

EXTRAORDINARY  
BUSINESS PAPER

20  
18

CAMPBELLTOWN CITY COUNCIL



28 August

## COMMON ABBREVIATIONS

ACF	Animal Care Facility
AEP	Annual Exceedence Probability
AHD	Australian Height Datum
BASIX	Building Sustainability Index Scheme
BC	Building Certificate
BCA	Building Code of Australia
BPB	Buildings Professionals Board
CLEP	Campbelltown Local Environmental Plan
CBD	Central Business District
CPTED	Crime Prevention Through Environmental Design
CSG	Coal Seam Gas
DA	Development Application
DCP	Development Control Plan
DDA	Disability Discrimination Act 1992
DPE	Department of Planning and Environment
EIS	Environmental Impact Statement
EPA Act	<i>Environmental Planning and Assessment Act 1979</i>
EPA	Environmental Protection Authority
EPI	Environmental Planning Instrument
FA	NSW Food Authority
FPL	Flood Planning Level
FFTF	Fit for the Future
FSR	Floor Space Ratio
GRCCC	Georges River Combined Councils Committee
GSC	Greater Sydney Commission
HIS	Heritage Impact Statement
IDO	Interim Development Order
IHAP	Independent Hearing and Assessment Panel
IPR	Integrated Planning and Reporting
JRPP	Joint Regional Planning Panel
KPoM	Koala Plan of Management
LEC	Land and Environment Court
LEC Act	<i>Land and Environment Court Act 1979</i>
LEP	Local Environmental Plan
LEP 2002	Local Environmental Plan 2002
LGA	Local Government Area
LG Act	<i>Local Government Act 1993</i>
LPP	Local Planning Panel
LTFP	Long Term Financial Plan
MACROC	Macarthur Regional Organisation of Councils
MSB	Mine Subsidence Board
NGAA	National Growth Areas Alliance
NOPO	Notice of Proposed Order
NSWH	NSW Housing
OEH	Office of Environment and Heritage
OLG	Office of Local Government, Department of Premier and Cabinet
OSD	On-Site Detention
OWMS	Onsite Wastewater Management System
PCA	Principal Certifying Authority
PoM	Plan of Management
POEO Act	<i>Protection of the Environment Operations Act 1997</i>
PMF	Probable Maximum Flood
PN	Penalty Notice
PP	Planning Proposal
PPR	Planning Proposal Request
REF	Review of Environmental Factors
REP	Regional Environment Plan
RFS	NSW Rural Fire Service
RL	Reduced Levels
RMS	Roads and Maritime Services (incorporating previous Roads and Traffic Authority)
SEE	Statement of Environmental Effects
SEPP	State Environmental Planning Policy
SREP	Sydney Regional Environmental Plan
SSD	State Significant Development
STP	Sewerage Treatment Plant
TCP	Traffic Control Plan
TMP	Traffic Management Plan
TNSW	Transport for NSW
VMP	Vegetation Management Plan
VPA	Voluntary Planning Agreement
SECTION 149 CERTIFICATE - Certificate as to zoning and planning restrictions on properties	
SECTION 603 CERTIFICATE - Certificate as to Rates and Charges outstanding on a property	
SECTION 73 CERTIFICATE - Certificate from Sydney Water regarding Subdivision	



23 August 2018

You are hereby notified that the next Extraordinary Council Meeting will be held at the Civic Centre, Campbelltown on Tuesday 28 August 2018 at 6.30pm .

Lindy Deitz  
General Manager

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## **Agenda Summary**

**Extraordinary Council Meeting to be held on Tuesday 28 August 2018 at 6.30pm.**

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## **1. ACKNOWLEDGEMENT OF LAND**

I would like to acknowledge the Traditional Custodians, the Dharawal people, whose Lands we are now meeting on. I would like to pay my respects to the Dharawal Elders, past and present and all other Aboriginal people who are here today.

## **2. APOLOGIES**

## **3. DECLARATIONS OF INTEREST**

**Pecuniary Interests**

**Non Pecuniary – Significant Interests**

**Non Pecuniary – Less than Significant Interests**

**Other Disclosures**

## 4. REPORTS FROM OFFICERS

### 4.1 Western Sydney City Deal

#### Reporting Officer

Director City Growth and Economy  
City Growth and Economy

#### Community Strategic Plan

Objective	Strategy
4 Outcome Four: A Successful City	4.5 - Work in partnership with the State Government to achieve positive planning outcomes

#### Officer's Recommendation

That Council:

1. Endorses the Interim Implementation Plan attached to this report and;
2. Adopts the finance and or resourcing commitments noted in the report and the Implementation Plan and;
3. Adopts, in principle, the Relationship Framework as attached to this report and;
4. Endorses the proposed Campbelltown billabong concept to be submitted as its project for funding under the Liveability Program and;
5. Advises the Chief Coordinator Western Sydney City Deal 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.

#### Purpose

The purpose of this report is to update Council of the progress of scoping the initiatives in the Western Sydney City Deal ("the Deal") for inclusion in an Implementation Plan which will be released later this year, and to seek Council's commitment to the provision of local (Campbelltown City Council) resources required to formally participate and implement the Deal.

This report also seeks Council's determination of its nomination for a project under the City Deal's Liveability Program that will be eligible for up to \$15M in funding.

This report also advises Council of the collaborative practices to be pursued and the Governance frameworks that are being established to deliver the Deal.

## History

### Previous Report to Council

Council considered a confidential report on the Western Sydney City Deal at an extraordinary meeting on 27 February 2018. At this meeting Council resolved as follows:

1. That Council delegates authority to the Mayor to sign the Western Sydney City Deal on behalf of Council if the Mayor is satisfied with the response from the other levels of government.
2. That Council notes that the Council is not legally bound at this point should the Mayor decide to sign the City Deal document.
3. That Council notes that a further report will be brought back to Council prior to any binding commitments being made.

Following all the eight Western Sydney City Deal Councils (Campbelltown, Wollondilly, Camden, Liverpool, Fairfield, Penrith, Hawkesbury and Blue Mountains) receiving and adopting an equivalent 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 eight respective Mayors on 4 March 2018.

The initial report (considered by Council on 27 February 2018) noted that the Deal was not legally binding at that time and also that the Councils would continue to work on the commitments required of them over the then following months, to confirm Council's ongoing commitment to the Deal.

Each of the eight City Deal Councils are now, again, considering a similar report and recommendations at their own Council meetings in the week commencing 27 August 2018. This report sets out the progress made since March when the Deal was initially signed, and those commitments that are now required to implement the Deal. 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 an enduring governance model through a "Relationship Framework".

### Activity following the previous report to Council

Following the public signing of the Deal document on Sunday, 4 March 2018, the Councils have continued to be represented by their respective Mayors, General Managers and Senior Officers in discussions, negotiations and representative meetings with the Commonwealth and NSW Governments (both elected representatives and officials).

Also, the Councils have collectively and consistently continued to meet with each other on a regular basis. These meetings have continued to be productive, respectful and beneficial in allowing each Council to express its own unique community needs, while seeking to work and act cooperatively across the Western Parkland City region as a whole.

In addition, the NSW Department of Premier and Cabinet has established a Western Sydney City Deal Delivery Office. The City Deal Delivery Office has been tasked with ensuring the progression of each of the Deal's priority initiatives, reporting, facilitating collaboration between the range of government agencies and other stakeholders involved in each initiative, and acting as the supporting secretariat for meetings of the boards and/or

committees that have been established as set out below. Campbelltown City Council's Procurement and Contracts Lead was seconded, with the support of the General Manager, to assist with work on the City Deal, and in the Western Sydney City Deal Delivery Office on a part time basis.

The Western Sydney City Deal as published earlier in March 2018, contains 38 initiatives which have been the subject of further consideration and development so that they can be more fully understood and commitments required can be articulated for the Councils' consideration.

The Deal commits to an Implementation Plan being publicly released by the end of 2018. Further work on scoping and refining many of the initiatives will likely 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 Councils have been asked to consider and endorse the current scoping of the initiatives that have progressed as priorities, and resolve their resource and financial commitments for the 2018/19 financial year as outlined in this report.

To assist the Councils in setting sustainable foundations for continuing to work together, specialist firm Elton's Consulting was retained and have assisted the councils to develop a formal "Relationship Framework" which is also discussed later in this report.

Building on the governance elements required both between the three different layers of government involved in the City Deal, but also between the eight participating Councils, a pathway to achieving a lasting governance framework for the Deal is also noted as part of the "Relationship Framework".

## **Report**

### **The Western Sydney City Deal**

The City Deal document was signed on 4 March 2018 at the launch attended by The Prime Minister, The Premier of NSW and each of the eight Mayors. A copy of the full document is available at <https://cities.infrastructure.gov.au/22446/documents/72483>.

As was clearly the position of the eight Councils at that time, and has been communicated to the two other levels of Government and acknowledged by each of them - any commitments under the Deal were not legally binding until details of the commitments required of the Councils were more fully known and able to be considered by each Council. This allowed time for each Council to consider and to resolve to adopt any necessary budgets or commitments accordingly.

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

The published (March 2018) City Deal contains a total of 38 initiatives that are each aligned under one of the following six "domains" of the Deal:

- a. Connectivity (referenced with a 'C' prefix)
- b. Jobs for the Future (referenced with a 'J' prefix)
- c. Skills and Education (referenced with a 'S' prefix)
- d. Liveability and the Environment (referenced with an 'L' prefix)
- e. Planning and Housing (referenced with a 'P' prefix)

f. Implementation and Governance (referenced with an 'I' prefix)

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 eight Councils are being asked to consider and endorse the current scoping of the initiatives, referred to as the Interim Implementation Plan (Attachment 1), 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.

The 38 initiatives in the City Deal have been separated into two priority groups through discussions between all levels of government. The first group consists of 13 priority items and the second group the remaining 25. The focus has been on the priority items, and so the Interim Implementation Plan (Attachment 1) contains more detail on those initiatives than on the remaining items.

Of the 13 priority initiatives, four are led by Local Government, as identified below they are C3, L5, P4 and P6. The 13 first tier priority initiatives are set out below:

C1 – Rail	L3 – South Creek
C2 – Rapid Bus	L5 – Health Alliance
C3 – Digital Action Plan	P2 – Fast-Track Local Housing Strategies
J1 – Badgerys Creek Aerotropolis	P4 – Uniform Local Government Engineering Design Standards
J2 – Development Authority	P6 – Planning Partnership
J3 – Investment Attraction Office	I2 – Implementation Plan
L1 – Liveability Program	

### Key commitments of the Deal relating to Campbelltown

In order to progress several activities under the City Deal, early work has been undertaken on the initiatives as set out below. These are considered to represent a significant and strategic benefit for the City of Campbelltown across both the first and second tier of priority initiatives. Further detail is contained in the attached Interim Implementation Plan as mentioned above.

#### 1. Liveability Program

Under the Deal, the \$150m Liveability Program is designed to deliver 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 Government for a project or projects to be carried out in their respective local government area, which is then to be combined with a \$3.75m required contribution from each Council.

In order to have this central component of the Deal progress as expediently as possible, Guidelines for the Program are currently being finalised by the NSW and Commonwealth Governments. It is understood that 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 2018 and Council staff further understand (but it is not confirmed as yet) that a second round is proposed for late 2018 – early 2019.

**Campbelltown City Council will be required to commit \$3.75m** to access the \$15m from the NSW and Commonwealth Governments, resulting in a funded “Liveability Program” project(s) value of \$18.75m in total. The \$3.75m is proposed to be committed as part of Council’s capital program for next financial year as it is anticipated to be payable upon commencement of construction.

The Campbelltown billabong at Apex Park Bradbury, is proposed by Council staff to be submitted as Campbelltown’s Liveability Program project nomination. The billabong concept draws inspiration from the Dharawal National Park creating a series of rock pools along a meandering waterway that ultimately culminates in a billabong/lagoon type recreation facility. Elements along the waterway’s path would be designed to bring landscape and cultural heritage values into the Campbelltown CBD cityscape, providing a place for the community to relax, gather, play, swim and make memories. The project’s objectives include:

- provide passive and active recreation
- utilise existing infrastructure
- reflect the natural environment
- provide flexible spaces for existing and future uses
- create an iconic gateway precinct
- connect the park visually and physically to its surrounds
- create a safe and secure public space.
- complement the existing Gordon Fetterplace Aquatic Centre and the nearby cultural precinct
- act as an iconic destination feature for Campbelltown.

A preliminary concept plan and artists impression of the proposed water based recreation facility is shown as attachment 2 to this report.

Importantly, the project has been progressed taking into account (and alignment with) Council’s current Community Strategic Plan (CSP) , the adopted Reimagining Campbelltown CBD Vision, and feedback Council has consistently received from the Campbelltown community over strategic priorities for the future of the city.

For example, the project aligns well with the delivery of a facility that addresses a number of Councils adopted Strategies as part of its CSP:

### **Outcome 1: A vibrant, liveable city**

Strategies:

- 1.2 - Create safe, well maintained, activated and accessible public spaces
- 1.4 - Provide and support exciting and curious events and festivals for the local community and visitors
- 1.9 - Create places where people feel good, are likely to stay, to return to and tell others about their experiences

### **Outcome 3: A thriving attractive city**

Strategies:

3.6 - Develop tourism opportunities and promote Campbelltown as a destination

**Outcome 4: A successful city**

Strategies:

4.2 - Support and advocate for infrastructure solutions that meet the needs of our city and which pay an economic and liveability dividend

4.4 - Maintain and create usable open and recreational spaces that set our city apart from others

4.6 - Plan and invest in the revitalisation of Campbelltown-Macarthur CBD, Ingleburn and other town centres

The proposal has been developed in consideration of a range of factors including:

- the aims of the Liveability Program
- feedback the Councils have provided the Commonwealth and NSW Governments on the design of the Liveability Program Funding Criteria (noting that such criteria have not been finalised at the time of writing this report)
- the absence of any natural water-based opportunity within the CBD precinct to address the need for unstructured recreation for residents and visitors seeking relief from summer conditions
- The opportunity to provide facilities in Campbelltown rather than travel to more distant locations. site suitability and the strategic opportunity to enhance the activation of Apex Park and Bradbury Oval precinct as a creative and naturally inspired city-scale community recreation hub capital cost and available funding
- the transformative and strategic value offered by the Liveability Program to support the creation of facilities that add real strategic and transformative value in delivering on the aspiration for the Campbelltown CBD to become a true metropolitan City Centre with a distinctive character and city centre “offer” for residents, visitors, workers and businesses
- the complementary “worth” that such a project could be anticipated to have in the growth and transformation of Campbelltown and in particular the Campbelltown CBD, by supporting:
  - urban housing development and growth
  - the attraction of visitors to the Campbelltown CBD
  - economic revitalisation of the CBD and enhancing the activation of the
  - CBD’s cultural precinct.

Also and importantly, it is intended that should a project nomination for the Campbelltown billabong project be successful, it would be recommended that Council commence intensive community engagement to assist in the refinement of the concept by implementing a community co-design process, addressing specific community, cultural and accessibility needs and opportunities for the site and the proposed facility and informing the preparation of a development application, for later exhibition and feedback, prior to any final approval.

## 2. North South Rail Link

The NSW and Australian Government will contribute up to \$50m each to the business case relating to the investigation of a North South Rail Link from Schofields in the North, to Macarthur in the South. (This is separate to the commitment to deliver the construction of the first stage of the North-south rail link between St Marys and The Western Sydney Airport/Aerotropolis by 2026).

Further, the NSW and Australian Government Joint Steering Committee has approved the inclusion of two full-time equivalent (FTE) local government employees within its investigation project team, with the cost being reimbursed for the project (18 month) period. Inclusion of these local resources within the project team will ensure the interests of the councils are properly promoted. The General Manager is keen for Campbelltown City Council to seek participation on this project team and every effort is being taken to ensure this is achieved. At this time, **no financial commitment is being sought from Council for this initiative.**

## 3. Rapid Bus Transit

The City Deal commits to establish rapid bus services from Campbelltown CBD to the Western Sydney Airport before it opens in 2026, and the airport city ("Aerotropolis"). Early provision of rapid bus services from Campbelltown to the Western Sydney Airport and Aerotropolis will create access for not only the workforce supporting the construction of the airport and surrounding areas, but also new jobs being established in the Aerotropolis precinct. Ultimately, once the Western Sydney Airport is open, the bus service will also deliver speedy bus access for Campbelltown's community directly to airport services. The rapid bus link will also later complement the provision of rail services linking Macarthur to the Western Sydney Airport and Aerotropolis.

Also importantly, the rapid bus link helps to position Campbelltown well as an economic hub and destination for people leaving the airport and aerotropolis.

**No financial commitment is being sought from Council for this initiative.**

## 4. Digital Action Plan

The Digital Action Plan will set a vision for enabling effective information and communication technologies across the Western Parkland City. The Digital Action Plan will provide a framework that collaborates across all three levels of government and industry to identify and implement technology initiatives, taking advantage of new communications/information technology, smart systems and digital solutions.

It is intended to co-ordinate the city wide integration and delivery of technology solutions through various domains including transport, development, health, education, business and the like.

This commitment is yet to be scoped in detail. In order to do so, and realise the returns from this alliance model, **Campbelltown City Council, together with each of the other council partners to the City Deal, will be required to contribute \$20,000** (potentially across two financial years).

## 5. Investment Attraction

The City Deal commits to the establishment of a Western Sydney Investment Attraction Office to entice domestic and international investment and support to existing industrial and employment centres in the Western Parkland City.

The opening of the Office (at Liverpool) is anticipated to be complemented by funding to support existing and expanding businesses in the Western City.

**No financial commitment is being sought from Council for this initiative.**

## **6. Opportunity Hub**

The NSW Government have committed to an Indigenous small business and skills package which will deliver an expansion of Campbelltown's existing successful Opportunity Hub that connects Aboriginal and Torres Strait Islander school leavers with jobs; a new Opportunity Hub in Liverpool; an Indigenous Business Connect Program to support Aboriginal and Torres Strait Islander people to start or grow a business; and additional scholarships and various support and development programs. Given Campbelltown's significant aboriginal population this is a welcome initiative.

**No financial commitment is being sought from Council for this initiative.**

## **7. Centre of Innovation in Plant Sciences**

The City Deal commits to the creation of a \$60m Western Sydney Centre of Innovation in Plant Sciences at the Mount Annan Botanic Gardens site. The commitment is expected to create 350 jobs.

The Centre of Innovation in Plant Sciences will be a purpose-built, state-of-the-art facility created to protect the Gardens' nationally and internationally significant collection of more than 1.4 plant million specimens dating back to those collected by Joseph Banks and Daniel Solander on Cook's voyage in 1770. The herbarium collection has recently been valued at \$200 million so it is imperative that the facility protects and safeguards this collection for future generations, and showcases the collection.

The new Herbarium will become Australia's premier international botanic research facility, and contribute to Western Sydney's emergence as an important scientific hub and Australia's fastest growing economy.

**No financial commitment is being sought from Council for this initiative**

## **8. Western Sydney Health Alliance**

This commitment provides for a partnership across the three tiers of government, to work collaboratively, with the Commonwealth Primary Health Network and the relevant NSW Local Health Districts and the local community, to influence and design evidence-based integrated care. The City Deal Partnership will provide a platform to influence outcomes for our public health infrastructure that reflect our community's needs now and into the future.

**Campbelltown City Council, together with each of the other council partners to the City Deal, will be required to contribute \$20,000** (potentially across two financial years) to engage consultants to undertake this work. Councils will seek equal contributions from other City Deal partners.

## 9. Planning Partnership and Uniform Local Government Engineering Design Standards

The Planning Partnership's key objective is to deliver better, more efficient planning outcomes within the region, through greater collaboration between state planning agencies and local government. This initiative originally identified involvement by the State Government and the five 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.

This new and more collaborative approach will ensure that the member partners and their respective communities will gain maximum benefits from the regional economic driving force that is the new Western Sydney Airport. It will help to set and adjust strategic planning frameworks including local and district strategic planning, development contributions planning, and infrastructure planning, as well as have an opportunity to foster better utilisation of scarce planning resources towards major planning projects including development applications and planning proposals.

Under the planning and housing commitment within the City Deal, there is an initiative to deliver a package of planning reforms to support new housing, improve affordability and deliver housing choice for residents.

In the first instance, one such reform includes the preparation of uniform local government engineering design standards across the whole of the Western City to ensure seamless development engineering outcomes across local government boundaries. Commonwealth funds of \$1.25M are available to complete this task with Council officers providing oversight. The Planning Partnership provides an opportunity to undertake such an important project and also to procure the Growth Infrastructure Compacts, transport and water infrastructure models and several other related initiatives, to help simplify the development planning and delivery process. These will be the types of key outcomes sought to be achieved through the Partnership. Importantly the partnership itself does not have any authority to make planning decisions on behalf of the State or Local Governments.

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

**No financial commitment is being sought from Council for this initiative** in the establishment phase of the entity. This may be reviewed after some experience in operation. However, it can be anticipated that should Council seek the services/resources of the Partnership it would be required to make a financial contribution for that particular project.

### Governance of the City Deal

As part of delivering the City Deal, an Implementation and Governance framework has been established and is attached as attachment 3.

The separate governance layers shown in the attached diagram are constituted in the following way:

- **Leadership Group** – consists of:

- Commonwealth Minister for Urban Infrastructure and Cities, Paul Fletcher (Co-Chair)
  - NSW Minister for Western Sydney, Stuart Ayres (Co-Chair)
  - Mayors of Campbelltown, Blue Mountains, Penrith and Wollondilly.
- **Implementation Board** – consists of:
    - Commonwealth Secretary of the Department of Infrastructure, Regional Development and Cities, Dr Stephen Kennedy (Co-Chair)
    - NSW Secretary of the Department of Premier and Cabinet Tim Reardon (Co-Chair)
    - Chief Coordinator Western Sydney – Greater Sydney Commission, Geoff Roberts
    - General Managers of Camden, Fairfield, Hawkesbury and Liverpool Councils.
  - **Coordination Group** – consists of the following representatives:
    - The 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)
    - Four representative from the councils (on 6 monthly rotation).

Councillors should note that by alternating Council representatives on each of the forums, all eight Councils are represented with the relevant Mayors and General Managers to swap accordingly after an initial period of six months to allow the reverse of the current representation to occur.

The overall role of the implementation and governance structure is to ensure that the commitments made under the Deal are being progressed in an appropriate manner.

Commonwealth and NSW Government engagement with Local Government at this level is also one of the underpinning achievements of the City Deal, in that if true reform is to occur, then Local Government must be part of the decision-making framework and not just a layer of government to be consulted.

### **Governance between the Councils – Relationship Framework**

As noted in the initial report considered by all eight Councils in February earlier this year, a new level of cooperation has been demonstrated across the Western City. This cooperation has continued. While it is both prudent and useful to combine the efforts of all eight Councils under the City Deal to ensure outcomes across the region are shared, it is also timely to consider how the Councils might formally cooperate in future on matters that may impact on the region but exist “outside of” the City Deal.

It still remains a matter for each individual Council to consider their role in other existing organisations that have a regional focus, however, it is noted that the three member Councils

of MACROC – Camden, Campbelltown and Wollondilly have each resolved to cease their membership, meaning that it will cease to function prior to the end of the year.

The eight Councils have been assisted by specialist firm Elton's Consulting, in formulating a Relationship Framework 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'.

Each of the eight Councils' Mayors, General Managers and senior officers have worked closely together to develop this framework, recognising its significance in underpinning respectful, fair and effective regional collaboration.

The Framework seeks to set out the values for how the Councils might come together to 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 4, Draft Relationship Framework for Councils of the Western Parkland Region.

### **Smart Cities Grant Application**

Building on the existing collaboration between the Councils, a timely opportunity was taken to submit a joint application for consideration in round two of the Smart Cities 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 seeks funding to create a network of environmental sensors across the region to capture data on air and water temperature and quality. The data collected is then proposed to be held in an open-data format, allowing access by members of the public.

This action addresses several elements of the digital connectivity and smart technology portion of the Deal, but also demonstrates the effectiveness of working together to achieve positive outcomes for each local government area and the Western Parkland City Region as a whole. For example, this data would be invaluable for Council in moving forward with its Reimagining Campbelltown initiative.

Should the grant application be successful, a separate report will be presented to Council with further detail.

### **Financial and Resource Considerations**

Taken from the above report, it can be demonstrated that the financial commitments required from Campbelltown Council in order for it to participate in the City Deal, are:

- \$3.75m once construction commences on the nominated and approved Liveability Program project
- \$20,000 (potentially split over two financial years) as a contribution to the development of the Health Alliance

- \$20,000 (potentially split over two financial years) as a contribution to the development of the Digital Action Plan.

**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 eight Councils' collective consideration of the City Deal commitments by the eight 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 and a measurement framework with which to seek to quantify its impact and benefit on the Western Parkland City.

Should it be identified that any further commitment of financial or other resources may be required of Campbelltown Council for any of the initiatives not yet fully scoped; a report will be presented to Council with further details.

The Western Sydney City Deal provides for an evaluation three years after its formal execution and signing. This may be determined as an opportunity for Campbelltown to assess the benefits enjoyed from the Deal, within the Campbelltown Local Government Area, compared with the entire Western Parkland City.

**Work Progressing on Other City Deal Related Initiatives**

Council staff propose to continue to develop project concepts and undertake advocacy for selected items as part of Tier One and Two Priority Initiatives and other City Deal related planning and investigation work including:

- Badgally Road extension from Gregory Hills Drive to Campbelltown CBD
- Medical Research Facility at Campbelltown
- Campbelltown Justice Precinct
- Expansion of the Campbelltown Arts Centre
- 5G project for Campbelltown CBD
- Indigenous Small Business Hub at Campbelltown
- Enhancement works at Campbelltown Sports Stadium.

**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, leveraging off the once in a lifetime investment in planning and building a new third Metropolitan City - The Western Parkland City, with the Western Sydney Airport as an important economic focus.

Over its projected 20-year lifespan, the implementation of the Deal is anticipated to deliver changes of great and lasting significance to our current and future communities, including access to opportunities that the Western Parkland City has not seen before.

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.



## **Attachments**

1. Interim Implementation Plan (contained within this report)
2. Preliminary Concept Plan (contained within this report)
3. Relationship Framework (contained within this report)
4. Governance Framework (contained within this report)

## 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	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.</p> <p>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>	<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.</p>	<p>\$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.</p>	<p>Three Local Government staff (2 FTEs), funded by NSW and Australian governments.</p> <p>Other staff available for project workshops.</p>



## 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.	<p>Consultant required to develop the Plan. Councils will seek matching contributions from partners (approximately \$20,000 per council/partner estimated).</p> <p>Future commitments will be explored. Actions detailed in Digital Action Plan may need to be funded.</p>	<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.	<p>Financial contribution to be confirmed once project is further scoped.</p>	<p>Possible local government participation in implementation of recommendation resulting from Program, linked to the Digital Action Plan.</p>



## WESTERN SYDNEY CITY DEAL

### Vision. Partnership. Delivery.

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 recommendations 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

Vision. Partnership. Delivery.

Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
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 LUJIP 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.		

JOBS FOR THE FUTURE



## WESTERN SYDNEY CITY DEAL

Vision. Partnership. Delivery.

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.	Partnership arrangements, research activities, investor engagement strategy and a program of bespoke events complete by the end of October 2018.  Industry round tables in agribusiness, aerospace and defence industry, and freight and logistics to be held in August/September  High priority firms being targeted for investment opportunities in the Aerotropolis to facilitate early engagement and commitment.	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

### Vision. Partnership. Delivery.

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

Vision. Partnership. Delivery.

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

Vision. Partnership. Delivery.

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	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 Opportunity Hub, 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

### Vision. Partnership. Delivery.

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 within the Department of Industry budget.	



## WESTERN SYDNEY CITY DEAL

### Vision. Partnership. Delivery.

Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
SKILLS & EDUCATION	Education and skills	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	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

### Vision. Partnership. Delivery.

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.	
LIVABILITY AND ENVIRONMENT	Amenity & liveability across the Western Parkland City	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

Vision. Partnership. Delivery.

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 (NSW), 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

Vision. Partnership. Delivery.

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

### Vision. Partnership. Delivery.

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 (LSPs)	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

### Vision. Partnership. Delivery.

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

### Vision. Partnership. Delivery.

Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
A partnership approach to planning	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.
	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 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	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

### Vision. Partnership. Delivery.

Theme	Title	Ref	Commitment	Next Steps	Responsibilities	Financial Contribution	Local Government Resources Required
	Western Sydney City Deal Implementation Plan	12	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	13	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	14	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.





## KEY

1. 'The Billabong' - Central Pool - 1.5m max. depth
2. Billabong Edge Type 1 - graded entry
3. Billabong Edge Type 2 - broad shallow steps
4. Iconic Shade Structure
5. Alfresco seating
6. 'The Stream' - pedestrian crossing point
7. FUTURE 'The Creek' - 0.15m - 0.3m deep interactive stream with small water fall
8. 'The Springs' - Children's Shallow Rock Pool - 0.6m max. depth. Heated for winter use
9. 'The Rapids' Water Play
10. 'The Waterfall' - zero depth Children's Water Play with central dropping water feature, various jets, sprayers & water effects
11. 'The Rock Pools' - Children's Pool (and Balance tank storage)
12. Entrance Signage Wall
13. Iconic Minor Gateway Elements
14. Blade Walls / Seating Elements doubling as bollards
15. Main Entry Path from Parkway Drive
16. Plant Room & Amenities Building with offices, Lifesaver room, First Aid & cafe
17. FUTURE Commercial Building
18. Drop Off / Pick Up Area / Deliveries
19. Standard Picnic Shelters
20. Turfed Terrace Area
21. Path through turf to Amenities
22. FUTURE Lift to pedestrian flyover / cafe / restaurant
23. Plant Room / Amenities
24. 'The Riffles' - Cascading Water Feature
25. Iconic Major Gateway Elements
26. Planted Arbour
27. Improved street scape footpath
28. Existing street scape footpath
29. FUTURE Pedestrian flyover to FUTURE external multi-story car park
30. Primary Internal Pathway
31. Feature Pavement - large format precast & insitu concrete units to abstract natural rock outcrops
32. Secondary Pathway
33. Existing Car Park
34. New Car Parking - minor reconfiguration to the existing car park to achieve additional 40 end in car parking spaces
35. FUTURE pedestrian underpass link to the existing Cultural Arts Centre Sculpture Garden
36. Possible additional car park (50 spaces)

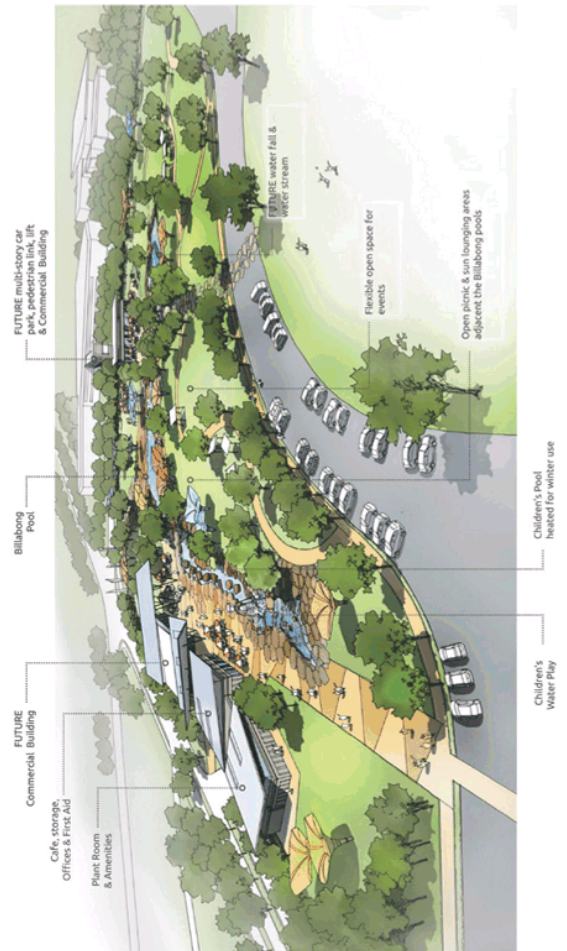
THE BILLABONG PARKLANDS  
Precinct



# THE BILLABONG PARKLANDS Precinct



## Perspectives

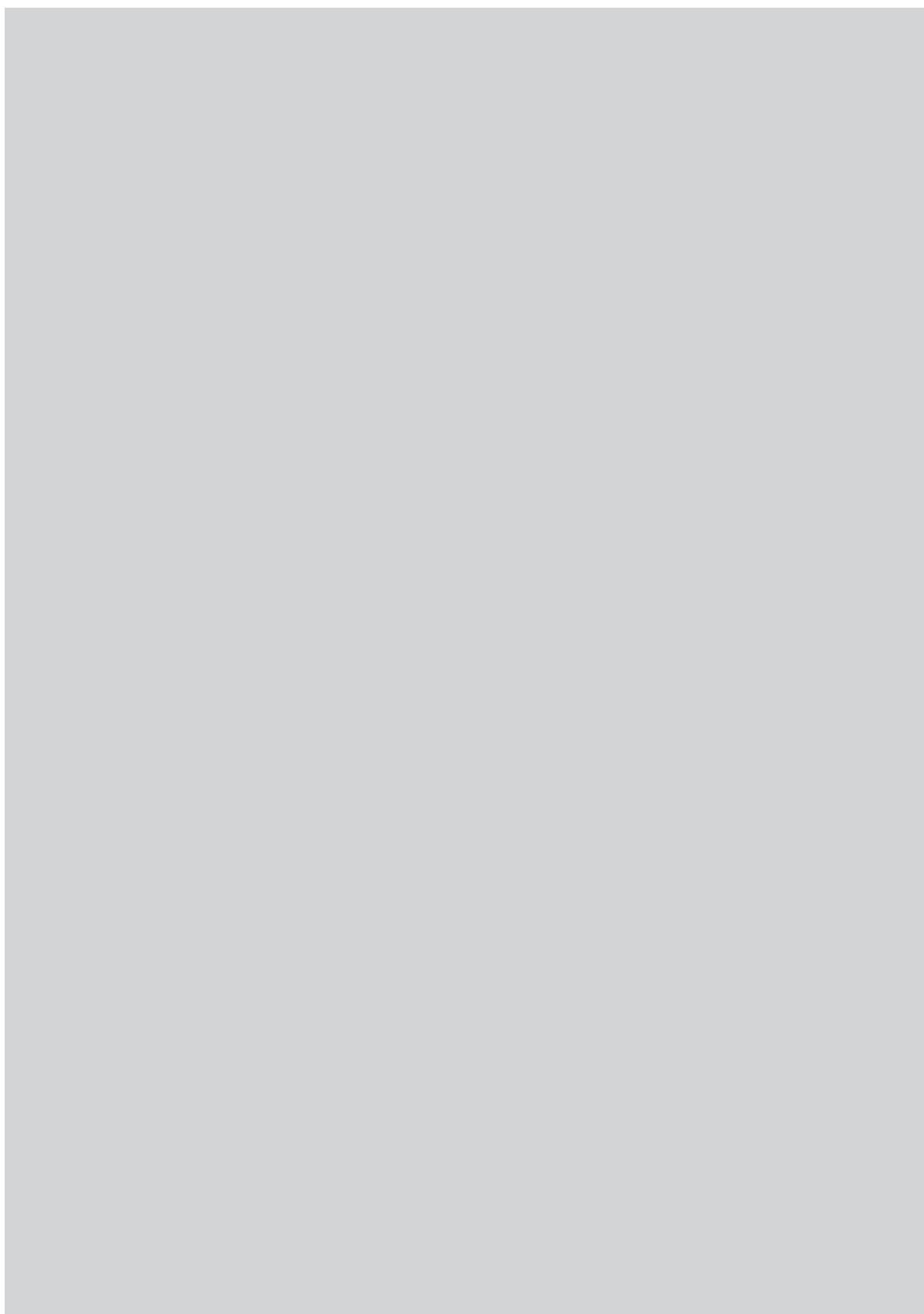






# **RELATIONSHIP FRAMEWORK for Councils of the Western Parkland Region**

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
<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**).

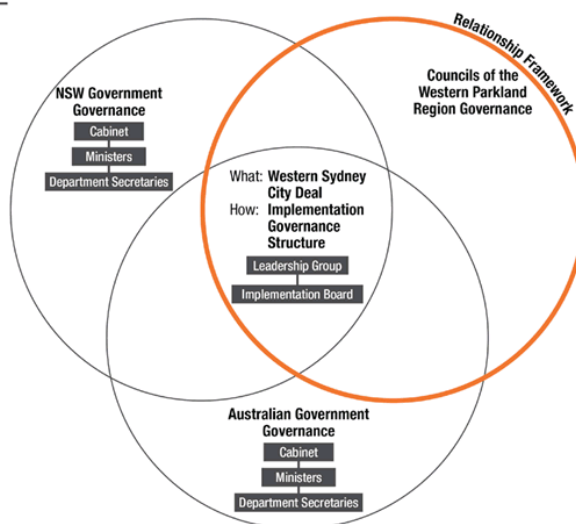
These processes will also enable us to coordinate input to the tripartite Western Sydney City Deal Leadership Group and Implementation Board (see **Appendix 2**).

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

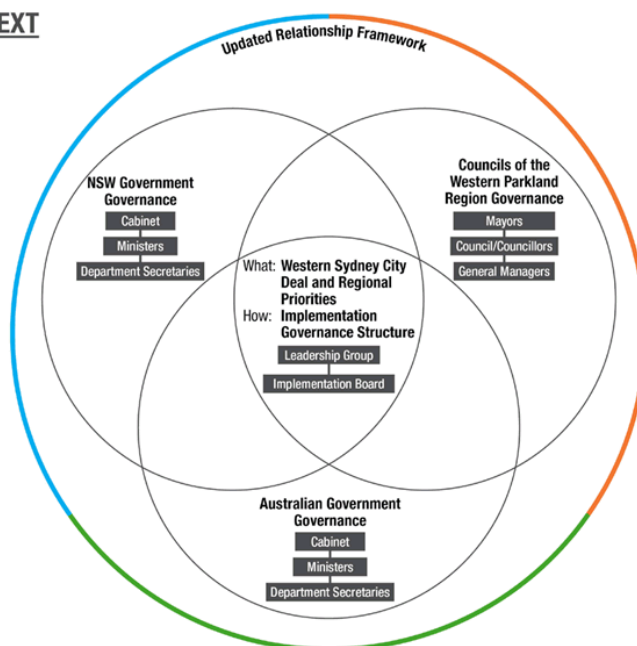




In future, we would like to see this Relationship Framework embraced by all levels of government as we work together to deliver regional priorities for the Western Parkland City:

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			

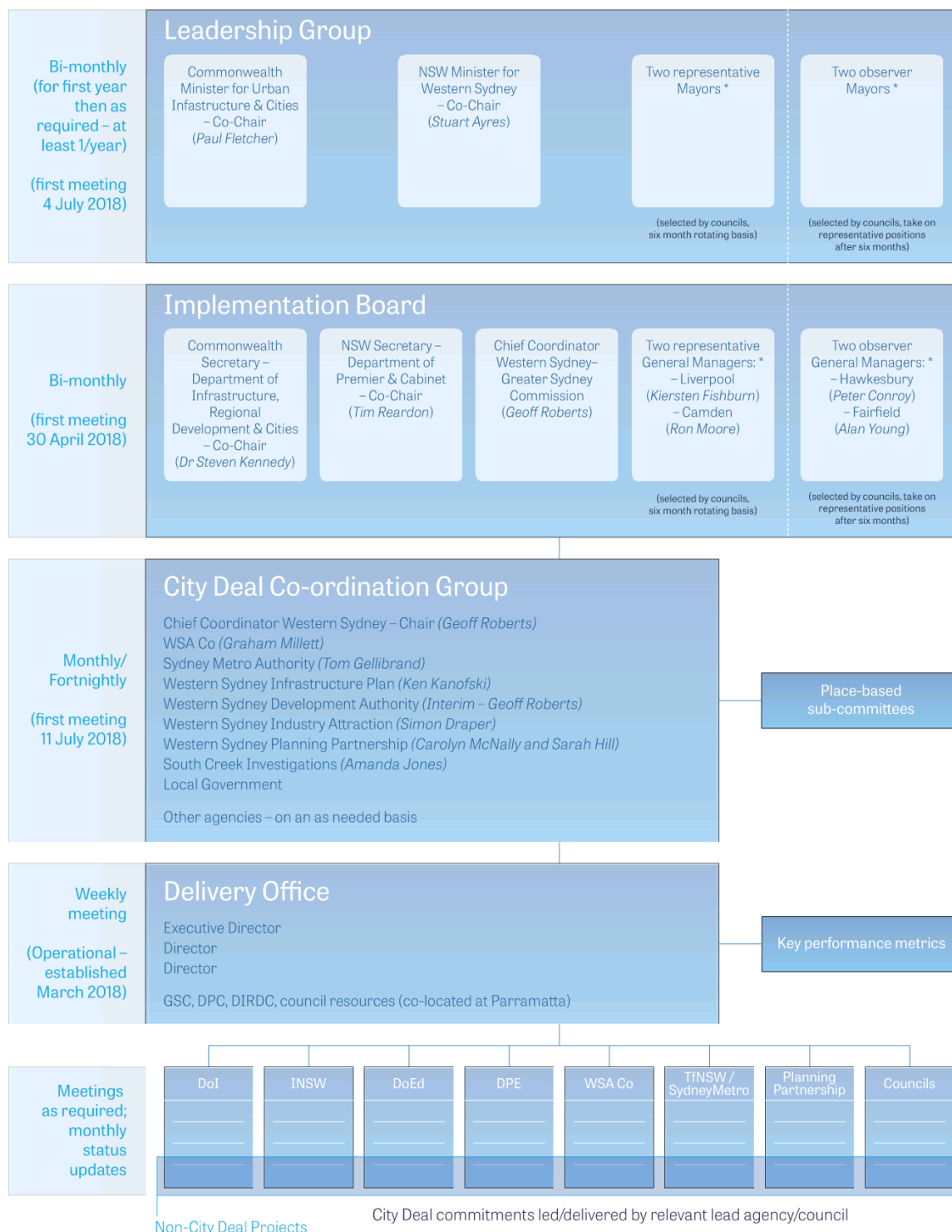


## WESTERN SYDNEY CITY DEAL

Vision. Partnership. Delivery.



# Governance and Implementation



DRAFT – June 2018

\*All eight councils to be involved at all times

## **5. URGENT GENERAL BUSINESS**