




Partnerships and Place

Insights from Collaboration Areas 2017–2019

October 2019



Acknowledgement of Country

The Greater Sydney Commission acknowledges the traditional owners of the lands in the Greater Sydney Metropolitan Area and the living culture of the traditional custodians of these lands. We recognise traditional owners have occupied and cared for this Country over countless generations and celebrate their continuing contribution to the life of Greater Sydney.

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Thank you to participants

Collaboration Areas are only possible because the program's participants have been prepared to work together cooperatively and positively to achieve quality outcomes. Hundreds of people across Greater Sydney have contributed their time, effort and enthusiasm to workshops, meetings and the priorities and actions that have emerged. They will continue to help positively and proactively shape these places in the years ahead. This paper recognises the work of our participants and we hope it encourages them, and those new to the program, to embed the Collaboration Areas approach as a new way of effective place-making.

Foreword

Lucy Turnbull AO
Chief Commissioner



Achieving quality outcomes through a collaborative approach is at the heart of everything we do at the Greater Sydney Commission. We've heard from the citizens of Greater Sydney that they want to see more coordinated approaches to delivering great places.

That is why identifying, prioritising and delivering Greater Sydney's Collaboration Areas is the very first action in the Greater Sydney Region Plan. It also complements the Commission's collaboration-based work on the Greater Parramatta and Olympic Park (GPOP) Place-based Infrastructure Compact (PIC), two PICs for the Western Parkland City and working with three levels of government on delivering the Western Sydney City Deal.

The Commission recognises that no single agency, or layer of government, can deliver great places alone. With the community's expectations in mind, the Collaboration Area program puts partnerships and places at the forefront of a new approach that brings together state government, local councils and key anchor institutions to collectively solve complex urban challenges.

The first Collaboration Areas, started by the Commission in 2017, have successfully delivered shared visions and strategies for places that have great economic and jobs-generating potential. While we recognise that visible results may take

time to develop, implementation of the place strategies for each of the first round of Collaboration Areas is underway and governance models are emerging that will be critical to the ongoing success of these places. These include the Local Strategic Planning Statements being undertaken by the local councils of those four areas, which are the first step in establishing the new planning instruments for their Local Government Areas.

We also recognise that the success of the program will require ongoing commitment from participants, and we are pleased with the very positive response to this collective approach to date.

The Commission hopes that by connecting people and charting a course together, the Collaboration Area stakeholders have established a process of working together that will endure for years to come. This Paper shares our learnings and insights from the initial years of the program with a broader audience and we would welcome feedback and insights on the Collaboration Area process to help us improve it as a way of delivering great places for the citizens of Greater Sydney.

In closing, I would like to thank the hundreds of participants in the program so far – and those who will join it in the future – for bringing your insights, enthusiasm and expertise to the vitally important job of creating great places for Greater Sydney.

Introduction

Creating great places through collaboration

The Greater Sydney Commission created the Collaboration Areas program as a new approach to help address complex city-making issues, in key precincts and centres across Greater Sydney, through better co-ordination and collaboration. Collaboration Areas are identified as the first action in the Greater Sydney Region Plan.

The program brings together local councils, State Government agencies and key organisations to contribute their respective insights about each Collaboration Area and work together to implement change. This collective approach has provided a framework for resolving issues preventing a place realising its full potential, such as the need to align growth with infrastructure, making the most of existing assets and establishing an ongoing governance structure to oversee implementation.

In each Collaboration Area, a Place Strategy has been jointly created by the program's partners over a 12-month period. The Place Strategy sets out a shared 20-year vision and the priorities and actions to guide the delivery of that vision. Place Strategies have been finalised for the first round of Collaboration Areas; Liverpool, Greater Penrith, Camperdown-Ultimo and Randwick, which are now transitioning to the implementation phase.

The second round of Collaboration Areas; Campbelltown-Macarthur, Bankstown CBD and Airport, Kogarah and the Australian Nuclear Science & Technology Organisation (ANSTO) at Lucas Heights, are underway, with partners developing a vision, priorities and actions for each place.

What makes a great place?

The Greater Sydney Region Plan explains *that cities, centres and neighbourhoods each have a unique combination of people, potential, history, culture, arts, climate, built form and natural features creating places with distinctive identities and functions. Great places build on these characteristics to create a sense of place that reflects shared community values and culture. Great places focus on the public realm and open spaces that attract residents, workers, visitors, enterprise and investment. They recognise and celebrate the local character of the place and its people, and include the green infrastructure that supports the sustainability of the region and people's wellbeing.* The Collaboration Areas program facilitates the co-creation of great places by bringing stakeholders together to deliver significant liveability, productivity and sustainability outcomes for each place.

Purpose of this Paper

This Paper aims to capture what we have learnt through the Collaboration Areas so we can share our observations, get feedback on the process and improve the implementation of Collaboration Areas. We believe we will learn as much from the second round Collaboration Areas as we did from the first round, as each has unique opportunities and challenges.

The Commission is also keen to continue the conversation about the program so we can build a new culture that supports place-based planning.

Reflecting on our approach

The Commission initiated the Collaboration Areas program in 2017 by bringing together the councils, agencies and institutions needed to realise the full potential of key places in Greater Sydney experiencing critical city-making challenges. With the first round of Place Strategies now being implemented and a second round of Collaboration Areas commenced, it is timely to reflect on what we have learned so far about the program.

To help shape the insights outlined in this paper, we held a Symposium in 2019 for participants from across the Collaboration Areas to share their experiences and discuss what worked well and what could be improved. Many of them told us the program has changed the way they work, for the better.

The Commission recognises that no single organisation holds the key to unlocking the full potential of a place. Participants have also told us that implementation is the most important and challenging part of any plan. Only a collective and ongoing effort will realise the value of the Place Strategies and deliver real outcomes for the Collaboration Areas.

Following 12 months of collaboration, Place Strategies were developed for the first four Collaboration Areas. Having worked together on the vision, priorities

and actions in each Place Strategy, the agencies, organisations and councils have formed stronger relationships, are more coordinated and better able to deliver the actions over time. The Place Strategies are now being used to help shape councils' Local Strategic Planning Statements and influence the planning and investment decisions of the organisations involved. But there is still a lot of work to do.

The Commission has unique governance arrangements that enable this collaborative approach to creating great places (Figure 1). Each Collaboration Area stakeholder group is chaired by the relevant District Commissioner. The Place Strategies are endorsed by the Commission's Infrastructure Delivery Committee, the members of which are the Greater Sydney Commissioners, and the Secretaries of the key agencies that influence places, including Health, Transport and Education. The Full Commission approves the final Place Strategies to deliver on Action 1 of the Greater Sydney Region Plan (Figure 2).

We hope that sharing our experiences will help illustrate how collaborative, place-based planning can be embedded into the planning system, build stronger relationships and partnerships, and accelerate the achievement of good outcomes to deliver great places.

Figure 1: Collaboration Area Governance Structure

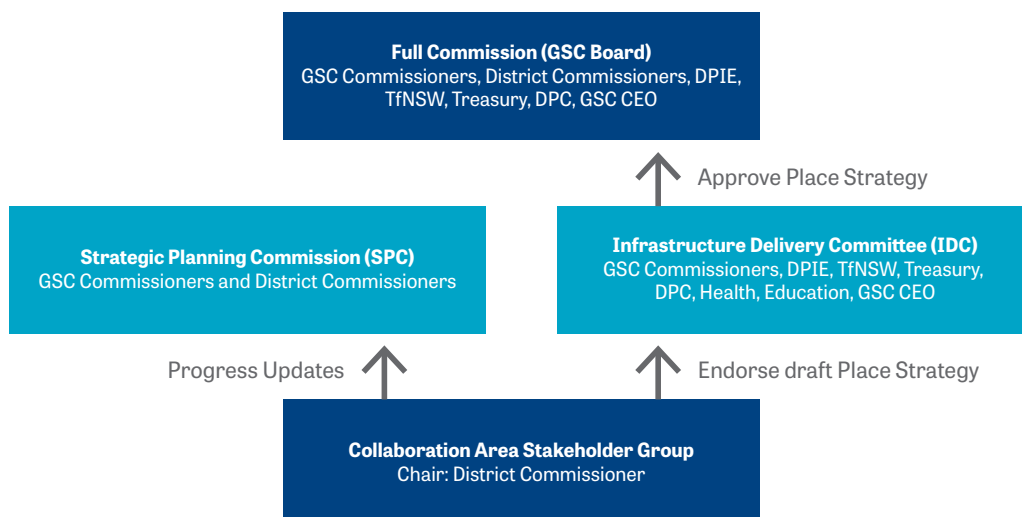


Figure 2: Hierarchy of Plans



Insights

The insights we have gained from the Collaboration Areas program have been summarised into four themes that collectively cover 10 insights as summarised in Figure 3 below.

Figure 3: Themes and insights



Theme 1: Strong foundations

Be inclusive

Engaging with multiple people from councils, agencies and institutions, and keeping the doors open, has been critical to building a holistic vision for a place.

The Commission consulted and engaged widely to identify stakeholders important to the Collaboration Areas. The initial focus was on bringing together those with the greatest capacity to identify and deliver the changes required in each area. This included councils (representing their local communities), state government agencies, major institutions –

such as universities – and service providers. The Collaboration Areas program provided a neutral forum for stakeholders, who didn't normally have a reason or opportunity to meet each other, to discuss their local area or precinct at a strategic level.

The meetings and workshops for each Collaboration Area not only identified issues to be resolved but made it apparent new participants needed to be invited to contribute, rather than being limited to the initial group. Keeping the doors open to additional stakeholders, as issues arose, was representative of the dynamic and complex nature of the places.

While four Place Strategies have been delivered to date, there is a need to continue identifying and engaging with stakeholders to ensure they are implemented. The local governance groups established in each Collaboration Area to deliver the Place Strategies will bring community members, local businesses and other voices to the table before implementing them through specific proposals, masterplans or Local Strategic Planning Statements.

Experience showed that having hard geographical borders for the Collaboration Areas would have excluded some important stakeholders. The initial boundaries, established with local councils and group participants, were considered only a starting point and they evolved as new opportunities and participants were identified. This helped because, as the collaborative process progressed, it uncovered additional places of importance and participants of influence that were not apparent at the outset and the boundaries could be varied to accommodate them.

"The collaborative engagement process facilitated by the Greater Sydney Commission for the ANSTO Collaboration Area was premised on inclusion. A diverse group of stakeholders came together and enthusiastically engaged from a perspective of place with the possibilities presented by the ANSTO Collaboration Area. The new connections formed due to the Commission's Collaboration Area program will play an important role in supporting the realisation of ANSTO's Innovation Precinct"

Dr Anne Hellstedt, Innovation Precinct Director, ANSTO

Unite people

The Commission's role as an independent facilitator, with place as a uniting purpose, motivated people to work together.

The Commission's core purpose is to deliver places across Greater Sydney that are more liveable, productive and sustainable. While Collaboration Area participants had their own aspirations and needs, the Collaboration Area process ensured that these issues were viewed holistically through the lens of a place.

While place was the centre of the groups' work, it was important that each partner could see their aspirations reflected in the shared vision. By building a shared vision for a place, participants were motivated to attend, and discussions could be focussed on each partner's contributions, rather than pursuing individual interests.

An important uniting-force was the ambitious target set by the Commission for finalising the Place Strategies within a year. This timeframe created great momentum, encouraging attendance and progress at each meeting and workshop. The 12-month timeframe focussed partners on establishing a shared vision, priorities and actions for each place to be documented in the Place Strategy.

"The great realisation was that we are all pursuing the same vision but for different reasons."

Kiersten Fishburn, Chief Executive Officer, Liverpool City Council

Allocate resources

Allocation of resources to preparation was essential and made contributions more relevant and effective.

The benefits of the program came, not through immediate financial or commercial return, but by enabling the participants to develop solutions or identify ways of resolving obstacles to investment or infrastructure decisions.

From the outset, each Collaboration Area participant was obliged under a partnership agreement to maintain a consistent presence throughout the process, report progress to their broader organisation and ensure views they expressed at meetings and workshops represented the broader organisation, not just those of the individuals present.

To facilitate this, the Commission dedicated resources to make attendance and participation uncomplicated, meaningful and effective. We pre-briefed participants ahead of meetings and workshops, collected and shared information, and considered the benefits, risks and opportunities of attendance from each partner's perspective. It was a significant investment to ensure value for and from our partners.





CASE STUDY

Camperdown-Ultimo

The Camperdown-Ultimo Collaboration Area is home to some of Australia's leading education, health, research and creative institutions. Located on the doorstep of the Harbour CBD, Camperdown-Ultimo is Greater Sydney's most mature innovation ecosystem, distinguished by its scale and concentration of people, jobs and institutions.

The shared vision for the Camperdown-Ultimo Collaboration Area is to be:

"Australia's innovation and technology capital, where industry, business, health, education and skills institutions work together, and talent, creativity, research and partnerships thrive. Low carbon living, green spaces, places for people and easy connections support resilience, amenity, vitality and growth."

The Collaboration Area encompasses major anchors including the University of Sydney, the University of Technology Sydney, the University of Notre Dame, Royal Prince Alfred Hospital, TAFE NSW and the major transport interchanges at Central and Redfern Station, across two local government areas – the City of Sydney and the Inner West Council. A total of 70 people, representing 17 organisations, participated in the Camperdown-Ultimo Collaboration Area.

The resulting Place Strategy identifies 11 priorities and 39 actions to help address some of the area's complex challenges, such as constrained accessibility and connectivity

across the area, the need to protect affordable and diverse housing and retain commercial space for start-ups and scale-ups.

The Place Strategy's priorities include the need to integrate and connect the various components of the Collaboration Area, improve local transport options and amenity, provide civic and social infrastructure and, enhance public and open space. It also prioritises the existing assets and strengths of the area to cultivate an internationally competitive health, education, research and innovation area, enabled by united and collaborative leadership that puts place first.

Significant progress has already been made, with the major anchors forming an alliance to take carriage of the Place Strategy's implementation. The Commission continues to support the area and provides an interface between the alliance and NSW Government agencies.

The NSW Government has also announced its commitment to create a globally competitive innovation and technology precinct in the Central to Eveleigh corridor. Building on the foundations of the Collaboration Area Place Strategy, the Sydney Innovation and Technology Precinct will help make Sydney a global leader in technology and innovation, ensuring NSW remains a powerhouse in the new world economy.

<https://www.greater.sydney/project/collaboration-areas>

"We had many people around the table focused on understanding the place... we are now discussing how to sweat the maximum productivity out this precinct... by creating new industries, not just new jobs."

Monica Barone, Chief Executive Officer, City of Sydney

Theme 2: Shared ownership

Share knowledge

Leveraging the value of the knowledge, processes and work that had been completed allowed participants to recognise their own contributions, share feedback and discover collective opportunities.

Critical to creating shared ownership was respecting and reflecting the information and knowledge from local experts and agencies. This meant being open to exploring and testing previous work that had been undertaken.

Early in the process it emerged that many participants were well-advanced in their thinking and had existing or emerging visions and strategies for their Collaboration Area. Throughout the process we identified synergies in the work of some participants, as well as some conflicts or gaps in others. Sharing this work was a helpful way of engaging and discovering new opportunities or identifying areas of alignment or divergence. Having participants explain their previous work and positions on critical issues allowed all contributors to reflect on their own expectations, vision for the place and areas of influence.

Even casual interactions generated value, with conversations at the end of workshop sessions or between agenda items fostering new ideas and relationships.

Be constructive

Modelling constructive behaviours and gently exposing and acknowledging competing interests built trust and confidence.

The program demonstrated that the more open and respectful participants were with each other, the more each participant stood to gain. In some cases, this emerged immediately, while in others initial scepticism or mistrust reduced once a common vision was developed.

During the process, competing interests surfaced because, historically, people and agencies had not addressed or confronted them collectively. Developing openness and trust among participants was key to ensuring conflicting views were dealt with positively, constructively and in a timely manner.

Pre-work also helped ensure that those with differing interests welcomed discussion and – in the context of the shared vision – were better able to understand the reasons for the varied views. Although some problems posed major challenges – such as affordable housing, displacement of communities or location of mass transport solutions – the process of collaborating on a shared vision provided a strong reference point.

Substantial progress was also made by ‘gently disrupting’ the way government agencies and other participants interacted in place-based planning. Together we challenged conventional ways of working and focused on actions that would make a meaningful difference to each place.

The first Collaboration Areas started with a written agreement that formed the terms of reference for each group of partners. It set out shared tasks, responsibilities and a commitment to work in a collaborative way to deliver the Place Strategy. Interestingly, in the second round of Collaboration Areas, this type of agreement was no longer necessary. Program partners had embraced the new way of working, and resources and information sharing flowed more easily.

“One of the great benefits was having the Commission as an independent voice.”

*Glenn Wightwick, Deputy Vice-Chancellor
of Innovation and Entrepreneurship,
University of Technology Sydney*

Harness enthusiasm

Finding influential people in organisations who became place and partnership champions was key.

The leadership of the Greater Sydney Commissioners and District Commissioners helped to engage senior government staff in the process, as did the Commissioners' relationships with Councils and institutions. The Commission's Infrastructure Delivery Committee, comprising the Greater Sydney Commissioners, Greater Sydney Commission CEO and the Secretaries of Transport, Treasury, Planning, Industry and Environment, NSW Health and the NSW Department of Education, also played a critical governance role by providing oversight and building buy-in at the most senior levels of government.

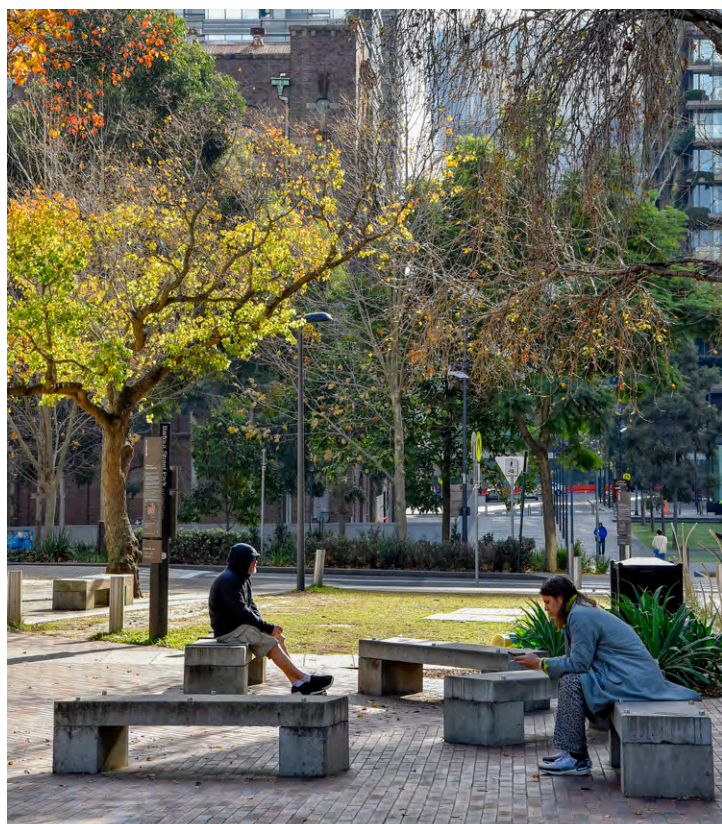
The content and timing of the Greater Sydney Region Plan and District Plans, adopted in March 2018, were also helpful in building enthusiasm amongst participants. The Plans also provided a statutory mandate for the program and the locations of the Collaboration Areas.

Enthusiasm was also built by identifying champions in each partner organisation. These were people in key operational areas who could pursue the common purpose and strategic vision. The role of these champions was to build relationships and share information with other organisations, while influencing and driving accountability within their own organisations and networks.

Many of the participants came from large organisations and there was a risk that, while they were enthusiastic about the strategic vision, priorities and actions, these were not gaining traction within their own organisations. The Commission's role as an independent facilitator enabled us to remind partners of the need for whole-of-organisation commitment.

"The greatest benefit has been accelerating and adding scale to our discussion about Place."

*Teresa Anderson, Chief Executive,
Sydney Local Health District*







Liverpool

The Liverpool Collaboration Area encompasses the Liverpool City Centre and surrounding suburbs including Warwick Farm and Moorebank. Located within the Western Parkland City and the banks of the Georges River, Liverpool City Centre is experiencing significant growth in housing and employment, underpinned by opportunities presented by the health and education precinct and proximity to Western Sydney Airport.

The shared vision for the Liverpool Collaboration Area is to create:

“a rejuvenated river city, offering diverse and growing residential and employment opportunities. Major health, education and retail precincts, and a network of open spaces and parklands alongside the Georges River, create a rich mix of jobs and workplaces, public spaces, shops and entertainment.”

The Collaboration Area brought together 18 different organisations including Liverpool City Council, Transport for NSW, South West Sydney Local Health District, NSW Education, Sydney Water, TAFE NSW, the University of Western Sydney and the University of Wollongong.

As a starting point, the Collaboration Area built on Liverpool City Council's existing strong foundation and goals to rejuvenate

its relationship with the river, create new residential and employment opportunities, and improve the quality of life for residents and workers as Liverpool grows and changes.

The Place Strategy sets out 10 priorities and 35 actions to enable Liverpool to meet its potential as a key metropolitan centre in the Western Parkland City, provide new jobs and offer a quality lifestyle and environment.

The Place Strategy's priorities include the need to plan for improved public transport to and from Liverpool City Centre, to create places for people including civic and social infrastructure, to support new jobs and to improve the Georges River and its foreshores.

Shortly after the Place Strategy was published, Transport for NSW commenced an Integrated Transport Strategy with the Collaboration Area participants to explore opportunities to reduce car dependence, improve public and active transport, and enhance local amenity. As a result of the Place Strategy, Sydney Water also commenced actions to deliver a more integrated approach to water management in the Collaboration Area. The foundation of the Collaboration Area and relationships formed through the process have strengthened and accelerated these pieces of work.

<https://www.greater.sydney/project/collaboration-areas>

“... the recent Liverpool Collaboration Area planning process ... has provided deeper connections for University of Wollongong with the breadth of agencies active in Liverpool and a sharper understanding of the collaborative actions required...”

Mark Roberts, Senior Manager Strategic Projects, University of Wollongong

Theme 3: Outcomes focused

Work together

Groups that were focused on real actions and shared projects built energy, trust and confidence, and enhanced their capacity to accelerate more complex projects together.

The Collaboration Area process demonstrated that achieving outcomes together builds momentum and trust. Each group started with the co-design of the Place Strategy, which helped cement relationships within the groups and prepared them for the harder work of forming enduring place-based governance groups and implementing the agreed actions.

One of the key benefits of the Collaboration Area process was for participants to learn to work together and focus on how each participant could add value. Learning to work together has already accelerated progress on implementation of each of the Place Strategies.

A key example is the development of the Councils' Local Strategic Planning Statements, which have been accelerated in places where there is an agreed Place Strategy detailing the vision and shared objectives, and a framework for implementation.

"Collaboration Areas have made my job easier. They enabled us to connect with other agencies, talk about place and how we can deliver good outcomes together"

*Tessa Knox-Grant, A/ Executive Director,
Planning for Places, Transport for NSW*

Anticipate change

Maintaining a place focus will enable participants to respond strategically to change over time.

Each of the Place Strategies identified the need for an ongoing place-based governance group to oversee the successful implementation of the Place Strategies.

A key role for the place-based governance groups has been to co-ordinate engagement and decision-making between multiple partners, critical to the delivery of priorities and actions, and identify funding sources.

The Commission recognised that each group of partners, like each place and vision, was unique. Rather than stipulate a one-size-fits-all governance model, the on-going arrangements were guided by the following principles:

- Place-based – participants must put place first, not their agency or organisation's interests;
- Patient – the structure must ensure participants are in it for the long term;
- Agile – Collaboration Areas should be responsive to opportunity, ideas or risk;
- Open – the structure must recognise interests will differ and address conflict respectfully; and
- Inclusive – new participants, bringing fresh insights and expertise, should be welcomed into the program.

Set goals

Benchmarks and indicators are required to measure success and the value of partnerships progressing over time.

Success in each Collaboration Area will be measured at several levels.

The progress against the vision, priorities and actions of each Place Strategy will be monitored and reported annually by each place-based governance group to the Commission's Infrastructure Development Committee. This maintains a connection with the Commission and will provide a forum for reflecting on successes and challenges, and for these to be escalated if necessary.

In addition, the partners in each of the Collaboration Areas are developing their own local metrics to measure progress. Among the first steps for each group will be to share data held by the individual participants so an agreed baseline for measuring success can be set.





CASE STUDY

Randwick

The Randwick Collaboration Area is an established health and education precinct within the Eastern City District, anchored by the University of New South Wales (UNSW), the Randwick Hospitals Campus and Royal Randwick Racecourse. It is strategically located with excellent access to the Harbour CBD and Sydney Airport, and is blessed with natural assets including the eastern beaches, Moore Park and Centennial Parklands.

The shared vision for Randwick Collaboration Area is for it to:

“mature into an innovation district of engaging places, with a highly integrated university and health campus. Town centres, residential, employment, recreation and community areas are interconnected, allowing people to move, interact and share knowledge and ideas.”

The Randwick Collaboration Area had 14 participating organisations that collectively explored challenges including the rapidly increasing numbers of students, staff, key workers, hospital beds and start-ups over the next 10–15 years, transport constraints and housing affordability.

The Randwick Place Strategy sets out 13 priorities and 27 actions to address the challenges.

The priorities include integrating and connecting the health and education precinct

and surrounding areas, improving public transport, walking and cycling connections, strengthening the local economy, and exploring precinct-wide energy and water efficiency initiatives. Importantly, the Place Strategy also included a priority to establish an enduring precinct-level governance structure to support the vision.

The Randwick Collaboration Area was the first to form a core partnership based on a Memorandum of Understanding (MOU) between Randwick City Council, UNSW, NSW Health and the Australian Turf Club. The MOU acknowledges the commitments of each partner, and identifies the tasks and projects they could complete together. The partnership works with the Commission to track progress against the Place Strategy and the Eastern City District Plan. It also works closely with other participants including Transport for NSW, who is addressing the connectivity challenges through its South East Sydney Transport Strategy.

The partnership has recognised that the key challenge will be maintaining momentum and the endurance of the collaborative culture. It is addressing this by identifying tangible tasks and projects the members can work on together in the short and long-term.

<https://www.greater.sydney/project/collaboration-areas>

“The GSC is playing an invaluable role in expanding the way in which health and urban planning can be undertaken by government.”

Elizabeth Koff, Secretary NSW Health



Theme 4: Perseverance

Be patient

Recognising that a 20-year vision requires long term implementation and that partnerships take time to develop will be key to success.

Partners in the Collaboration Areas will need to persevere to allocate resources and maintain focus and commitment to ensure long-term success. Identifying ‘quick wins’ will help to build and maintain momentum, as some outcomes will take time to emerge.

Building genuine partnerships and working together can also require a long-term commitment to avoid returning to a ‘business as usual’ approach. As an independent voice, the Commission can support participants to remain focussed on place and the 20-year vision.

Initially, it was envisaged that each Collaboration Area would be chaired by the Commission for 12 months, culminating in the finalisation of the Place Strategy. Stakeholders have since told us that the Commission has a unique and ongoing role to help local partners and participants embed the collaborative approach and accelerate actions and outcomes.

“Collaboration Areas present a challenge and opportunity to shift our collective vision... the challenge is to attach resources to the delivery of actions”

*Kiersten Fishburn, Chief Executive Officer,
Liverpool City Council*





CASE STUDY

Greater Penrith

The Greater Penrith Collaboration Area includes the Penrith City Centre, the health and education precinct at Kingswood and Werrington, and the tourism and open space precinct along the Nepean River. It is located within the Western Parkland City and benefits from proximity to Western Sydney Airport and the Blue Mountains World Heritage Area. Greater Penrith also serves as a gateway to Greater Sydney from western New South Wales.

The shared vision for Greater Penrith is to create:

“a key metropolitan centre in the Western Parkland City and the principal gateway to Greater Sydney for western NSW, offering sustainable, diverse and growing residential, employment and tourism opportunities.”

The Collaboration Area brought together more than 20 organisations including Penrith City Council, Transport for NSW, Sydney Water, Nepean Blue Mountains Local Health District, Western Sydney University and TAFE NSW.

The Greater Penrith Place Strategy includes 7 priorities and 36 actions to deliver the vision for Greater Penrith.

The priorities include improving connectivity within and beyond the area and cooling the city through increasing tree canopy coverage and integrated approaches to water management. Other priorities are to expand and diversify employment opportunities in Greater Penrith, underpinned by The Quarter Health and Education Precinct and leveraging Greater Penrith’s tourism and cultural offerings through connections to the Western Sydney Airport and Blue Mountains World Heritage Area.

The Western Parkland City is already supported by governance structures established by the Western Sydney City Deal. These structures mean that the partners already engage regularly and formally. Rather than duplicate or introduce another layer of governance, the Greater Penrith Collaboration Area has evolved into a less formal governance model.

Ensuring progress is made on implementing the Place Strategy is currently coordinated by Penrith City Council, using existing formal structures and supported by the appointment of a Council coordinator to work with the Greater Sydney Commission and other partners.

<https://www.greater.sydney/project/collaboration-areas>

Where to from here

The Collaboration Area process offers a different way of working together that puts partnerships and place first. The first round of Collaboration Areas has demonstrated what we hope will be a successful and on-going approach to place-based planning in Greater Sydney. Place Strategies for Liverpool, Greater Penrith, Randwick and Camperdown-Ultimo have been finalised, with widespread support from the participating organisations and implementation is progressing.

The second round of Collaboration Areas is underway in Campbelltown-Macarthur, Bankstown CBD and Airport, Kogarah and the Australian Nuclear Science and Technology Organisation (ANSTO) at Lucas Heights. The culture of working together to align, accelerate and achieve outcomes continues to be positive, with signs that the process is addressing each location's most pressing issues.

We are confident that an approach that puts partnerships and place to the forefront will endure and support implementation of the Greater Sydney Region Plan and the District Plans at a local level. We are already seeing place-based governance groups forming to drive implementation.

In partnership with each place-based governance group, the Commission will monitor and report annually on the progress made in each Collaboration Area to the Infrastructure Delivery Committee. The connection back to the Commission, through the Infrastructure Delivery Committee, enables successes to be documented and challenges escalated to a senior level with relevant NSW Government agencies.

The focus of the Collaboration Area program for the next 12 months is to:

- Finalise and approve Place Strategies for ANSTO, Bankstown, Kogarah and Campbelltown;
- Incorporate Place Strategy recommendations into future District Plan updates;
- Support the place-based governance groups that are emerging in Camperdown-Ultimo, Randwick, Liverpool and Penrith;
- Provide an interface with NSW Government agencies and encourage participating agencies to remain involved and support the implementation of Place Strategy actions;
- Report on progress and highlight successes and failures;
- Encourage greater inclusivity and ensure other interested parties are represented; and
- Escalate areas for improvement, lessons learned and potential implementation blockages to the Commission's Infrastructure Delivery Committee.

The Commission initiated the Collaboration Area program to address some of Greater Sydney's more complex urban challenges and demonstrate that putting place first could unite partners around a shared vision and common purpose. We are grateful to the many participants who shared this view and came on the journey with us. We recognise that their ongoing commitment is critical to the future success of each of these places.

Tell us what you think

This paper shares our insights, and those of participants, from the Collaboration Areas program. It is part of our commitment, as an independent agency in the NSW Government, to implement the Greater Sydney Region Plan in a transparent manner. Your feedback is important to this process and we welcome your contributions at info@gsc.nsw.gov.au

The logo for the Greater Sydney Commission, featuring the text "Greater Sydney" in a bold, sans-serif font above the word "Commission" in a regular, sans-serif font. The background of the entire page is a solid blue color with three large, overlapping circles in varying shades of blue, creating a modern, abstract design.

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