



RELATIONSHIP FRAMEWORK for Councils of the Western Parkland Region

August 2018

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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

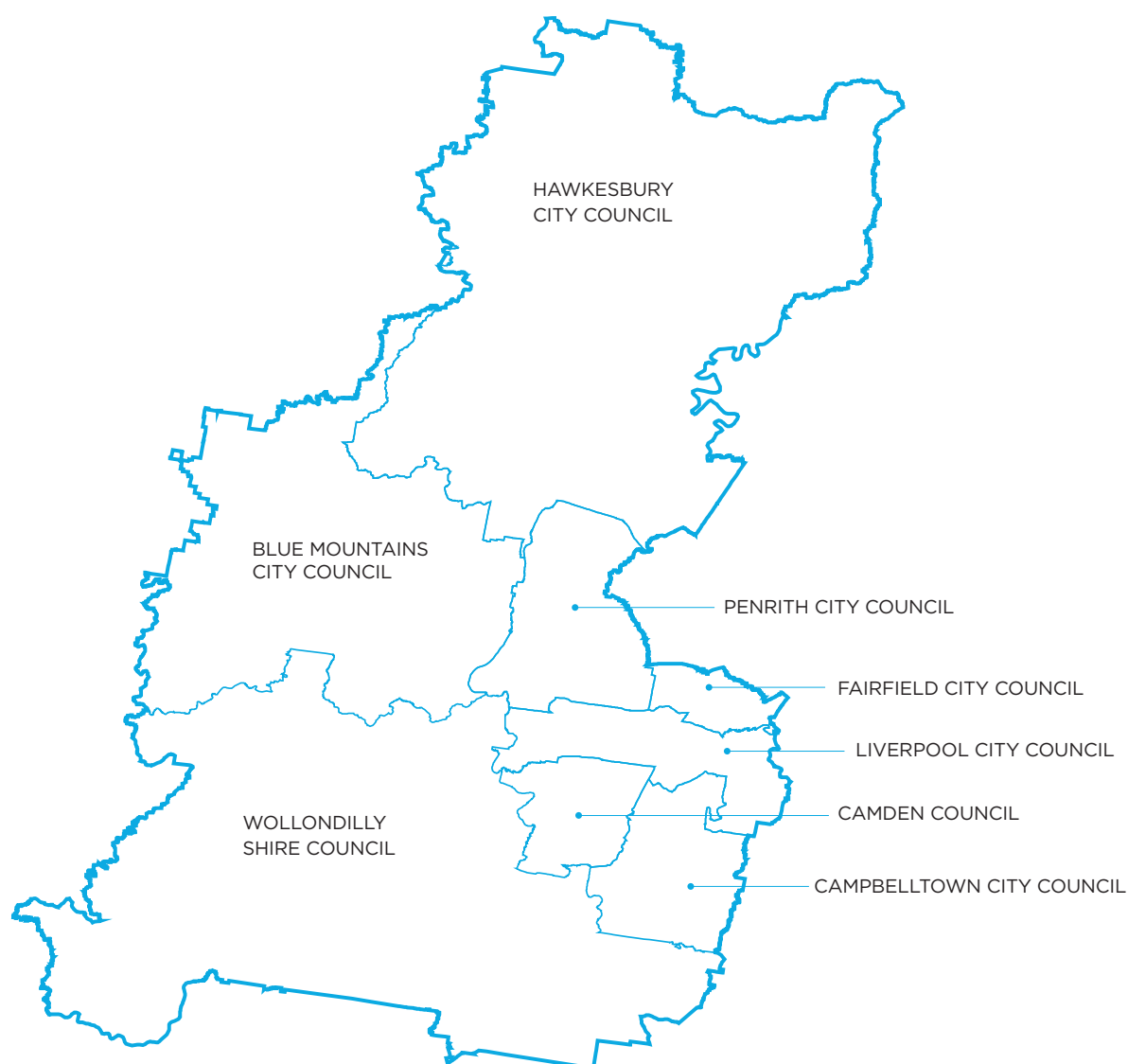
for growth and the region will become one of the most connected places in Australia.

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
United	We are one partnership with many goals. We take individual and collective responsibility for achieving shared objectives	<ul style="list-style-type: none">» Take collective responsibility and ownership for decisions made by the group» Work to build consensus, not further individual interests» Appreciate difference and welcome the opinions of others
Clever	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">» Set high expectations for ourselves and others to help improve the quality of life and prospects of people in our region» Provide a safe place to foster creativity and find better ways of doing things» Encourage a learning culture where new ideas are welcomed and explored» Make best use of each other's strengths and skills
Community minded	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">» Place collective regional interests over those of individual councils and communities» Be transparent and engage with the community, non-government organisations and private sector to support better regional outcomes» Be champions and advocates for each other as well as our own communities

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

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**).

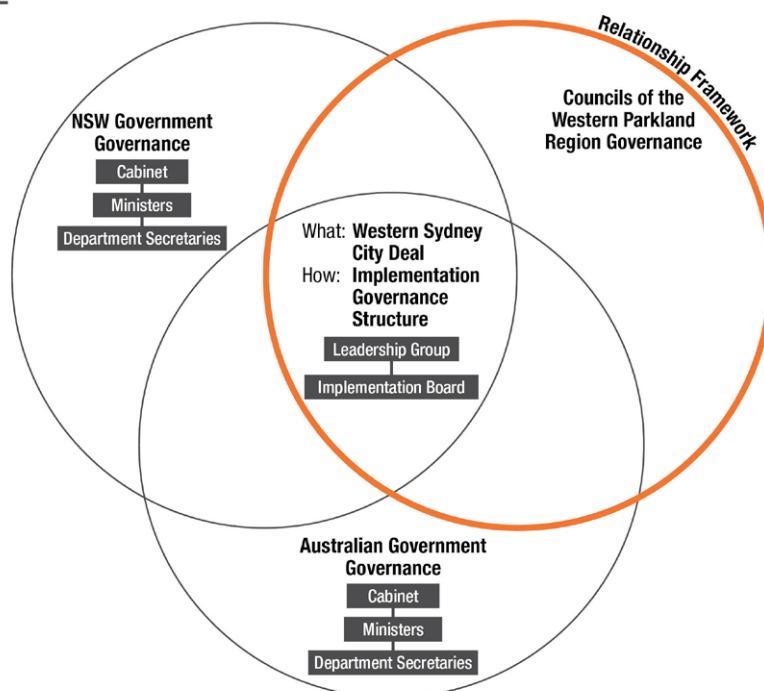
These processes will also enable us to coordinate input to the tripartite Western Sydney City Deal Leadership Group and Implementation Board (see **Appendix 2**).

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

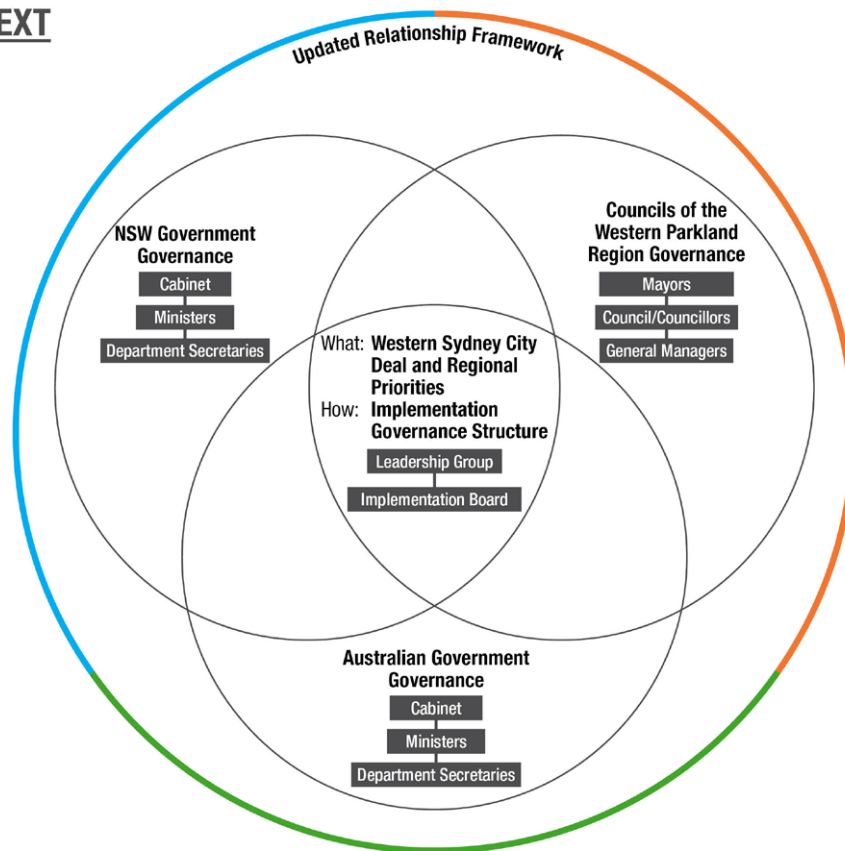
NOW



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)
Institute short-term governance arrangements to support delivery of the Relationship Framework for Councils of the Western Parkland Region	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
Investigate long-term governance arrangements to support delivery of the Relationship Framework for Councils of the Western Parkland Region	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
Build internal awareness and ownership of the Relationship Framework for Councils of the Western Parkland Region	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
Build external awareness of the Relationship Framework for Councils of the Western Parkland Region	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
Delivery of the Relationship Framework for Councils of the Western Parkland Region	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"> » determine a schedule of meetings for the eight councils » determine who is required to attend each meeting » 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 » agree interim communication and media protocols, including nominating a temporary media liaison officer. 	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			
Meetings			
Three times in first year, then quarterly			
Membership			
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)
Reporting			
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			
Meetings			
At least every two months until Western Sydney City Deal Implementation Plan is finalised			
Membership			
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)
Reporting			
The Implementation Board reports to the Western Sydney City Deal Leadership Group			

