
	Strategy GR8 – Advocacy
<b>Management and Provision of Infrastructure</b> 	Strategy IN1 – Improve the condition of our Road Network
	Strategy IN2 – Provision of Infrastructure and Facilities
	Strategy IN3 – Manage Infrastructure and Facilities
	Strategy IN4 – Emergency Management
<b>Caring for the Environment</b> 	Strategy EN1 – Protect and Enhance Biodiversity, Waterways and Groundwaters
	Strategy EN2 – Protect the Environment from Development Pressures
	Strategy EN3 – Vegetation Management
	Strategy EN4 – Community Involvement
	Strategy EN5 – Environmental Awareness
	Strategy EN6 – Sustainable Practices
	Strategy EN7 – Agricultural Land and Capability
	Strategy EN8 – Auditing, Monitoring and Enforcement
	Strategy EN9 – Waste Management
	Strategy EN10 – Advocacy
<b>Looking after the Community</b> 	Strategy CO1 – Strong Community
	Strategy CO2 – Health and Wellbeing
	Strategy CO3 – Social Planning
	Strategy CO4 – Engagement and Communication
	Strategy CO5 – Advocacy
<b>Efficient and Effective Council</b> 	Strategy EC1 – Employee Relations
	Strategy EC2 – Risk Governance
	Strategy EC3 – Customer Service
	Strategy EC4 – Financial Sustainability
	Strategy EC5 – Resource Efficiency
	Strategy EC6 – Information Management
	Strategy EC7 – Participation Strategy
	Strategy EC8 – Accountability and Transparency
	Strategy EC9 – Advocacy

**Order Of Business**

<b>1</b>	<b>Opening .....</b>	<b>5</b>
<b>2</b>	<b>Recording of the Meeting .....</b>	<b>5</b>
<b>3</b>	<b>Webcast Notice .....</b>	<b>5</b>
<b>4</b>	<b>National Anthem .....</b>	<b>5</b>
<b>5</b>	<b>Acknowledgement of Country .....</b>	<b>5</b>
<b>6</b>	<b>Apologies and Leave of Absence Requests .....</b>	<b>5</b>
<b>7</b>	<b>Declaration of Interest .....</b>	<b>5</b>
<b>8</b>	<b>Efficient and Effective Council.....</b>	<b>6</b>
8.1	Western Sydney City Deal .....	6
<b>9</b>	<b>Closed Reports .....</b>	<b>55</b>
9.1	General Counsel's Verbal Advice on Land & Environment Court Proceedings involving Council and the Walker Corporation .....	55





**1 OPENING**

**2 RECORDING OF THE MEETING**

**3 WEBCAST NOTICE**

**4 NATIONAL ANTHEM**

**5 ACKNOWLEDGEMENT OF COUNTRY**

The Mayor will acknowledge the traditional Custodians of the Land

**6 APOLOGIES AND LEAVE OF ABSENCE REQUESTS**

**7 DECLARATION OF INTEREST**

## 8 EFFICIENT AND EFFECTIVE COUNCIL

### 8.1 WESTERN SYDNEY CITY DEAL

**File Number: 10619#19**

#### EXECUTIVE SUMMARY

- The [Western Sydney City Deal](#) was signed by the Prime Minister, the Premier of NSW and the Mayors of the eight (8) Councils on 4 March 2018 after Council resolved in February 2018 to delegate authority to the Mayor.
- The eight Councils to sign the commitment to work collaboratively in a Western Sydney City Deal include Blue Mountains City, Camden, Campbelltown City, Fairfield City, Hawkesbury City, Liverpool City, Penrith City and Wollondilly Shire.
- The purpose of this report is to:
  - To advise Council of the progress on scoping the initiatives in the Western Sydney City Deal for inclusion in the Implementation Plan which will be released later this year, and to seek Council's commitment to the local resources required to implement the Deal.
  - To determine Council's local project/s that will be eligible for up to \$15M in funding under the Liveability Program.
  - To advise Council of the collaborative practices to be pursued and the Governance frameworks that are operating to deliver the Deal.
- Each City Deal Council is again considering a similar report and recommendations to this at their own Council meetings in the week commencing 27 August 2018.
- It is recommended that Council:
  1. Notes the Interim Implementation Plan attached to this report;
  2. Adopts the finance and resourcing commitments noted in the report and the Implementation Plan;
  3. Adopts the Relationship Framework for Councils of the Western Parkland Region as attached to this report;
  4. Notes the proposed project/program initiatives to be considered for funding under the Liveability Fund;
  5. Writes to the Chief Coordinator Western Sydney City Deal Mr Geoff Roberts, advising of Council's resolutions; and
  6. Notes that further reports may be brought back to Council from time to time on matters arising under the Western Sydney City Deal and issues of Regional collaboration.

#### REPORT

Following all Councils receiving and adopting a combined report at their respective Council meetings in February 2018, The Western Sydney City Deal was initially signed by the Prime Minister, the Premier of NSW and the Mayors of the eight Councils on 4 March 2018.

The Council report preceding the signing noted that the Deal was not legally binding upon signing and noted that the Councils would continue to work on the commitments required of them over the following months to confirm Councils ongoing commitment to the Deal.

This report sets out the progress made and those commitments required. It also seeks to inform the Council about the work that has been undertaken to ensure lasting and effective collaboration between the eight Councils and introduces a pathway to establishing a lasting governance model through the Relationship Framework.

Each City Deal Council is again considering a similar report and recommendations to this at their own Council meetings in the week commencing 27 August 2018.

The specific priority initiatives in the City Deal that would initially directly benefit Wollondilly Shire are:

- L1 - Western Parkland City Liveability Program - \$15M for Council to deliver projects to achieve improved community facilities, urban amenity and liveability
- P2 - \$2.5M to undertake the necessary planning studies to fast-track their housing strategies and LEP review by 2020 (this was the subject of a report to June Council meeting)

Other priority initiatives which also have the potential for significant local benefit include:

- C3 - Western City Digital Action Plan
- L5 - Western City Health Alliance
- J3 - Western City Investment Attraction Office
- P4 - Uniform Local Government Engineering Standards
- P6 - Planning Partnership

### **The City Deal**

The eight Western Sydney City Deal Councils have collectively and consistently continued to meet with each other on a regular basis over past 2 years. These meetings have continued to be productive, respectful and beneficial in allowing each Council to express their own unique community needs, while seeking to work and act cooperatively to progress the Western Sydney City Deal across the Western Parkland City region.

In addition to the cooperative work continued by the eight Councils, the State Government has established a Western Sydney City Deal Delivery Office. This office has drawn together officers from all three levels of government to work collectively on further defining and developing the Western Sydney City Deal to a point where it can be implemented and outcomes delivered.

The City Deal sets out to deliver on a vision for the Western Parkland City that will create 200,000 new jobs across a wide range of industries over the next 20 years. The people of the Western Parkland City will have access to innovative public transport, aviation and digital infrastructure and the best in education and skills training opportunities in a unique landscape that enhances local character.

### **38 Initiatives under the Deal**

The City Deal contains 38 initiatives which have been the subject of further consideration and development so that they can be more fully understood and the commitments required can be articulated for the Councils (as outlined in Attachment A).

The 38 initiatives are each aligned under one of the following six domains of the Deal:

- a. Connectivity
- b. Jobs for the Future
- c. Skills and Education
- d. Liveability and the Environment
- e. Planning and Housing
- f. Implementation and Governance

## Implementation Plan

The City Deal commits to an Implementation Plan being released by the end of 2018. Further work on scoping and refining many of the initiatives will continue beyond 2018, and it is agreed that the Implementation Plan will be regularly updated. As a first step in producing the Implementation Plan, the 8 Councils are being asked to consider and endorse the current scoping of the initiatives, referred to as the *Interim Implementation Plan* (Attachment A), and their resource and financial commitments to progress the Deal. The resource and financial commitments vary across the Councils and depend on the application of the initiatives in that local government area.

Of the 13 priority initiatives, 4 are led by Local Government, as identified below they are C3, L5, P4 and P6. This list also identifies the financial requirements for Wollondilly Shire Council.

The 13 priority initiatives are:

- **C1 – Rail**  
Strategic Business Case for a North/South rail link from Schofields to Macarthur, together with a South West rail link to connect Leppington to Western Sydney Airport via the Aerotropolis, and then delivery of the first stage of the rail from St Marys to Western Sydney Airport and the Aerotropolis. The NSW and Australian Governments will contribute up to \$50M each to the business case. Councils will have an opportunity to be involved in the business case.
- **C2 – Rapid Bus**  
Establishment of rapid bus services from Liverpool, Penrith & Campbelltown to Western Sydney Airport before it opens in 2026 and to the Aerotropolis
- **C3 – Digital Action Plan (Wollondilly Shire Council - Local Government lead)**  
Preparation of a Western City Digital Action Plan to provide a framework to take advantage of new technology, smart systems & digital opportunities. A proposed contribution of \$20K by each Council over a two year period (18/19 & 19/20) will engage consultant/s to undertake this work. Councils will seek equal contributions from Deal partners.
- **J1 – Aerotropolis**  
The 11,200ha Aerotropolis is expected to be a key economic and jobs centre for the Western City. Land use and infrastructure planning will guide precinct planning across the site.
- **J2 – Western City and Aerotropolis Authority**  
Legislation is expected to be introduced in the Spring Session of NSW Parliament to establish an authority with an initial task of master planning and developing the early precincts in the Aerotropolis
- **J3 – Investment Attraction Office**  
The Office has been established by the Department of Industry in Liverpool, with a key objective of attracting domestic and international investment to the Western City, with an initial focus on the Aerotropolis as well as supporting existing industrial areas and employment centres. This has potential benefits for Wollondilly Shire to attract new as well as supporting and growing existing businesses. Councils will have the opportunity to locate their economic development officers at the Office on a part time basis.
- **L1 – Liveability Program**  
The \$150m Liveability Program provides \$15M (jointly funded by the Australian and NSW governments) to each of the 8 Councils for capital projects that enhance liveability. To be eligible, Councils must contribute \$3.75M to the project. Previous Council reports have identified the Showground redevelopment as the priority project for the funding. This initiative is discussed in more detail later in the report.

- **L3 - South Creek**

A staged strategy will be developed to restore and protect the South Creek corridor to form a sustainable urban parkland.

- **L5 – Health Alliance (Wollondilly Shire Council - Local Government lead)**

Wollondilly and Fairfield Councils are already involved in Health Alliances, but this initiative provides the opportunity for a regional Health Alliance across the 3 levels of government and with key stakeholders to improve health outcomes. A proposed contribution of \$20K by each Council over a two year period (18/19 & 19/20) will engage consultants to undertake this work. Councils will seek equal contributions from Deal partners

- **P2 – Fast-track Local Housing Strategies**

\$2.5M has been advanced to 6 of the City Deal Councils (including Wollondilly) to accelerate the review of the LEP and associated housing strategies. (This was the subject of a June Council report – Outcomes Item 76). The Australian and NSW governments are jointly funding the total funding commitment of \$15M (\$7.5M each).

- **P4 – Uniform Local Government Engineering Design Standards (Liverpool City Council - Local Government lead)**

Engineering standards set out the road, stormwater and public area controls that apply to new development or redevelopment. This review will ensure best practice is applied in the layout and physical construction of these works, consider whole of life costs and performance standards and should reduce costs to the community. Commonwealth funds of \$1.25M are available to complete this task with Council officers providing oversight.

- **P6 – Planning Partnership (Local Government lead)**

This initiative originally identified involvement by the State Government and the 5 City Deal urban release Councils and Blacktown Council to establish a Planning Partnership to improve coordination and provide staff to undertake planning tasks. The remaining City Deal Councils will now have an opportunity to join the Partnership or participate on a project basis if it is of value.

- **I2 – Implementation Plan**

As discussed previously in this report, the Implementation Plan will provide detail on the scope, timing, financial commitments and responsibility for the City Deal initiatives. It will continue to be updated as more of the initiatives are scoped.

Wollondilly Shire Council has been the lead Council for Local Government on 2 of the 4 Local Government initiatives. These have been C3 Digital Action Plan and L5 Western Sydney Health Alliance initiatives.

The **Digital Action Plan** (DAP) will set a vision for enabling effective information and communication technologies within the Western Parkland City. It is envisaged the DAP will provide a framework for Local Government that inspires and collaborates across all three levels of Government and Industry to identify and implement ideas and solutions taking advantage of new technology, smart systems and digital opportunities that will provide digital capability, productivity and amenity for the new Western Parkland City.

The DAP will map digital interdependencies with other Western Sydney City Deal commitments and foster a tripartite commitment to a digital mindset across all the Western Sydney City Deal commitments and the NSW Governments forthcoming Smart Places, Smart State Strategy.

Wollondilly Shire Council has driven and initiated a local government working group, Collabor8, with representatives from each of the eight councils within the Western Sydney City Deal. To date Wollondilly, in conjunction with the Delivery Office and Collabor8, has facilitated two workshops to determine vision, scope and proposed outcomes of the DAP. The next steps, after this report has been considered, is for the partners to establish a Steering Committee across Local, State and Federal Government to drive and enable the development of the DAP. In-kind staffing resources and a funding commitment of \$20,000 over the next two financial years will be required to implement this initiative.

The **Western Sydney Health Alliance** (the Alliance) is modelled upon the Wollondilly Health Alliance and is a once in a generation opportunity for a commitment and partnership across the three tiers of government to work collaboratively, with other partners and stakeholders, to create healthy communities across the Western Parkland City. The Alliance will actively engage the communities of the Western Parkland City to help shape their health outcomes through easier access to coordinated health care. To date Wollondilly has facilitated workshops on the 27 June and 18 July 2018 to gain commitment to developing a framework for the Western Sydney Health Alliance from the eight Western Sydney City Deal Councils, two Local Health Districts and two Primary Health District partners.

As a result a Health Alliance Framework and core concepts have been developed and this includes place-based local strategies, shared vision, whole-of-government collaboration, re-design of some components of the health system and community participation initiatives. The next steps, after this report has been considered, is for the partners to establish and implement a Steering Committee with the assistance of a facilitator to drive and engage on this initiative. In-kind staffing resources and a funding commitment of \$20,000 over the next two financial years will be required to implement this initiative.

Liverpool City Council has taken the lead on the other 2 Local Government Lead initiatives and these are the **Planning Partnership and Uniform Local Government Engineering Design Standards initiatives**. As set out in the Implementation Plan, the Planning Partnership and Uniform Local Government Engineering Design Standards key objectives are to deliver better, more efficient planning outcomes within the region. This approach will ensure that the member partners and their respective communities will gain maximum benefits from the new Western Sydney Airport, set and adjust strategic planning frameworks including local and district strategic planning, development contributions planning, and infrastructure planning.

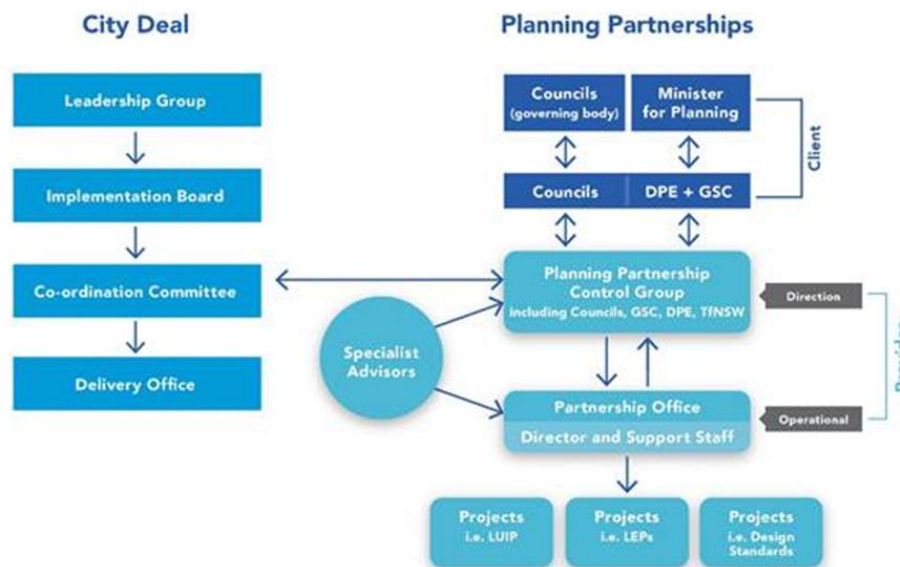
Under the planning and housing commitment, the City Deal will deliver a package of planning reforms to support new housing, improve affordability and deliver housing choice for residents. The Planning Partnership provides an opportunity to manage the development of the Western Sydney Airport Growth Area Land Use and Infrastructure Implementation Plan, uniform local government engineering design standards, Growth Infrastructure Compacts, transport and water infrastructure models, Staff skill and capacity development and several other initiatives, to simplify the development process.

To commence this work, a partnership model has been established on a client/provider basis. This means that the State Government and Councils are the clients of the Partnership which operates as a service provider to the government entities. In this way it is able to apply expertise to the projects allocated to it, but the partnership itself does not have any authority to make planning decisions on behalf of the State or Local Governments.

It is proposed that the Partnership will be overseen by a control group and will be created in such a way that staff can be retained either directly or on secondment as needed.

The Partnership has already received written advice that the NSW Department of Planning and Environment will make a contribution \$700,000 to the support its establishment.

Following is the proposed Partnership model



### Governance of the City Deal

As part of delivering the City Deal, an Implementation and Governance framework (Attachment B) has been established with a summary of the key groups and their membership reproduced below:

#### Leadership Group – consists of

- Commonwealth Minister for Urban Infrastructure and Cities, Paul Fletcher (Co-Chair)
- NSW Minister for Western Sydney, Stuart Ayres (Co-Chair)
- The Mayors of Blue Mountains, Campbelltown, Penrith and Wollondilly.

#### Implementation Board – consists of

- Commonwealth Secretary of the Department of Infrastructure, Regional Development and Cities Dr Steven Kennedy (Co-Chair)
- NSW Secretary of the Department of Premier and Cabinet, Tim Reardon (Co-Chair)
- Chief Coordinator Western Sydney City Deal, Geoff Roberts
- The General Managers of Camden, Fairfield, Hawkesbury and Liverpool Councils.

#### Coordination Group – consists of:

- Chief Coordinator Western Sydney City Deal, Geoff Roberts
- Department of Infrastructure (ED Western Sydney Unit DIRDC - Nathan Smyth)
- WSA Co (CEO - Graham Millett)
- Sydney Metro (CEO - Tom Gellibrand)
- RMS (CEO - Ken Kanofski)
- Western City and Aerotropolis Authority (not yet established)
- Western Sydney Industry Attraction (Secretary NSW DoI - Simon Draper)

- Western Sydney Planning Partnership (Councils supported by Secretary DPE - Carolyn McNally and CEO GSC - Sarah Hill)
- South Creek Investigations (COO INSW - Amanda Jones)
- 4 Council representatives (initially Fairfield, Liverpool, Penrith and Wollondilly).

By alternating Council representatives in each of the above groups, all Councils are represented with the relevant Mayors, General Managers and Lead Officers to swap accordingly after an initial period to share representation.

The overall role of the implementation and governance structure is to ensure that the commitments made under the Deal are being progressed. Engagement with Local Government at this level is also one of the underpinning achievements of the Western Sydney City Deal, with Local Government as part of the decision-making framework and not just a layer of government to be consulted.

One of the objectives of the Western Sydney City Deal process has been to improve the working relationships and cooperation between the three levels of government and to include Local Government in matters that affect their communities. We have already seen these benefits on projects outside the City Deal framework including the involvement of key State agencies in early work on the rural lands strategy and liaison with Transport for NSW on the proposed freight line and our future involvement in investigations on the North/South rail link.

### **Governance between the Councils**

A significant level of cooperation has developed amongst the Western City Councils during the City Deal process and it is timely to consider how the Councils might formally cooperate in the future on matters that impact the region, but exist outside the City Deal itself.

The eight Councils have been assisted by Eltons Consulting in formulating a Relationship Framework (Attachment C) which seeks to guide the way we work together and with other levels of government to deliver long-term outcomes for the Western Parkland Region.

The Framework sets out the values for how the Councils work with each other on issues that affect other Councils or the whole region.

It also recommends some further actions and investigations into various governance issues to assist decisions about future working relationships. One of the options that will be investigated is the establishment of a strategic alliance to formalise the relationship between the Councils.

To progress the investigations, this report recommends that Council adopt in principle Attachment C, *Draft Relationship Framework for Councils of the Western Parkland Region*.

### **Liveability Fund**

Under the Western Sydney City Deal, this fund is designed to deliver \$150 million of improved community facilities and urban amenity, and enhance liveability to enable and complement new housing supply. Councils are each able to submit projects under this scheme to access up to \$15 million in combined funding from the Commonwealth and State Governments, which is then proportionally combined with up to \$3.75m from each Council of their own funds.

In order to have this central component of the Deal progress as expediently as possible, draft Guidelines for the Program have been developed and announcements on successful projects lodged in round 1 will be made before the end of 2018.

The first application round for funding will close at the end of September and the second round is proposed for late 2018 – early 2019.



Council Officers have considered appropriate projects/programs that have been identified in our organisation strategic and planning initiatives as meeting the criteria for the Liveability program and Council has also previously resolved to progress these projects/programs:

- Cultural and Civic facility to service the Shire from Picton
- Pedestrian and connectivity improvements
- Regional Skate park facility
- Regional sporting facilities
- Shire wide fitness equipment project.

Each of these projects/programs are currently being scoped and an appropriate a business case is being developed to determine if one or more of the projects/programs will become the application for the Liveability Fund.

### **Smart City Grant Application**

Building on the existing collaboration between the Councils, the opportunity was taken to submit a joint application for consideration in round two of the Smart Cities and Suburbs grant funding program. This is a Commonwealth Government program that is designed to co-fund programs that enhance digital capabilities.

The application lodged jointly by all the Councils aims to establish a shared, scalable sensing and data network across eight local government councils to enhance place-based planning and communication with citizens for Western Sydney.

The network will connect to the internet of things, enabling data sharing and will use public domain and environmental sensors to establish a network spine, enhancing development of tools for data sharing and data analytics, and digital governance protocols. These eight councils will share network and data resources and in a regional first in collaboration with Sydney Water. The extended network coverage combining all eight councils and Sydney Water will enable this project to monitor and manage resources far more effectively. A unique characteristic of this initiative is the unilateral collaboration specifically to drive smart city initiatives and enable innovation and jobs creation in the Western Sydney region.

The project will deliver in six related streams that include:

- Communication and engagement
- Tools
- Analytics
- People sensing
- Environmental sensing
- Smart Governance.

The application supports the implementation of the goals agreed by the eight partner local councils in the Western Sydney City Deal. These include goals within the Australian Government's Smart Cities Plan and the Greater Sydney Commission's Western City District Plan.

The project deliverables are:

- To deploy a shared digital sensing and data sharing network across the eight local councils in the Western Parkland City.
- To establish consistent data stores across Councils that provide a framework to share data across the Western Sydney Parklands City and to link to NSW and Australian government data platforms such as dMarketplace, and data.gov.au and National Map respectively.

- To establish common digital governance policies and protocols drawing on open/shared data and privacy principals and legislation consistent with NSW Government Data Sharing initiatives.
- To develop digital tools using sensor data to enhance planning and operational decision-making for each local council, e.g. management of sports fields and parklands.
- To develop digital tools leveraging data from this project and other sources to improve communication with citizens and visitors and to improve their experience in the Western Parkland City, use of digital tools such as billboards or apps.
- To leverage the digital network and data to develop education and empowerment tools with citizens, including training (e.g. micro-courses).
- To establish new data assets to enable monitoring of changes to indicators in response to investment initiatives, development and growth, including a focus on protecting the area's unique landscape, liveability and population health.
- To consolidate implementation of the Western Sydney City Deal by meeting common objectives across all councils and the three levels of government, and by establishing shared, and as much as possible, smart governance processes.

The key benefits of this project are the development of smart governance across the eight Councils in the Western Parkland City and the deployment of a sensor network that will enable Councils to deliver better outcomes to their citizens, as well as engage with other stakeholders in new and innovative ways

### **Next steps**

The City Deal includes a commitment that the three levels of Government will agree and publish an implementation plan for the City Deal in 2018. Following the collective consideration of the City Deal commitments by the 8 Councils, the City Deal Delivery Office will finalise the Implementation Plan for public release prior to the end of the year.

The Final Implementation Plan will contain formal mechanisms and timing for the review of progress under the Deal.

Further reports will be submitted to Council in the future as required to progress various aspects of the City Deal over its lifetime.

### **Conclusion**

The Western Sydney City Deal continues to represent a fundamental opportunity to reform the relationships between all levels of government and between the Councils in the Western Parkland City.

Over its projected 20-year lifespan, the implementation of the Western Sydney City Deal will deliver changes of significance to our current and future communities.

The implementation of the Deal has now reached a point at which formal decisions of each Council are required to progress to the implementation phase of the Deal.

### **Consultation**

- Councillor Workshops
- Executive Leadership Team
- Leadership Group.

## Financial Implications

This report recommends that Council approves additional funding for the proposed C3- Digital Action Plan and L5 – Health Alliance initiatives, with their inclusion in the 2018/19 and 2019/20 Operational Plans, (with the 2018/19 adjustments to be introduced in the September 2018 quarterly budget review and the 2019/20 adjustments to be considered in the subsequent development of the 2019/20 operational plan)

These funding commitments are as follows:

- Commitment of in-kind staffing resources
- Health Alliance \$10,000 per year over the next two financial years, (totalling \$20,000)
- Digital Action Plan \$10,000 per year over the next two financial years, (totalling \$20,000)
- Both the Health Alliance and Digital Action Plan initiatives will not have a dedicated budget or funding instrument; however the Steering Committees will help to coordinate funding sources and accompanying measures that are available through different Western Sydney City Deal Commitments and government grant and funding programmes.

As outlined in the report, in addition to the above, Council will be able to access up to \$15 million in combined funding from the Commonwealth and State Governments, which is then proportionally combined with up to \$3.75 million from each Council of their own funds. Once details of the eligible projects/programs have been identified this will be subject of a further report to Council.

## ATTACHMENTS

1. **Interim Implementation Plan - Western Sydney City Deal** [!\[\]\(e492b5d52ab457a7a3c2826c4091dfee\_img.jpg\)](#) [!\[\]\(1d9440fab1f214291ce1c26a75f9c2cd\_img.jpg\)](#)
2. **Governance and Implementation Framework Chart** [!\[\]\(6be2e1cb461308cfbb51376f893366b1\_img.jpg\)](#) [!\[\]\(9d1c9e561b4c39f4d970a841cbc526df\_img.jpg\)](#)
3. **Relationship Framework for Councils of the Western Parkland Region** [!\[\]\(638c4e65afbf8f3994df6311f702c5cb\_img.jpg\)](#) [!\[\]\(ac8167fe1d77dc734374ed4531294f8f\_img.jpg\)](#)

## RECOMMENDATION

That Council:

1. Notes the Interim Implementation Plan attached to this report;
2. Adopts the finance and resourcing commitments noted in the report and the Implementation Plan;
3. Adopts the Relationship Framework as attached to this report;
4. Notes the proposed project/program initiatives to be considered for funding under the Liveability Fund;
5. Writes to the Chief Coordinator Western Sydney City Deal Mr Geoff Roberts, advising of Council's resolutions; and
6. Notes that further reports may be brought back to Council from time to time on matters arising under the City Deal and issues of Regional collaboration.

## WESTERN SYDNEY CITY DEAL

Vision. Partnership. Delivery.

	Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
CONNECTIVITY	Rail for the Western City	Deliver Rail for the Western City	C1a & C1b	<p>The Australian and NSW governments will deliver the first stage of a North South Rail Link from St Marys to Western Sydney Airport and the Badgerys Creek Aerotropolis.</p> <p>As a first step, the NSW Government will protect suitable corridors for future rail connections in Western Sydney. Both governments will contribute up to \$50 million each to a business case process, in consultation with local government. This will include investigation of integrated transport and delivery options for a full North South Rail Link from Schofields to Macarthur and a South West Rail Link to connect Leppington to the Western Sydney Airport via an interchange at the Badgerys Creek Aerotropolis.</p> <p>The Australian and NSW governments will be equal partners in funding the first stage of the North South Rail Link and have a shared objective to connect rail to Western Sydney Airport in time for opening, informed by the business case.</p>	<p>Local government resources to be embedded in the project team.</p> <p>The Business Case work is underway and will be completed by end of 2019.</p>	Led collectively by the Australian and NSW governments (Transport for NSW) and supported by local government, in collaboration with the Greater Sydney Commission, landholders, developers and community members.	\$100m equally shared contribution from Australian and NSW government approved for business case. Agreement to fund up to three Local Government staff (2 FTEs) in the business case development process.	Three Local Government staff (2 FTEs), funded by NSW and Australian governments.  Other staff available for project workshops.



## WESTERN SYDNEY CITY DEAL

Vision. Partnership. Delivery.

	Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
	Rapid bus services for the Western City	Rapid bus service for the Western City	C2	The NSW Government will establish rapid bus services from the metropolitan centres of Penrith, Liverpool and Campbelltown to the Western Sydney Airport (WSA) before it opens in 2026, and to the Badgerys Creek Aerotropolis.	The Business Case for the Western Sydney Integrated Transport Program is due to be completed by end of 2019. This will help inform a decision on the implementation of the rapid bus routes.	Lead agency is Transport for NSW, in cooperation with local government particularly Penrith City, Liverpool City and Campbelltown City councils supported by Australian government, in collaboration with the Greater Sydney Commission, landholders, developers and community members.	As part of commitment C1 – \$100m equally shared contribution from Australian and NSW government approved for rail business case which will inform the bus requirement. Agreement to embed up to three (2 FTEs) Local Government staff in the rail business case development process.	As part of commitment C1 – Three Local Government staff (2 FTEs), funded by NSW and Australian governments. Other staff available for project workshops. Local Government will be required to scope services and required infrastructure (local roads, bus stops etc.).



## WESTERN SYDNEY CITY DEAL

Vision. Partnership. Delivery.

	Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
	Digital connectivity and smart technology	Western City Digital Action Plan	C3	Local governments will lead the development of a Western City Digital Action Plan in collaboration with the Australian and NSW governments, and industry partners.	<p>An initial workshop has been held to define digital commitments and develop parameters</p> <p>Digital Mapping of interdependencies across commitments</p> <p>Facilitated Workshop to drive and enable the development of the DAP</p>	Led by local government supported by Australian and NSW governments in collaboration with community members and industry partners.	Consultant required to develop the Plan. Councils will seek matching contributions from partners (approximately \$20,000 per council/partner estimated). Future commitments will be explored. Actions detailed in Digital Action Plan may need to be funded.	<p>Commitment of local government staffing resources.</p> <p>Financial commitment previously noted.</p>
		Smart Western City Program	C4	The NSW Government will deliver a Smart Western City Program to enable NSW agencies to embed interoperable smart and secure technology – such as transport and utility monitoring systems – into new infrastructure as it is rolled out.	<p>Draft NSW Smart Places Strategy to be released for consultation.</p> <p>Develop in conjunction with Western City Digital Action Plan (C3).</p>	Led by NSW government in cooperation with Australian government and supported by local government.	Financial contribution to be confirmed once project is further scoped.	Possible local government participation in implementation of recommendations resulting from Program, linked to the Digital Action Plan.



## WESTERN SYDNEY CITY DEAL

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	Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
		5G strategy	C5	The NSW and local governments will develop a 5G strategy for the Western Parkland City, which will include partnering with a telecommunications carrier to deliver a trial of 5G technology.	Draft NSW Smart Places Strategy to be released for consultation.  Develop in conjunction with Western City Digital Action Plan (C3).	Led by NSW government in cooperation with local government, supported by Australian government, in collaboration with telecommunications carriers and industry.	Financial contribution to be confirmed once project is further scoped.	Possible local government participation in implementation of recommendation s resulting from the Program, linked to the Digital Action Plan and delivery of the trial.
		Openly available data sets	C6	NSW and local governments will explore, identify and make data publicly available in line with open-data principles. To facilitate this, the Australian Government will establish a Western Parkland City data catalogue on data.gov.au and NationalMap, and support local governments to fully utilise the platform. Better access to local data has the potential to drive innovation and improved service delivery across the Western Parkland City.	Australian government to provide information to other partners about the available data catalogues on data.gov.au and National Map and the utilisation of best practice open data principles.  Develop in conjunction with Western City Digital Action Plan (C3).	Led by Australian government in cooperation with NSW and local government, industry and other key stakeholders.	Australian Government facilitated workshop held.	Local government to contribute to the data catalogue.



## WESTERN SYDNEY CITY DEAL

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	Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
JOBS FOR THE FUTURE	A world-class Aerotropolis	Badgerys Creek Aerotropolis	J1	The Australian, NSW and local governments will work together to establish a Badgerys Creek Aerotropolis as a world-class city precinct that supports jobs growth. The Australian Government will enable the development of 114 hectares of Commonwealth land at North Bringelly, to accelerate jobs growth and help build the new Western Parkland City. The NSW Government will establish an enabling infrastructure program on the Commonwealth land to kick-start servicing of the precinct	The LUIIP will have been released on public exhibition until October 2018.  Legislation to establish the authority will be introduced to the NSW Parliament during the 2018 Spring session.	Led by NSW and Australian governments in collaboration with local government		
		An authority to masterplan the Aerotropolis	J2	The Australian and NSW governments will establish an authority to become master planner and master developer of the Aerotropolis with an initial focus on the Commonwealth land.	Legislation will be considered by NSW Parliament during the 2018 Spring Session to establish the Authority by late 2018.	The Authority will be established under NSW legislation with provision for a joint Commonwealth/NSW governance arrangement. Design of the Authority has been led by NSW in collaboration with the Commonwealth and in consultation with councils.		





## WESTERN SYDNEY CITY DEAL

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	Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
	Investment & industry attraction	Western Sydney Investment Attraction Office	J3	The NSW Government, with the Australian Government and local governments, will establish the Western Sydney Investment Attraction Office in Liverpool to attract domestic and international investment. Its initial focus will be on the Aerotropolis, as well as supporting existing industrial areas and employment centres.	<p>Partnership arrangements, research activities, investor engagement strategy and a program of bespoke events complete by the end of October 2018.</p> <p>Industry round tables in agribusiness, aerospace and defence industry, and freight and logistics to be held in August/September</p> <p>High priority firms being targeted for investment opportunities in the Aerotropolis to facilitate early engagement and commitment.</p>	Led by NSW government and supported by Australian Government in collaboration with local government.	Resourcing for the WSIAO from the NSW Department of Industry.	Local government to consider in-kind staffing contributions (part time) to participate in the work of the WSIAO.



## WESTERN SYDNEY CITY DEAL

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	Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
		Investment Attraction Fund	J4	The NSW Government will establish an Investment Attraction Fund to support the work of the Investment Attraction Office.	Launch the Investment Attraction Fund.	Led by NSW government and supported by Australian Government in collaboration with local government	\$5m Jobs for NSW Funds committed.	
		Establish jobs in the region	J5	The Australian Government will establish the National Disability Insurance Scheme (NDIS) Quality and Safeguards Commission in Penrith, creating up to 150 new jobs in Western Sydney.	The National Disability Insurance Scheme (NDIS) Quality and Safeguards Commission officially opened in Penrith in Q2 of 2018.	Led by Australian government, in collaboration with NSW and local governments		
		High-value employment precincts	J6	The NSW Government will deliver a Land Use and Infrastructure Implementation Plan and an associated State Environmental Planning Policy to set the planning framework for the Aerotropolis and the broader Western Sydney Airport Growth Area. These policies will identify key employment precincts, and safeguard the operation of the Western Sydney Airport.	Stage 1 of the Western Sydney Airport Growth Area Land Use and Infrastructure Implementation Plan has been released on public exhibition until October 2018..	Led by NSW government in cooperation with local government, supported by the Australian government in collaboration with landowners, industry groups, residents and WSA Co.	Initial costs absorbed by DPE	Local government (particularly Liverpool and Penrith LGAs for this commitment) to participate in planning partnership.



## WESTERN SYDNEY CITY DEAL

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	Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
		Surplus government land to drive jobs growth - Process	J7a	The NSW and local governments will review government land and explore opportunities for release of surplus or underutilised land and assets to drive economic growth.	Local government to undertake landholding audit and develop future strategy	Led by NSW government in cooperation with local government, in collaboration with Australian government.	Initial costs absorbed by NSW government.	Local government to identify land holdings with potential for economic growth.
		Surplus government land to drive jobs growth - Multi User Depot	J7b	The Australian Government will release the Penrith Multi-User Depot for sale, to be used to support jobs growth in the Penrith CBD.	Commence pre-divestment due diligence.	Led by Australian government in cooperation with local government (particularly Penrith City Council), supported by NSW government.		
	Expanding agribusiness opportunities	Agribusiness precinct	J8	The NSW Government will commission a feasibility study into an agribusiness precinct for the Western Parkland City.	Completion of scoping study to confirm industry interest for the precinct, likely investment opportunities, and commitment to establishing the precinct.	Led by NSW government supported by local government in collaboration with Australian government	DPI currently funding the feasibility study.	



## WESTERN SYDNEY CITY DEAL

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	Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
	Support Indigenous businesses to thrive	Indigenous Business Hub	J9	The Australian Government will establish an Indigenous Business Hub in the Western City, to capitalise on the opportunity for Indigenous businesses and entrepreneurs. The hub will deliver coordinated business support services to support a thriving Indigenous business sector.	Continue working with NSW Aboriginal Land Council (NSWALC) to develop the Hub.	Led by Australian government in partnership with NSWALC supported by NSW and local governments.	Funded through program funding administered by the Department of Prime Minister and Cabinet.	Possible local government participation in implementation of this commitment within the affected LGAs.
	More job opportunities	Indigenous small business and skills package	J10	The NSW Government will deliver an Indigenous small business and skills package across the Western Parkland City, including an expansion of the Opportunity Hub in Campbelltown to help connect Indigenous school leavers with jobs and a new Opportunity Hub in Liverpool and; an Indigenous Business Connect Program to support Indigenous people to start or grow a business; 50 additional Bert Evans scholarships and mentoring support for young people; and a dedicated Aboriginal Enterprise Development Officer Program.	Develop implementation plans for key activities including expansion of Campbelltown Opportunity Hub, opening of Liverpool Opportunity Hub and design and implementation of Business Connect Program.	Led by NSW, supported by Australian and local government in collaboration with Indigenous organisations.	\$8m NSW funding committed from NSW Department of Industry.	Possible local government participation in implementation of this commitment particularly within Campbelltown and Liverpool LGAs.



## WESTERN SYDNEY CITY DEAL

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	Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
		Indigenous, social and local participation targets - Employment and Procurement for Construction Projects	J11a	The Australian and NSW Governments will work to adopt indigenous, social and local employment and procurement targets in construction projects, including a 2.4 per cent indigenous employment target and a 3 per cent Indigenous procurement target for construction projects in the district. Details on the timing for introduction of these targets will be included in the City Deal Implementation Plan.	WSA Co committed to local, social and Indigenous workforce targets for Western Sydney Airport in Q2 2018.  Agree on targets and timing for introduction for the Western Parkland City.	Led jointly by Australian and the NSW governments in collaboration with local government, job active providers, non-governmental organisations, and industry.		Local government participation to develop appropriate region targets.
		Indigenous, social and local participation targets - Apprenticeships, traineeships and Pre-vocational Qualifications	J11b	The NSW Government will support the introduction of these targets by increasing funding for apprenticeships and traineeships in Western Sydney, and for pre-vocational qualifications.	Funding made available for pre-vocational qualifications, apprenticeships and traineeships.	Led by NSW government in collaboration with Australian and local government and TAFE.	Funding for skills and apprenticeships included within the Department of Industry budget.	



## WESTERN SYDNEY CITY DEAL

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	Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
SKILLS & EDUCATION	Education and skills	TAFE Skills Exchange near Western Sydney Airport	S1	TAFE NSW will work with the Australian Government and WSA Co to establish a Skills Exchange near the Western Sydney Airport, to provide local training for the workers needed to construct the Airport and other major projects.	Scope Skills Exchange model to be adopted with future milestones to be confirmed following scoping.	Led by NSW government in cooperation with Australian government, in collaboration with local government and WSA Co	To deliver the training at the WSA Skills Exchange, TAFE would involve a mixture of fee for service, and NSW Government subsidies, where eligible.	
		Education Partnership	S2	NSW will seek to establish a partnership agreement on education to identify and deliver more education facilities for the Western City to support urban growth over time, in a manner consistent with the School Assets Strategic Plan.	Scope partnership model to be adopted with future milestones to be confirmed following scoping	Led by NSW government in cooperation with local government, in collaboration with Australian government, Greater Sydney Commission and councils.	No financial impacts are expected from this scoping process.	Local government involvement in the Education Partnership to be determined.
	Building partnerships through an Aerospace Institute	STEM university	S3	The NSW Government will call for proposals from leading global universities and industry to form part of an integrated Aerospace Institute in the Aerotropolis.	Requires further scoping.	Led by NSW government, supported by Australian and local government, in collaboration with University sector.	No financial impacts are expected from this scoping process.	





## WESTERN SYDNEY CITY DEAL

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	Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
		VET facility in the Aerotropolis	S4	The NSW Government will establish a permanent VET facility in the Aerotropolis with a focus on construction, aviation and aeronautical-related engineering to support residents of the Western Parkland City to access jobs of the future.	Scoping of options for development of a facility.	Led by NSW government, supported by Australian and local government, in collaboration with tertiary education sector.	No financial impacts are expected from this scoping process.	
		New public high school focused on the aerospace and aviation industries	S5	The NSW Government will build a new public high school in the Aerotropolis with vocational links to Western Sydney Airport and the aerospace and aviation industries, preparing students for future job opportunities.	To be considered in the context of the Education Partnership (S2)	Led by NSW government, supported by Australian and local government.	No financial impacts are expected from this scoping process.	
LIVEABILITY AND ENVIRONMENT	Amenity & liveability across the Western Parkland City	Western Parkland City Liveability Program	L1	To establish a hallmark Western Parkland City Liveability Program. Projects funded will deliver improved community facilities and urban amenity, and enhance liveability to enable and complement new housing supply.	Release of the Program Guidelines. Applications will open in early September. Announcements on successful projects expected by the end of 2018.	Led by the Western Sydney City Deal Delivery Office on behalf of the NSW Government in cooperation with the Australian Government.	The Australian and NSW governments will each provide \$60 million, with \$30 million from councils.	Local government will be consulted in the development of the Program and participate in the application process.



## WESTERN SYDNEY CITY DEAL

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	Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
	Protect & preserve environmental assets & parkland character	Centre of Innovation in Plant Sciences	L2	The NSW Government will create a Western Sydney Centre of Innovation in Plant Sciences at the Australian Botanic Garden in Mount Annan.	Design, exhibition and construction.	The commitment is led by NSW government (NSW Office of Environment and Heritage through the Botanic Gardens and Centennial Parklands Authority) in collaboration with Australian and local government (particularly Camden and Campbelltown councils).	The NSW government will contribute \$60 million.	
		Restore and protect South Creek	L3	The South Creek corridor from Narellan to Hawkesbury has been identified as an important environmental spine for the Western Parkland City. The NSW Government will develop a strategy for South Creek that will investigate its restoration and protection.	Completion of a Business Case by late 2018.  Precinct planning for the Aerotropolis informed by the business case to occur throughout 2019.	Led by the NSW Government (INSW), in cooperation with Australian government, supported by local government.	The NSW Government committed \$7 million towards completion of the South Creek Corridor Strategy and supporting Strategic Business Case.	





## WESTERN SYDNEY CITY DEAL

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	Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
	Streamlined environment approvals	Strategic assessment under the EPBC Act	L4	The Australian and NSW governments will progress a Strategic Assessment under the Environment Protection and Biodiversity Conservation Act 1999 (Cth) to protect the environment and streamline environmental approvals for development.	Draft a plan for the strategic conservation of the Cumberland Plain and undertake an impact assessment of the implementation of the plan.	Led by Australian government in cooperation with NSW government in collaboration with local government.		
	Improve community health	Western Sydney Health Alliance	L5	Local governments, in collaboration with health partners, will establish the Western Sydney Health Alliance to improve coordination and effectiveness of health services in the region, supporting healthier neighbourhoods.	Establishment and implementation of the Steering Committee.  Engagement of a consultant/facilitator to facilitate development of the framework, milestones, KPIs and a detailed project plan.	Led by local government in collaboration with the South West Sydney and Nepean Blue Mountains Local Health Districts, and the South West Sydney and Nepean Blue Mountains Primary Health Networks.	In-kind staffing resources from Local Health Districts and Primary Health Networks.  Future commitments will be explored and may require separate funding.	In-kind staffing resources from local government.  Contribution to consultancy of approximately \$20,000 per council, which may be split across 2 years.



## WESTERN SYDNEY CITY DEAL

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	Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
PLANNING & HOUSING	\$30 million Western Parkland City housing package	Housing targets for the Western Parkland City	P1	The NSW Government will set and publish 5- and 20-year housing targets for each local government area to deliver at least 184,500 homes over the next 20 years consistent with the targets in the Western City District Plan.	Councils to incorporate District Plan targets within local strategic plans	Led by NSW government in cooperation with local government, supported by Australian government, in collaboration with landowners and residents.		Local Government to incorporate housing targets within local strategic planning documents.
		Fast-track local housing strategies	P2	The Australian and NSW governments will accelerate adoption of new Local Environmental Plans, and associated local housing strategies, by providing \$2.5 million incentive payments to Camden, Campbelltown, Fairfield, Liverpool, Penrith and Wollondilly. New plans will be agreed within two years, and set a course to achieve local housing targets and better quality outcomes for local communities.	Funding agreements to be executed.  Councils to undertake studies and prepare and exhibit draft Local Strategic Planning Statements (LSPSs)	Led by the NSW government in cooperation with local government, supported by Australian government.	Commitment of \$7.5 million each from the Australian and NSW governments shared across six councils.	
		New Growth Area for the Greater Penrith to Eastern Creek corridor	P3	The Australian and NSW governments will undertake land use and infrastructure planning for a new Growth Area for the Greater Penrith to Eastern Creek corridor. This will ensure new housing can be planned, delivered and integrated with new infrastructure such as schools, health care and transport.	Future milestones to be determined in conjunction with other Planning Partnership priorities	Led by NSW government in cooperation with local government, supported by Australian government, in collaboration with landowners and residents.	Commitment of \$1.25m each from the NSW and Australian governments	Local government to participate in planning partnership, particularly Penrith and Liverpool LGAs, to develop commitment.



## WESTERN SYDNEY CITY DEAL

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	Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
		Uniform local government engineering design standards and telecommunications planning	P4a	The Australian Government will support council development of uniform, best practice local government engineering design standards to simplify the development assessment process, deliver better outcomes for local residents and reduce costs to homebuyers.	Schedule workshop with Planning Partnership councils, the NSW Government and Australian Government across wide range of technical disciplines including engineering, planning, urban design. The output of this workshop will be a scope to commence detailed project planning, resourcing, funding and implementation.	Led by local government supported by Australian and NSW governments in collaboration with the telecommunications sector.	\$1.25m committed from the Australian Government as part of its contribution to the \$30 million Western Parkland City housing package.	Initial local government commitment to lead the scoping phase, with ongoing commitment to be determined



## WESTERN SYDNEY CITY DEAL

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	Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
		Pilot Growth Infrastructure Compacts	P5	The NSW Government will establish pilot Growth Infrastructure Compacts for the Western Parkland City. The compacts will coordinate planning and delivery of new housing supply and ensure that the required infrastructure is delivered as it is needed.	Identify potential locations for the pilot of Growth Infrastructure Compacts with future milestones to be determined	Led by NSW government, supported by Australian and local government, in collaboration with landowners and residents.	Commitment of \$10 million from NSW and \$5 million from Australian Government allocated to GICs (P5) and associated technical models (P7) (\$15 million total across both commitments).	Planning Partnership offers an option to manage this project.
	A partnership approach to planning	Western Sydney Planning Partnership	P6	The NSW Government will create a new planning partnership with the growth councils – Liverpool, Penrith, Campbelltown, Camden, Wollondilly – in conjunction with Blacktown to achieve more efficient and higher quality outcomes	Liverpool City Council, leading the local government commitment, will discuss office accommodation requirements with the GSC. Resources will be recruited.	Led by local government in cooperation with NSW government in collaboration with Australian government, landowners and residents.	Financial contribution of \$700,000 by DPE and in kind contribution by GSC in the form of office space and 1 full time equivalent resource.	Local government contribution to be determined.



## WESTERN SYDNEY CITY DEAL

Vision. Partnership. Delivery.

	Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
	Innovative planning for future infrastructure needs	Transport and water infrastructure models	P7	The NSW and Australian governments will develop transport and water infrastructure models to innovatively plan for future infrastructure needs. These models will accelerate development assessment processes and streamline infrastructure delivery, and support the Growth Infrastructure Compacts.	Future scoping to be undertaken with milestones to be determined	Led by NSW government, supported by Australian and local government, in collaboration with landowners and residents.	Commitment of \$10 million from NSW and \$5 million from Australian Government allocated to GICs (P5) and associated technical models (P7) (\$15 million total across both commitments).	Planning Partnership offers an option to manage this project.
IMPLEMENTATION & GOVERNANCE	Enduring tri-government governance	Long-term governance	I1	The three levels of government will establish a long-term governance arrangement. This will oversee the delivery of the City Deal and the enduring growth and sustainability of the Western Parkland City. The Implementation Board will establish mechanisms to consult with stakeholders.	Ongoing meetings of Implementation Board and Leadership Group and various committees.	Led by NSW government in cooperation with Australian and local governments.	Governance groups to be supported through existing agency resources.  In kind contribution of staff to Delivery Office.	Participation of Mayors and General Managers in Leadership Group and Implementation Board. Commitment of staff to Delivery Office.



## WESTERN SYDNEY CITY DEAL

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	Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
		Western Sydney City Deal Implementation Plan	I2	The three levels of government will agree and publish an implementation plan for the City Deal in 2018. The implementation plan will clearly define how these commitments will be delivered, when they will be delivered and who will be responsible.	Implementation plan and metrics to be developed.	Led by the NSW and Commonwealth Governments in partnership with local government.		
		Key performance metrics	I3	To monitor the impact of the commitments delivered through the Western Sydney City Deal, parties will agree and publish key performance metrics in the implementation plan. The City Deal will be evaluated three years after its signing.	Finalisation of performance indicators for inclusion in Implementation Plan—with a review to be undertaken after three years	Led by NSW government in cooperation with Australian and local governments.		All partners commitment of staff to Delivery Office to develop and maintain regular reporting against key metrics.
	Community partnership	Work with Indigenous organisations to maximise opportunities	I4	The three levels of government commit to work with Indigenous organisations in the Western Parkland City, to realise economic, social and cultural outcomes for Aboriginal people in Western Sydney.	Identify existing Indigenous consultation and collaboration forums across the Western City and co-design with Indigenous partners an Indigenous Collaboration Framework for the City Deal.	Led by NSW government in cooperation with Australian and local governments.	No financial impacts are expected from this consultation process	Possible local government participation in scoping and implementation of this commitment.



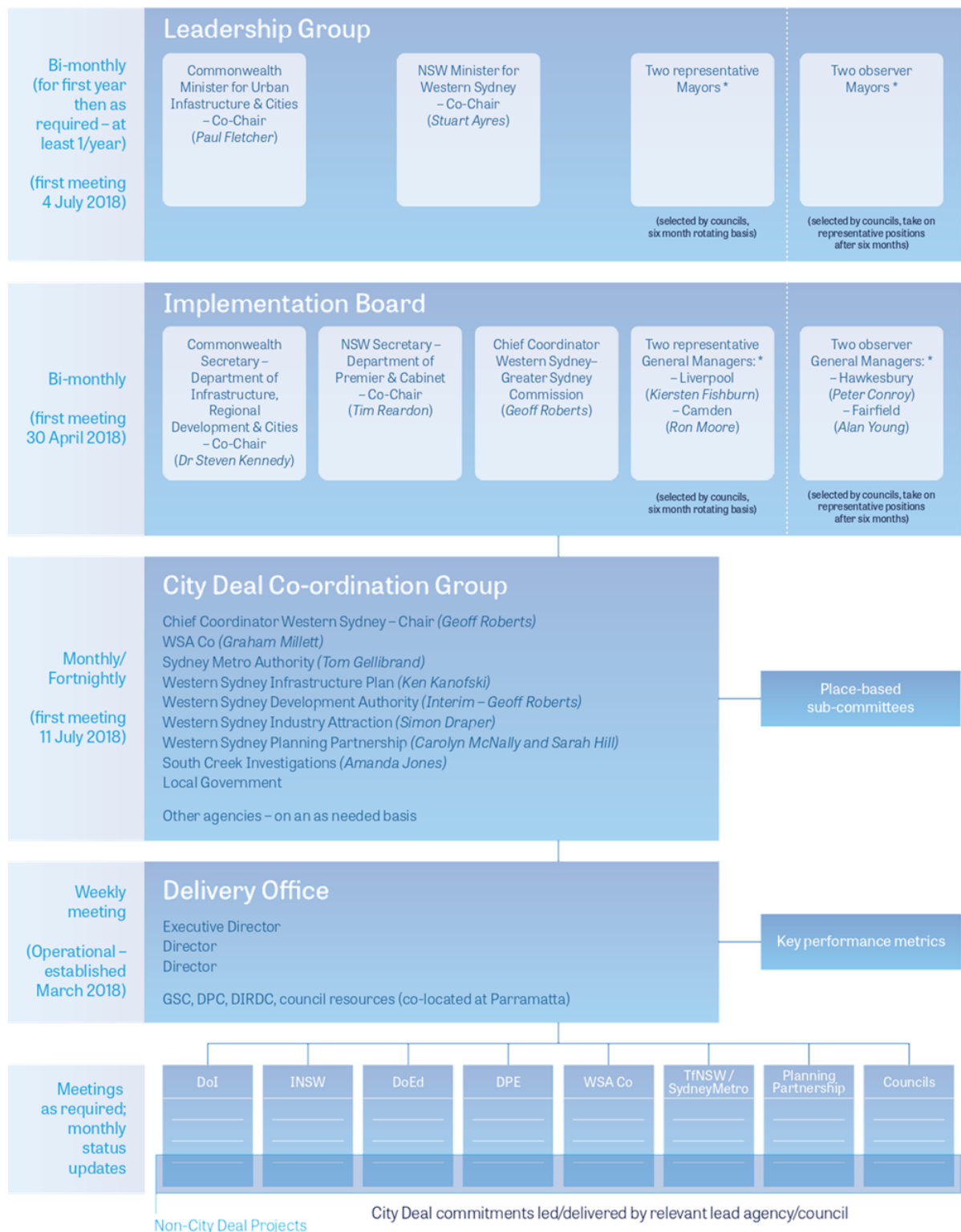


## WESTERN SYDNEY CITY DEAL

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# Governance and Implementation



DRAFT – June 2018

\*All eight councils to be involved at all times

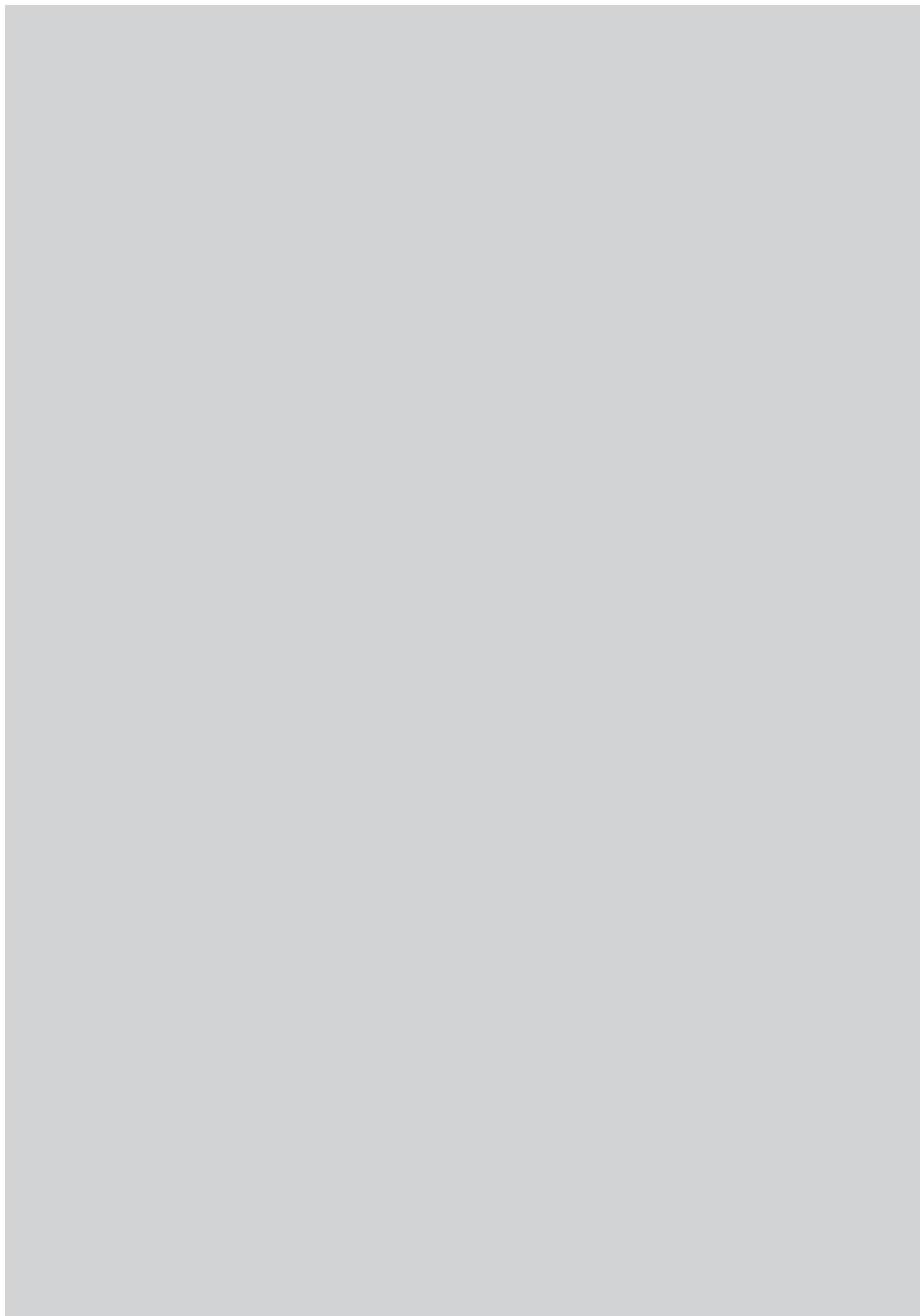


# **RELATIONSHIP FRAMEWORK for Councils of the Western Parkland Region**

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August 2018





# CONTENTS

01	<b>FOREWORD</b>	<b>2</b>
02	<b>BACKGROUND</b>	<b>3</b>
03	<b>RELATIONSHIP VALUES</b>	<b>6</b>
04	<b>GOVERNANCE</b>	<b>8</b>
05	<b>COMMUNICATION AND MEDIA</b>	<b>10</b>
06	<b>REVIEW</b>	<b>11</b>
07	<b>IMPLEMENTATION</b>	<b>12</b>
	<b>A APPENDIX 01</b>	<b>15</b>
	<b>B APPENDIX 02</b>	<b>16</b>

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<b>Table 1</b>	Values	6
<b>Figure 1</b>	Current governance approach	8
<b>Figure 2</b>	Future governance approach	9
<b>Table 2</b>	Implementation plan for delivery of the Relationship Framework	12
<b>Table 3</b>	Proposed pathway	15
<b>Table 4</b>	Western Sydney City Deal governance structure	16

# 01 FOREWORD

“The eight Councils of the Western Parkland Region are proud to present this Relationship Framework. It will guide the way we work together and with other levels of government to deliver long-term outcomes for the Western Parkland Region.

The Western Parkland Region encompasses Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly councils. It is the western-most of three 30-minute Sydney cities designated by the NSW Government's Greater Sydney Region Plan.

In March 2018 our eight councils signed a 20-year Western Sydney City Deal (City Deal) agreement with the Australian and NSW Governments. This once-in-a-lifetime opportunity will help transform Sydney's outer west area into one of Australia's most connected and prosperous cities. It will support the new Western Sydney Airport and surrounding Aerotropolis and help create 200,000 new jobs for our region's workers.

This is a time of unparalleled growth for Western Sydney. By working in partnership with the Australian Government and NSW Government, our eight councils have been able to negotiate a City Deal that keeps the spotlight on our region and balances purposeful and sustainable growth with quality of life.

This partnership approach also acknowledges the important role our councils will play in developing 21st century, nationally-significant and vibrant cities. It will enable us to work and plan across different layers of government to secure the long-term growth, infrastructure and investment necessary for our communities to flourish and prosper—not just for today but for future generations as well.

The *Relationship Framework for Councils of the Western Parkland Region* (Relationship Framework) sets out how we will work together and with other levels of government through the Western Sydney City Deal and other important regional initiatives over the next 20 years.

As we start to deliver these commitments, our communities can be confident their long-term interests will continue to be at the heart of everything we do.

## Signed by Councils of the Western Parkland Region



Blue Mountains  
City Council



Camden  
Council



Campbelltown  
City Council



Fairfield  
City Council



Hawkesbury  
City Council



Liverpool  
City Council



Penrith  
City Council



Wollondilly  
Shire Council

## 02 BACKGROUND

“The Councils of the Western Parkland Region represent an area that is poised for great things. By working together on the City Deal and other regional projects, all three tiers of government will build resilience and deliver sustainable growth, investment and jobs for our communities.

### What is a city deal?

Australia has some of the fastest-growing cities in the world.

Combining local leadership with strategic long-term planning, investment and governance is critical if cities are to keep pace with change and remain competitive.

City deals are agreements that bring together all three levels of government in a partnership to leverage opportunities, fast-track growth and job creation, stimulate responsible urban renewal and drive economic reforms.

In Australia, city deals focus on the following priority areas:

- » infrastructure and investment
- » liveability and sustainability
- » housing
- » innovation and digital opportunities
- » jobs and skills
- » governance, city planning and regulation.

### What is the Western Sydney City Deal?

The Western Sydney City Deal is a partnership between the Australian Government, NSW Government and the Western Parkland Region councils of Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly.

It is a multi-billion-dollar plan that sets the foundation for the Western Parkland Region to become a globally-significant area in the next 20 years. The Western Sydney Airport and surrounding Aerotropolis will be catalysts

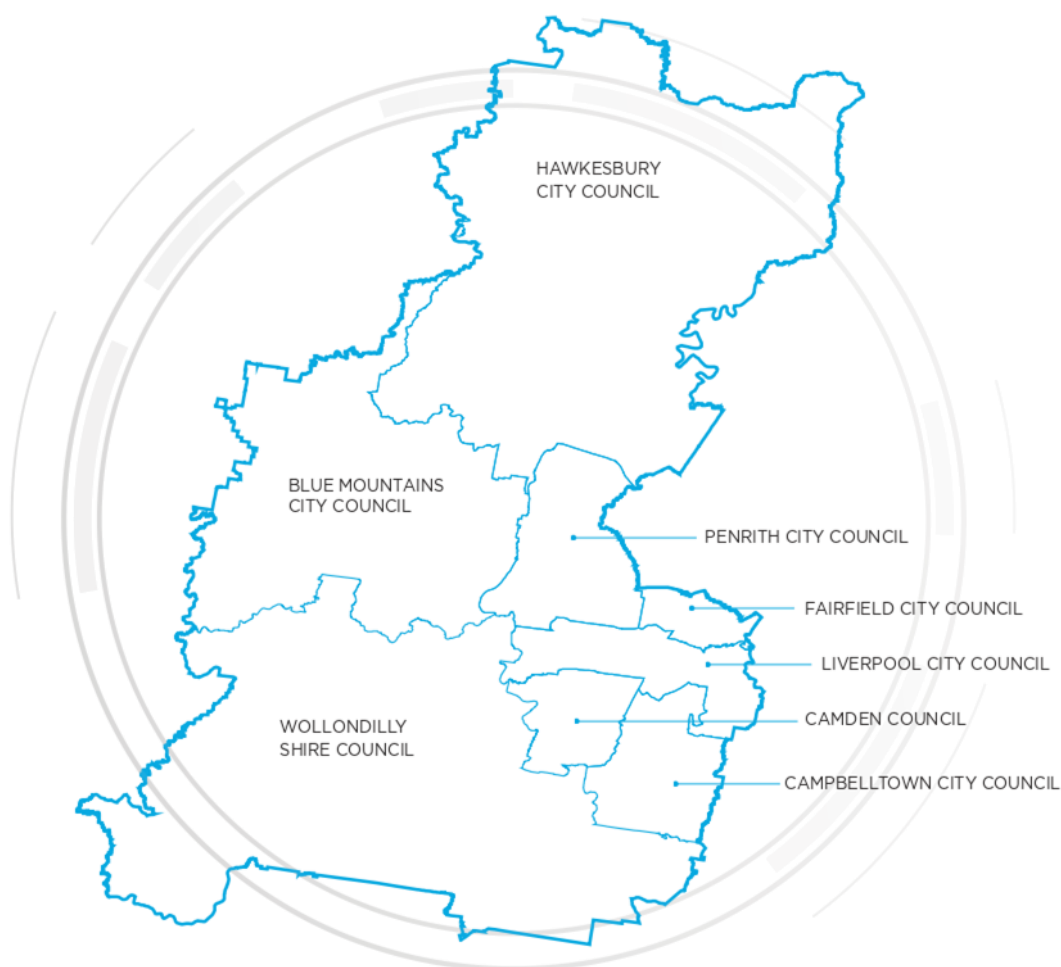
for growth and the region will become one of the most connected places in Australia.

Together with the Australian and NSW Governments, our councils are signatories to a set of commitments that will help unlock education, business and employment opportunities for people living in the Western Parkland Region.

All eight councils co-developed these commitments and will continue to collaborate on the details of a City Deal Implementation Plan to be published later in 2018. Current City Deal commitments focus on delivering:

- » **improved connectivity**—innovative public transport, aviation and digital infrastructure will bring residents closer to jobs and education
- » **jobs for the future**—200,000 new jobs across a range of industries over the next 20 years
- » **skills and education**—access to the best education and skills training opportunities, including a new university, schools and VET facilities
- » **liveability and environment funding**—project funding to create healthy and active local communities within the eight council areas
- » **innovative planning and housing**—planning for and delivering housing in a way that is sustainable and balanced with maintaining local character
- » **new governance arrangements**—local governance arrangements will allow greater involvement in regional decision-making by communities living in the eight Western Parkland Region council areas, representatives of three tiers of government and local businesses.

## What is the Western Parkland Region?



The Western Parkland Region stretches from Blue Mountains and Wollondilly local government areas in the west, to Hawkesbury Camden, Penrith, Fairfield, Liverpool and Campbelltown in the east.

It is one of the NSW Government's three '30-minute cities', which aims for people to be able to easily access the jobs, transport, recreation and education facilities they need, regardless of where in Sydney they live.

The combined population of the eight council areas that make up the Western Parkland Region is expected to grow rapidly to around three million people by 2036. The City Deal sets out the common vision, strategy and agenda of how the three tiers of government will manage the growth of the Western Parkland Region for the next 20 years.

### Purpose of the Relationship Framework

The Relationship Framework sets out the commitment of our eight councils to work positively together and with other levels of government to leverage the City's strengths and respond in a cooperative, coordinated and thoughtful way to its unique needs. It outlines how our eight councils will:

- » collaborate in the interests of the region and each other
- » work together with respect, understanding and goodwill to deliver City Deal commitments and other regional priorities
- » foster strong regional partnerships and cooperation.

The Relationship Framework is built on six foundational values, which are outlined in more detail in **Section 3** of this document.

### Signatories to the Relationship Framework

The eight councils of the Western Parkland Region are all signatories to the Relationship Framework.

The Relationship Framework recognises that, regardless of size or location, each council partner has equality of rights and status. Our partnership will help bring results that could not be achieved by each of us working alone. By working together, we can make better use of resources, advocate more effectively for our region and each other, and promote innovation and smarter outcomes for our communities.

We have already developed a strong partnership approach based on our work negotiating the City Deal. The Relationship Framework is designed to build on that strong foundation and complement the City Deal governance structure already established by the Australian and NSW Governments.

In time, we would ask the Australian Government and NSW Government to acknowledge and adopt key elements of the Relationship Framework. This will support all partners to work together with shared confidence and in the interests of our regional community to plan and deliver Western Parkland Region, City Deal and other important regional projects.



## 03 RELATIONSHIP VALUES

“Our focus is to create a more sustainable future for the people who live and work in the eight Western Parkland Region council areas. These values underpin how we work together to improve outcomes for our communities.

### Relationship values

The Mayors, General Managers and Lead Officers of the eight Western Parkland Region councils developed these values. They support our shared vision for how we will interact with each other and make decisions impartially, respectfully and fairly.

Table 1 Values

Values	What this means	How we will demonstrate this
<b>United</b>	We are one partnership with many goals. We take individual and collective responsibility for achieving shared objectives	<ul style="list-style-type: none"> <li>» Take collective responsibility and ownership for decisions made by the group</li> <li>» Work to build consensus, not further individual interests</li> <li>» Appreciate difference and welcome the opinions of others</li> </ul>
<b>Clever</b>	We strive for excellence, embrace change and find clever ways to make sure our region will thrive and flourish in a sustainable and enduring way	<ul style="list-style-type: none"> <li>» Set high expectations for ourselves and others to help improve the quality of life and prospects of people in our region</li> <li>» Provide a safe place to foster creativity and find better ways of doing things</li> <li>» Encourage a learning culture where new ideas are welcomed and explored</li> <li>» Make best use of each other's strengths and skills</li> </ul>
<b>Community minded</b>	We hold conversations, build relationships and act in the best interests of our eight communities—they are at the heart of all we do	<ul style="list-style-type: none"> <li>» Place collective regional interests over those of individual councils and communities</li> <li>» Be transparent and engage with the community, non-government organisations and private sector to support better regional outcomes</li> <li>» Be champions and advocates for each other as well as our own communities</li> </ul>

Values	What this means	How we will demonstrate this
<b>Fair</b>	We work together across all eight council areas to achieve shared successes that will benefit our communities equitably	<ul style="list-style-type: none"> <li>» Support effective collaboration, strong leadership and shared decision-making for the benefit of the region</li> <li>» Encourage equity of opportunity while recognising the regional focus of the partnership</li> <li>» Communicate other options and offer realistic choices where differences arise</li> </ul>
<b>Respectful</b>	We commit to a partnership that acknowledges and respects the opinions, needs and perspectives of each member council, regardless of size or status	<ul style="list-style-type: none"> <li>» Treat each other with dignity and respect</li> <li>» Respect decisions and do not undermine negotiated outcomes</li> <li>» Act professionally with honesty, transparency, consistency and impartiality</li> </ul>
<b>Trusted</b>	We are open, honest and straightforward with each other and our communities and lead by example	<ul style="list-style-type: none"> <li>» Be diligent in attending meetings and supporting continuity of attendance</li> <li>» Share resources, knowledge and ideas to support informed participation and discussion</li> <li>» Decisions made by the group are understood, confirmed and accurately recorded</li> </ul>



# 04 GOVERNANCE

“Strong governance will support delivery of the Relationship Framework. It will ensure we are transparent, consistent and fair in the way we make decisions and work together with community, government and business.

## Western Parkland Region governance

Our councils are currently developing governance processes to support the Relationship Framework and ensure smooth delivery of City Deal commitments and other regional priorities (see **Appendix 1**).

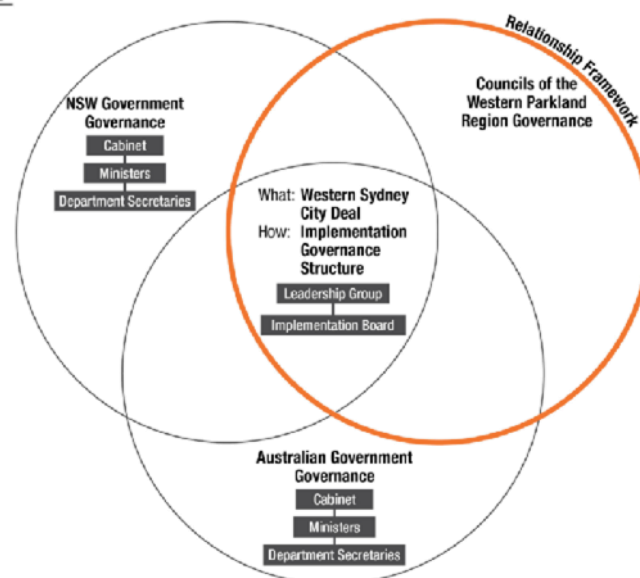
These processes will also enable us to coordinate input to the tripartite Western Sydney City Deal Leadership Group and Implementation Board (see **Appendix 2**).

The following diagrams show how governance arrangements will support the eight councils to:

- » work together across all three tiers of government, now and in the future
- » provide input to the Western Sydney City Deal Leadership Group and Implementation Board.

Figure 1 Current governance approach

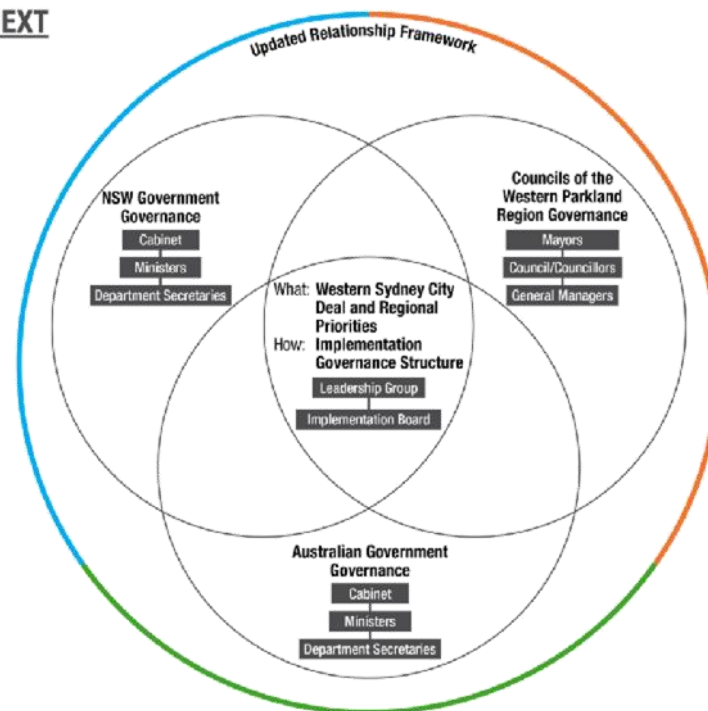
### NOW



In future, we would like to see this Relationship Framework embraced by all levels of government as we work together to deliver regional priorities for the Western Parkland City:

Figure 2 Future governance approach

### NEXT



# 05 COMMUNICATION AND MEDIA

“Effective communication will be at the heart of how we work together. Our councils will take a strategic approach to the way we communicate and engage about shared regional priorities and initiatives with our communities, government partners and other stakeholders.

## Communication and engagement

Effective communication and engagement will be critical for successful implementation of the Relationship Framework. It will also help communicate the collective role and priorities of the eight-council partnership and the projects they collaborate about.

Key stakeholders will include elected representatives, staff and community members of each of the eight councils as well as private industry, businesses and staff of relevant Australian Government and NSW Government agencies.

Developing a communication and engagement strategy, which outlines how we will communicate and engage with internal and external stakeholders in the longer term, will be a priority.

A Communication and Engagement Sub-Committee, chaired by the Greater Sydney Commission's Executive Director Communication and Engagement and reporting to the Implementation Board, will also be established.

## Media

Staff of the eight councils agree to collaborate on media releases and communication with media or other third parties about matters of mutual interest.

Media protocols will be developed to guide interactions with media organisations.

Priorities will include nominating a media spokesperson who can liaise with relevant staff of each of the eight councils (e.g. media and communications staff) to assess media enquiries and develop an agreed response that accurately portrays the agreed position of the eight councils.

# 06 REVIEW

This is the first Relationship Framework prepared by our eight councils. While its initial focus is on delivery of Western Parkland Region and City Deal commitments, it will also provide a foundation for how we will collaborate on other, long-term regional priorities.

The Relationship Framework will be reviewed in 12 months to ensure it is relevant and practical to deliver, unless the group of eight councils collectively agrees to update it sooner. This will allow time for council staff, and potentially other stakeholders, to review the Relationship Framework and provide feedback.

Afterwards, the Relationship Framework will be regularly reviewed by a process to be agreed by the eight councils.

# 07 IMPLEMENTATION

This section outlines the short-term actions we will take to support delivery and implementation of the Relationship Framework. Timeframes refer to the relevant quarter of the 2018/19 financial year.

**Table 2** Implementation plan for delivery of the Relationship Framework

Focus areas	Actions	Commence by (2018/19 financial year quarter)
<b>Institute short-term governance arrangements to support delivery of the Relationship Framework for Councils of the Western Parkland Region</b>	1. Adopt the Relationship Framework for Councils of the Western Parkland Region at Council meetings held by each of the eight councils	Q1
	2. Develop an interim meeting schedule and governance/decision-making processes for the eight councils of the Western Parkland Region	Q1
	3. Investigate appointing an executive officer to support the eight councils of the Western Parkland Region, including developing the processes required to support effective delivery of the Relationship Framework	Q2
	4. Following familiarisation with Australian and NSW Governments, review and if necessary update the Relationship Framework	Q4
<b>Investigate long-term governance arrangements to support delivery of the Relationship Framework for Councils of the Western Parkland Region</b>	5. Establish a working party to determine the longer-term governance arrangements to support the way the eight councils collaborate with each other and provide input to the City Deal Leadership Group and Implementation Board	Q1 onwards
	6. Continue to investigate feasibility and potential mechanisms to establish a formal alliance or partnership for the eight councils of the Western Parkland Region, similar to a joint organisation	Q2
	7. Continue to investigate feasibility of establishing project-based council working groups to lead delivery of individual regional and City Deal commitments	Q2
<b>Build internal awareness and ownership of the Relationship Framework for Councils of the Western Parkland Region</b>	8. Include information about the Relationship Framework for Councils of the Western Parkland Region and the City Deal in orientation programs for newly-elected representatives	Q1 onwards
	9. Include information about the Relationship Framework for Councils of the Western Parkland Region and the City Deal in induction programs for newly-appointed Council staff	Q1 onwards

Focus areas	Actions	Commence by (2018/19 financial year quarter)
	10. Include progress updates about delivery of the Relationship Framework for Councils of the Western Parkland Region and City Deal commitments as a standard agenda item for Council meetings	Q1 onwards
	11. Announce signing of the Relationship Framework for Councils of the Western Parkland Region to staff via internal communications channels, such as staff newsletters and intranet bulletins	Q1
	12. Develop an internal communication and engagement plan to promote and engage with staff across all eight councils about the role and objectives of the Relationship Framework for Councils of the Western Parkland Region	Q2
	13. Identify a named lead person—or 'champion'—who can promote awareness of the Relationship Framework for Councils of the Western Parkland Region within each of the eight councils	Q2
	14. Hold a briefing session about the Relationship Framework for Councils of the Western Parkland Region, and its regional relevance, with executive staff and elected representatives of the eight partner councils	Q2
<b>Build external awareness of the Relationship Framework for Councils of the Western Parkland Region</b>	15. Communicate effectively with partner councils and staff, the community and key stakeholders about the Relationship Framework for Councils of the Western Parkland Region	Q2 onwards
	16. Capture and promote collective Western Parkland Region achievements and promote through communications channels, such as mayoral columns and speeches, community newsletters and media releases	Q2 onwards
	17. Promote the Relationship Framework for Councils of the Western Parkland Region with the NSW and Australian Governments	Q1
	18. Develop an external communication and engagement plan with a purpose statement and key messages to promote the role and objectives of the Relationship Framework for Councils of the Western Parkland Region	Q2

Focus areas	Actions	Commence by (2018/19 financial year quarter)
	19. Establish interim media guidelines and processes and appoint an interim media spokesperson authorised to provide approved comment or information on behalf of the group of eight councils	Q1
	20. Develop simple communications material (e.g. fact sheet and Q&A document) about the Relationship Framework for Councils of the Western Parkland Region	Q1
	21. Ensure all collateral produced relating to the Relationship Framework for Councils of the Western Parkland Region lists or mentions all eight participating councils	Q1
	22. Provide easy to follow homepage links on each of the eight council's websites with information about the Relationship Framework for Councils of the Western Parkland Region and key projects being delivered through the partnership	Q1
	23. Develop branding for use by the eight councils to promote the Western Parkland Region for use by the eight Councils of the Western Parkland Region	Q2
	24. Hold a roundtable meeting and/or one-on-one interviews with potential education, business and industry partners to identify opportunities to collaborate and work together to deliver regional priorities	Q2
	25. Investigate feasibility of developing a joint website to promote initiatives of the Councils of the Western Parkland Region, alternatively investigate feasibility of developing a branded webpage that can be hosted on the websites of each of the eight councils	Q3
<b>Delivery of the Relationship Framework for Councils of the Western Parkland Region</b>	26. Capture and promote positive collaboration between the eight councils that highlights the values in the Relationship Framework for Councils of the Western Parkland Region	Q2 onwards
	27. Review and report on progress of implementation plan and agree future review processes and timeframes	Q4 onwards
	28. Conduct a survey of Relationship Framework partners each year to assess its effectiveness and identify areas for improvement and future actions	Q4 onwards



# A APPENDIX 01

## Governance pathway

The following table outlines a proposed pathway for developing governance processes to support the Relationship Framework. These actions are also included in the Implementation Plan in **Section 7** of this document.

**Table 3** Proposed pathway

Description	Commence by (2018/19 financial year)
1. Hold a meeting of councils of the Western Parkland Region to: <ul style="list-style-type: none"> <li>» determine a schedule of meetings for the eight councils</li> <li>» determine who is required to attend each meeting</li> <li>» discuss interim meeting processes and procedures, including how the group will discuss and reach a position on matters for input to Western Sydney City Deal Leadership Group and Implementation Board meetings</li> <li>» agree interim communication and media protocols, including nominating a temporary media liaison officer.</li> </ul>	Q1
2. Consider allowing representatives of the eight councils to participate in meetings by telephone or other electronic means to encourage attendance and participation in decision-making	Q1
3. Adopt an interim code of meeting practice, this could draw on the existing codes of meeting practice of one or more of the partner councils	Q1
4. Promote the Relationship Framework for Councils of the Western Parkland Region with the NSW and Australian Governments via a series of one-on-one meetings with key decision makers	Q1
5. Establish a working party to determine the longer-term governance arrangements to support the way the eight councils collaborate with each other and provide input to the Western Sydney City Deal Leadership Group and Implementation Board	Q1 onwards
6. Continue to investigate feasibility and potential mechanisms to establish a formal alliance or partnership for the eight councils of the Western Parkland Region, similar to a joint organisation	Q2
7. Continue to investigate feasibility of establishing project-based council working groups to lead delivery of individual regional and City Deal commitments	Q2
8. Investigate appointing an executive officer to support the eight councils of the Western Parkland Region, including developing the governance processes required to support effective delivery of the Relationship Framework	Q2
9. Review and report on progress of implementation plan and agree future review processes and timeframes	Q4
10. Conduct a survey of Relationship Framework partners each year to assess its effectiveness and identify areas for improvement and future actions	Q4



# B APPENDIX 02

## Western Sydney City Deal governance structure

The Australian Government and NSW Government have established a formal governance structure for implementation of the Western Sydney City Deal. It consists of a Leadership Group and Implementation Board, with representatives and observers drawn from all three tiers of government, including representatives and observers from the eight council partners.

**Table 4** Western Sydney City Deal governance structure

Western Sydney City Deal Leadership Group			
<b>Meetings</b>			
Three times in first year, then quarterly			
<b>Membership</b>			
Commonwealth Minister for Urban Infrastructure and Cities	NSW Minister for Western Sydney	Two mayoral representatives from the Councils of the Western Parkland Region (selected by councils on a 12-month rotating basis)	Two mayoral observers from Councils of the Western Parkland Region (to take on representative function after 12 months)
<b>Reporting</b>			
The Leadership Group approves an annual progress report and provides reports as required to Western Sydney City Deal partners			
Western Sydney City Deal Implementation Board			
<b>Meetings</b>			
At least every two months until Western Sydney City Deal Implementation Plan is finalised			
<b>Membership</b>			
Secretary of Department of Infrastructure, Regional Development and Cities	Secretary of Department of Premier and Cabinet Greater Sydney Commission representative	Two general manager representatives from the Councils of the Western Parkland Region (selected by councils on a 12-month rotating basis)	Two general manager observers from Councils of the Western Parkland Region (to take on representative function after 12 months)
<b>Reporting</b>			
The Implementation Board reports to the Western Sydney City Deal Leadership Group			



## **9 CLOSED REPORTS**

### **RECOMMENDATION**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10 A(2) of the Local Government Act 1993:

#### **9.1 General Counsel's Verbal Advice on Land & Environment Court Proceedings involving Council and the Walker Corporation**

This matter is considered to be confidential under Section 10A(2) - g of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with advice concerning litigation, or advice as comprises a discussion of this matter, that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege

This matter relates to current proceedings in the Land & Environment Court involving Council and the Walker Corporation. The legal advice presented is therefore subject to legal professional privilege.

That pursuant to Section 10A(1) of the Local Government Act 1993, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of Section 10A(2).

That the correspondence and reports relevant to the subject business be withheld from access to the media and public as required by Section 11(2) of the Local Government Act 1993.