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EXECUTIVE SUMMARY

Effective organisations are able to share their vision and goals with others. This allows them to engage partners in helping to achieve the vision. Parramatta City Council has many potential partners in helping Parramatta being the Leading City at the Heart of Sydney.

This Policy encompasses strategic partnerships and alliances formed with key government agencies, non government organisations and the private sector. It acknowledges that other collaborative relationships, such as networks, collaborative agreements, funding arrangements and working groups are important for the operation of Council's business; however, they are not the main focus of this document.

As well as providing a framework for understanding partnerships and collaborative arrangements, the Policy includes:

- Key principles for forming a partnership;
- A partnership and collaboration decision tree; and
- Guidelines for developing, maintaining and dissolving partnerships.

These tools will be used to help determine if future strategic alliances or formal partnership agreements are appropriate approaches for a particular outcome.

While this Policy mainly addresses strategic partnerships, the key principles, partnership and collaboration selector and partnership guidelines can be considered for most of our business relationships to ensure that they are functional and effective.



1. INTRODUCTION

Why have a Productive Partnerships Policy?

The Corporate Strategy 2004 of Parramatta City Council identified that the resource limitation of local government coupled with the wide variety of services being delivered is creating an increasing need for partnerships between government, community and business. We need to promote and expand our existing partnership arrangements and align them with our organisational priorities. A key action related to the Corporate Strategy was to develop and implement a Partnerships Policy for Council.

Partnerships add value to the work each organisation has already undertaken independently for they share a common vision that leads them to align their separate activities and resources to support their overall goals.

Well managed partnerships can bring about efficiencies and a higher quality of service and outcome for all partners and the community they serve. However, developing and maintaining the partnerships is a significant exercise requiring time and resources from all partners.

While we have traditionally had strategic partnerships with government agencies there is also a need to develop partnerships with key private sector and not-for-profit organisations. Deciding which strategic partnerships are needed in the future will be a key outcome from the Economic, Social and Environmental well-being strategies.

Aim and Objectives for Council Partnerships

The overall aim for partnerships is to achieve a more sustainable city through a shared approach with key stakeholders.

Our objectives for undertaking any partnerships are to:

1. Achieve environmental, social and economic outcomes as defined in the Triple Bottom Line Strategies
2. Increase the scale and scope of programs (through the synergism gained from the increased effort and comparative advantages of participating organisations)
3. Build capacity of Council and/or our community

Scope of this Policy

Within the context of this document, the two main relationships we are focusing on are Strategic Partnerships and Strategic Alliances. While Council has many successful community collaborations, which play a valuable and ongoing role in achieving Council's vision, they are not the focus of this Policy.

It is intended that this Policy, including the decision tree and guidelines, will provide a means for Councillors and staff to make an informed choice about the suitability of creating a strategic alliance or formal partnership agreement. One of the main drivers for determining when and with whom we need to make partnerships with will be through Council's Program Panels.

Related Strategies and Plans

This policy has a direct dependency on the Triple Bottom Line strategies and Vision 2025, the Sustainability Plan for Parramatta.

2. WHAT IS A PARTNERSHIP?

Within the context of this document, a partnership is:

A joint initiative for coordinating a strategic approach to achieving a common vision, goal, or outcome

Examples of bodies with which Council would have a partnership with include a State Government department or agency; a union; or a large not-for-profit organisation.

2.1 STRATEGIC ALLIANCES

Strategic Alliances are generally ongoing, loose partnerships with no fixed conclusion date. Alliances are formed when it becomes obvious that strong information flows and understanding of shared objectives can provide mutual benefits to both parties.

Members of the strategic alliance may identify a number of projects that need to be undertaken as a formal partnership agreement.

EXAMPLE
Department of Housing Alliance
Council entered into an alliance with the Department of Housing in December 2003 to ensure that the community gets the maximum benefit when Department of Housing properties are being redeveloped in our neighbourhoods.

2.1 FORMAL PARTNERSHIP AGREEMENT

Formal Partnerships Agreements are tightly defined partnerships with a fixed conclusion date. They will include a signed agreement, such as a memorandum of understanding (MOU), and can cover one or more projects. Formal Partnership Agreements may or may not arise from a Strategic Alliance.

EXAMPLE
Ministry of Transport and Department of Infrastructure, Planning and Natural Resources
A draft Formal Partnership Agreement is being entered into by Council, MoT and DIPNR for a 12 month period. During this period, the partners will study options for improving transport links to Parramatta in lieu of the deferred Parramatta-Epping Rail Link. See Attachment 1 for a copy of the draft Memorandum of Understanding for all three partners.

3. WHAT IS A COLLABORATION?

Within the context of this document, a collaboration is:

A joint initiative that contributes to Council's vision through the delivery of operational activities and services

3.1 FORMAL COLLABORATIVE AGREEMENT

Collaborative Agreements are formal relationships between Council and other organisations, and include a signed agreement, such as a MOU. The focus of Collaborative Agreements is working together to achieve operational results, and not on high level planning, policy and long term allocation of resources.

Typical bodies we may have a collaborative agreement with include neighbouring councils and community organisations. Collaborative agreements may also be undertaken with Sister Cities.

EXAMPLE

MOU with Holroyd Council

Currently, Council staff can only issue infringements to offenders who litter from motor vehicles within their local government boundary. In March? 2004 Parramatta City and Holroyd Councils signed an MOU to agree that Council staff, when in the other organisation's LGA, would provide details on those offenders to the other Council so that infringements can be issued.

3.2 WORKING GROUPS

Working groups include committees and taskforces, and may involve a range of interactions and collaborations. The group is usually formed to address common goals or issues, or to bring about an event. Membership to working groups is limited to particular stakeholders.

Examples of committees, taskforces and working groups are traffic committees, Duck River Steering Committee and Upper Parramatta River Catchment Trust.

EXAMPLE

Parramatta Coalition against Homelessness

A group of stakeholders, including Parramatta City Council, Department of Housing, Department of Community Services, Parramatta Mission, St Vincent de Paul, Western Sydney Area Mental Health Service and Mission Australia, meet quarterly to develop and administer the Homelessness Program.

3.3 FUNDING ARRANGEMENTS

These arrangements are grant funded or financially sponsored projects or activities, and include a formal agreement. These arrangements are not characterised by equally shared resources and decision making. The budget is provided by one party, although on occasions it may be provided on the condition that the other party match funding.

Council may be the recipient of some of these arrangements (for example, funding obtained through State Government agencies) or provide the funding for community organisations.

EXAMPLE Coca-cola Amatil

Coca-cola Amatil has provided \$105,000 sponsorship to Council over a 3 year period to undertake restoration and landscaping works on the land between their property at Northmead and Toongabbie Creek. These works will enable Council to realise some of its bushland restoration objectives, while providing tangible benefits for the staff at CCA and the local community who will use this area.

3.4 NETWORKS

Networks are established informal relationships, and can involve a range of contacts between members of organisations. They provide a means to gather and disseminate information that may not be shared through formal channels. Networks can be a good way to sustain established relationships or to build some common ground before forming a more intense relationship. This level of interaction is appropriate when no finances or major resources are involved, and when there are no significant joint undertakings or goals.

EXAMPLES of NETWORKS

- Holroyd Parramatta Multicultural Network
- Holroyd and Parramatta Youth Network
- Western Sydney Regional Community Care Forum
- Sydney Environmental Education Network
- Department of Community Services Regional Meeting
- Cumberland Prospect Disability Forum
- Local Government Environmental Management System Network

Characteristics of Different Types of Relationships

Relationship		Characteristic											
		Shared Strategic Objectives	Shared Operational Objectives	Shared Budget	Shared Resources or in-kind support	Shared Decision Making	High level political, legal, financial implications	Project Based	Sunset Clause	Formal Strategic Agreement (MOU)	Formal Operational Agreement (MOU)	Informal Agreement or Agenda	Council Responsibility
Collaborations	Partnership Agreement	✓	✗	✓	✓	✓	✓	✓	✓	✓	✗	✓	Councillors, GMT, O&D Managers
	Strategic Alliance	✓	✗	-	✓	✓	✓	✗	✗	✗	✗	✓	Councillors, GMT, O&D Managers
	Collaborative Agreement	✗	✓	-	✓	✓	✗	-	-	✗	✓	✗	Managers
	Working Groups	✗	✓	-	✓	✓	✗	-	-	✗	✗	✓	Staff
	Funding Arrangements	✗	✓	✗	-	✗	✗	✓	✓	✗	✓	✗	Managers
	Networks	✗	✓	✗	-	-	✗	✗	✗	✗	✗	✗	Staff

✓ Characteristic of the relationship
 GMT General Management Team

✗ Not characteristic of the relationship
 O&D Outcomes & Development Group

- May or may not be characteristic of the relationship

4. ASSESSING THE NEED FOR A STRATEGIC PARTNERSHIP

4.1 Guiding Principles for Partnerships

In developing a partnership, there are some key guiding principles that should be followed for forming effective partnerships. If these principles are not followed, partnerships will not be effective. The guiding principles that Council, and our future partners, should follow are:

1. Shared vision or goals
2. Interdependence between partners
3. Mutual trust and transparency
4. Mutual accountability
5. Sharing of resources (financial or in-kind)
6. Shared capacity building and learning
7. Mutually agreed access to benefits of the partnership
8. Respect for differences (eg knowledge, experience, resources)

4.2 Is it appropriate or legal to have a partnership agreement?

While in some cases there is a strong imperative to form a partnership, in other instances it may not be appropriate or even legal to have a partnership. The selection of partners needs to be open and transparent, and preclude personal benefits for all parties. The partnership should not limit any of Council's functions, including its regulatory functions.

For example, Council cannot enter into a partnership when, according to the Local Government Act, work must be put out to tender. While it would be more efficient to have an ongoing

partnership with a bank or financial institution, for example, Council must tender regularly for services and remain open to moving to another institution. Equally, if Council is the consent authority for development being undertaken by another body, it may not be appropriate to enter into a partnership, or the partnership should include mechanisms to manage potential conflicts of interest.

4.3 Are there shared strategic goals and objectives?

For a partnership to work the organisations must share some strategic goals and objectives. Relationships which share operational goals and objectives are collaborative relationships, as they help deliver services to the community.

The key to having shared strategic objectives is that the partners are able to clearly state what it is that they share and how they will know that they have achieved it.

4.4 Is the partnership needed to help achieve Council's vision?

A strategic partnership should only be formed if it is directly linked to achieving the Council's vision. The Social, Environmental and Economic well-being strategies will guide priorities and recommend partnerships needed to help achieve the vision of the City.

4.5 Are desired Council outcomes dependent on a shared approach?

In some situations it is impossible to achieve the desired outcomes without combining the efforts or resources of others. For example, to improve the quality of the public housing in Parramatta we must

work with the Department of Housing. When a strategic outcome is dependent on shared effort and joint ownership of the project's results, a strategic partnership should be considered.

4.6 Is there a benefit for all partners?

Organisations entering into partnership must receive a return on the time and investment they are making. Each organisation will need to determine the value they will get from the partnership. Each organisation should also have equal ability to shape the partnership and influence it to ensure alignment with shared objectives.

4.7 Is there a specific deadline or set of milestones?

Partnership agreements should have a sunset clause linked to achieving the objectives and milestones of the agreement. The use of a sunset clause can help keep the momentum up and keep the focus on achieving results.

For example, during the Sydney Olympics a number of Strategic Partnerships were established which were to be dissolved after the conclusion of the Games period. The deadline could be imposed so that a partnership is designed to bring about a range of outcomes, and disbanded once these are achieved. Alternatively, having completed the agreed tasks successfully it may be agreed to extend the partnership with a new set of mutually agreed objectives. This should be an informed decision based on results achieved against pre-determined milestones.

4.8 Is there a need for pooled resources?

The strongest shared need for most organisations is to get a return on investment or minimize costs. Partnerships have strong potential to reduce duplication and allow organisations to share costs or assets. This may allow higher quality results or lower costs. Sharing resources may be the contributing factor that allows a project or series of projects to proceed, rather than waiting for funding to become available internally.

Typical pooled resources include money, property and staff time. Each resource should be considered when assessing the relative costs and benefits from the partnership.

Formal adoption of a strategic partnership rests with Council and because it will require the use of resources, it must be endorsed by the General Management Team before negotiation begins with potential partners.

4.9 Could there be ramifications if a partnership agreement is not formed?

All organisations experience significant changes in policy and direction on a regular basis, which can be hard to predict. Therefore, it is often desirable to formalise agreements to provide planning certainty for the partners and stability for the work being jointly undertaken. This is particularly obvious if two or more organisations commit to sharing their resources and efforts over more than one budget year.

5. WHAT MAKES A PRODUCTIVE PARTNERSHIP?

There are key factors that will 'make or break' a partnership. Some of them may appear to be obvious, however it is clear that in a desire to 'get on with things' or even not to cause offence, they are often overlooked.

The following guidelines for establishing and monitoring a partnership can be applied to both partnerships and collaborations.

5.1 Clarity of Purpose and Roles

Key Questions

- What is the purpose of this partnership?
- What role will Council take in the partnership?
- What role does our partner have?
- Do we have or need agreed terms of reference?

It is crucial that the roles within all partnerships are clarified and limitations are explicit. All people involved in the partnership need to understand the role that each partner will be playing.

Be really clear about what each organisation can and will do; and cannot and will not do. Some roles you may need to consider are: as administrative support, media liaison, agenda setting, project reporting and financial record keeping.

These roles will be documented in an MOU if it is a Formal Partnership Agreement. Alternatively, it may be documented in an agreed Terms of Reference for a Strategic Alliance.

5.2 Custodians

Key Questions

- Who will act as custodian for each organisation?
- Is the custodian at the appropriate level of the organisation?

It is important that someone from each organisation is allocated the responsibility for the partnership. The custodian will ensure that the relevant managers and staff are aware of the partnership and of the implications and benefits for their organisation. This person will need to be at the appropriate level in the organisation to undertake this work. Additional advocates may be needed to help promote the partnership across Council.

Council's Program Panels provide a key opportunity for informally keeping councillors and staff aware of the progress being made by a strategic partnership.

5.3 Formal Agreements

Key Questions

- Do we need a formal agreement?
- If so, what form should it take?

Formal Partnerships Agreements will have a signed formal agreement outlining keys points such as roles, objectives, milestones and agreed terms. The signed agreement will usually be a Memorandum of Understanding, but could alternatively be titled a deed of agreement, partnership agreement, contract, or exchange of letters.

5.4 Timeframe and Milestones

Key Questions

- What are the agreed key dates and milestones?
- Do we need to include a sunset clause for completion of the project?

A Formal Partnership Agreement will have a sunset clause, while a Strategic Alliance will not.

Milestones are most important for Formal Partnership Agreements; however, they can also be built in to Strategic Alliances, perhaps as annual reviews.

It is important in planning the work and timing of the partnership that key milestones are determined and agreed on by all. They can include any specific project deadlines and finalisation of major element.

5.5 Record keeping and knowledge sharing

Key Question

- How will actions and activities be recorded and reported?

It is important that there is a record of key decisions, in addition to the initial document that is signed by the parties. The partnership may be put at risk if key staff changes occur and records of actions and activities are not documented. Activities and actions should be saved in TRIM.

5.6 Clarity of Resource Input

Key Questions

- What financial or in-kind support will Council provide?
- Is this level of support budgeted for?
- Are there any constraints on the resources?

The value of each partner's contribution must exceed the cost of establishing and maintaining the partnership. Therefore it is crucial that there is clarity about what resources the partners will be contributing.

It is important that this information is recorded and only amended by mutual agreement. Often financial input is given the most weight, but contributions in the form of advice, lobbying, work on documentation, even provision of a venue and catering, must also be noted when a resource inventory is being undertaken. Allocation of resources needs to be budgeted for by all partners.

When clarifying resource input, it is important that the reason why resources can or can't be offered is understood. Any potential conflict of interest or need to stay impartial on a particular issue should be explicit.

5.7 Reviewing and Evaluating Progress

Key Questions

- How will we measure and report the achievements of our partnership?
- Do we need to reduce our input or dissolve the partnership?

A regular process to jointly review the milestones and achievements needs to be agreed at the time of formalising the partnership. The review should lead to a decision to continue, make variations, or terminate the partnership.

By having set review points during the life of the partnership, all partners will have a vested interest in ensuring the partnership is successful. A formal evaluation also needs to be conducted at the conclusion of the partnership.

The performance of partnerships need also to be evaluated by Key performance indicators set in the Management Plan.

5.8 Reviewing the Partnership

Key Questions

- Have we included review points to evaluate the success of the partnership?

As well as measuring and reporting on the achievements of the partnership, the relationship between the partners also needs to be reviewed.

Review points need to be built into the evaluation process to assess whether people are happy and if there are particular concerns that need to be addressed.

5.9 Value Adding

Key Question

- What are the additional benefits we will receive from this partnership?
- Are there additional steps that need to be taken to ensure the success of the partnership?

A partnership will often be created in order to bring about a particular outcome, but the additional value created by the partnership can in the long run outweigh the initial common cause. For example, the partnership could result in stronger ties between organisations and individuals, creation of innovative ideas and actions, and the spreading of knowledge and skills to other projects and initiatives. It is important that this 'value adding' is cultivated. Methods may include allowing time for networking before or after meetings, or linking the meeting to a social event such as an informal lunch.

There may be additional steps that need to be taken, depending on the particular partnership. Part of the process of establishing the partnership is agreeing on what the factors are that will contribute to the success of that partnership. By drawing up this list a degree of trust and 'buy in' is being established. This list can also be 'living' in the sense that it can be amended and added to during the life of the partnership.

5.10 Risk Management

Key Question

- What are the risks involved in this partnership, and how can they be managed?

All aspects of risk management associated with the partnership need to be considered and evaluated prior to embarking on the partnership. Issues such as reputation of office bearers, financial standing, exit costs (if applicable) and public liability need to be addressed.

NEED MORE INFORMATION?

For more information on making better partnerships, assessing the health of your partnership and developing skills for becoming a better partner, visit the website www.lgpartnerships.com.

6. EVALUATING THE PRODUCTIVE PARTNERSHIPS POLICY

The Productive Partnership Policy will have been a success if:

- All new and existing strategic partnerships have applied the Partnership Decision Tree and Partnership Guidelines.
- Council staff use the Partnership Guidelines and avoid the common problems that occur in partnerships.
- Effective partnerships are formed with government, private and not for profit sectors.
- The success of the Triple Bottom Line Strategies and Parramatta Sustainability Plan (Parra 2025) is supported and reinforced by Council's strategic partnerships. We achieve enhanced environmental, social and economic outcomes due to formation of partnerships
- The scale and scope of programs is increased through the synergism gained from the increased effort and comparative advantages of participating organisations
- The capacity of Council and/or our community has increased

ATTACHMENT 1: Example draft MOU between Parramatta City Council, Ministry of Transport and DIPNR

Parramatta Transport Draft Memorandum of Understanding

Parties

The Parties to this Memorandum of Understanding are:

Parramatta City Council

The Ministry of Transport

The Department of Infrastructure, Planning and Natural Resources

Background

The Parramatta Transport Working Group has made recommendations on further investigation of transport measures for Parramatta and its catchment.

Purpose of the Memorandum of Understanding

The purpose of this Memorandum of Understanding is to guide the implementation of the Parramatta Transport Working Group's recommendations and to explore other major transport related issues as agreed by the parties to the MOU

General Principles

- The transport measures to be implemented under this MoU will be consistent with the achievement of the mode split of 50% between public transport and private vehicles for the Parramatta Primary Centre, with a mode split of 60% for the

City Centre Precinct favouring public transport (including walking and cycling) for the journey to work when employment growth reaches 60,000 in the Parramatta City Centre. {Sydney Regional Environmental Plan No.28 – Parramatta, (clause 54 (b))}

- The measures will also be consistent with the other transport objectives identified in Part 10 of the Parramatta REP, and with Metropolitan objectives of moderating overall growth in vehicle kilometres travelled identified in *Action for Air*.
- The Parramatta Regional Access Strategy, 1999, and the REP will continue to form the basis for evaluating proposed transport measures for the Parramatta Primary Centre.

Management and Governance

1. DIPNR will be responsible for establishing a Project Management Group to monitor and drive the implementation of the recommendations of the PTWG.
2. DIPNR will chair the Project Management Group, which will include representatives from the PCC, MoT and RTA.
3. DIPNR will commit sufficient resources to the Project Management Group to:
 - facilitate development of a Project Plan;
 - facilitate refinement of recommendations and actions.
4. Parties to the Project Management Group will be responsible for their own participation costs.
5. The Project Management Group will meet monthly for 3 months, then quarterly until completion of all projects in June 2005.

6. The Project Management Group will deliver a progress report every 6 months to the Parramatta City Council, and the Minister for Transport Services; the Minister for Planning and Infrastructure; and the Minister for Roads.
7. Ministers or the Lord Mayor may request that the Project Management Group prepare further progress reports as required.
8. Funding of studies and investigations required by the Project Management Group will be subject to agreement by the Group, and will vary according to the nature of the project.
9. The Project Management Group may split into sub-groups to examine specific proposals and report back to the main Group.

Parramatta City Council Responsibilities

Under this Memorandum of Understanding, the Parramatta City Council undertakes to:

10. Further investigate, and where appropriate implement, the major projects identified in the Parramatta Transport Working Group recommendations in a timely manner.
11. Make provision in the 2004-2005 Budget cycle for adequate resources and project management capacity to participate in delivering actions identified in the Memorandum of Understanding. (The previous wording could be seen to mean PCC bears the full cost of implementation and that we have to plan in advance to pay for things that have not yet been discussed or agreed. The

Management Plan is already on exhibition and could not have included such a large potential cost burden when Councillors have clearly not had the chance to debate them.)

12. Participate in the DIPNR Chaired Project Management Group.
13. In respect of buses
 - a. establish a Working Party, as recommended by Unsworth, to consider funding options, the operation of and expectations for the CBD shuttle bus;
 - b. consult with major businesses in the Parramatta CBD with the aim of proposing options for business contributing to funding the CBD shuttle bus;
 - c. following conclusion of deliberations of the Working Party, consider the need for a separate MoU with the MoT detailing operation of and expectations for the CBD shuttle bus;
 - d. Participate in discussions around bus contracts and the impact of the contracts on bus movements through the CBD; as well as the use of environmentally sustainable buses in more sensitive areas.
14. In respect of the Park 'n Ride Project
 - a. Through the DIPNR Chaired Project Management Group, participate in the Project Team established to conduct a detailed feasibility study of a Park and Ride facility for Parramatta, to be completed by end September 2004, and that this study identify:
 - i. sites of a Park and Ride facility;
 - ii. verification of costs
 - iii. joint venture opportunities including partnership with the Sydney Turf Club, private/public operator.

- b. If found to be feasible, the Project Team identify how to proceed to implementation including the development of a detailed project plan.
15. In respect of the Rivercat, within the next 12 months develop a promotional campaign supported by an appropriate pricing structure (packaging options with local businesses) with the assistance of stakeholders for tourism and leisure purposes.
16. In respect of integration of Community Transport into the overall transport strategy, participate in the MoT led discussions between Community Transport and other operators to ensure integration of community transport services.
17. In respect of Parramatta to Strathfield TransitWay, participate in the Project Team established by RTA through the Project Management Group to study of the feasibility of:
 - a. re-routing the service via Hassall Street, Grand Avenue, then follow the Carlingford rail line at Rosehill to the University site at Rydalmer, and linking up with Victoria Road at the University of Western Sydney campus;
 - b. a full TWay from Parramatta to Strathfield including a Duck River crossing at Holker Street.
18. In respect of Duck River Crossing at Holker Street, participate in the DIPNR Chaired Project Management Group dialogue with Shell concerning establishing bus TWay, emergency and other vehicle access to Homebush Bay via Camellia.

Ministry of Transport Responsibilities

Under this Memorandum of Understanding, the Ministry of Transport undertakes to:

- 19. Further investigate, and where appropriate implement, the major projects identified in the Parramatta Transport Working Group recommendations in a timely manner.
- 20. Make provision in the 2004-2005 Budget cycle for adequate resources and project management capacity to undertake actions identified in this Memorandum of Understanding.
- 21. Participate in the DIPNR Chaired Project Management Group.
- 22. In respect of buses:
 - a. write to the State Transit Authority requesting a review of bus services in the Dundas area;
 - b. following the conclusion of the Lord Mayoral Working Party deliberations, as recommended by Unsworth, consider the need for a MOU with the Parramatta City Council on the operation of and expectations for the CBD shuttle bus;
 - c. in conjunction with the RTA and DIPNR through the Bus Priority Working Party:
 - i. prioritise and rank strategic corridors identified by Unsworth
 - ii. identify a process, budget and timeframe for the introduction of Public Transport Information and Priority System and bus lane enforcement cameras across the Sydney metropolitan region

- iii. identify, cost and model more intensive physical bus priority measures on the top ranked corridors
 - iv. convene discussions around bus contracts and their impact on the Parramatta CBD and long term viability of the interchange.
23. In respect of parking space levies, finalise the state-wide review of the *Parking Space Levy Act 1992* and make recommendations to Government following conclusion of the review in the near future.
24. In respect of the Carlingford line project
- a. write to RailCorp requesting that better information be provided at Clyde Station, in the form of:
 - i. improved visual displays to ensure customers from the Carlingford line receive real-time train running information
 - ii. improved real-time train running information to the station and signal box, to improve the ability of CityRail to maintain Clyde to Carlingford line connections when the main line trains are running late
 - b. request that RailCorp:
 - i. install as a priority swing gates at Telopea and Dundas Stations;
 - ii. install improved ticketing sales facilities at Telopea Station;
 - iii. provide a disabled access kerb crossing near the gate leading onto the platforms at Carlingford;
 - iv. prepare, following appropriate consultation with the Parramatta City Council and the local community, a design by end August 2004 for Telopea Station that improves the grade of the access ramp to the station, considers the community landscaping near the station, improves safety of the pedestrian crossing, and considers relocation of the ticket vending machine to improve the platform width; (unrealistic to say local community consultation will have been done and have it all finished by end July)
 - c. request TIDC to repair the fence between its property and the pathway leading to Dundas Station and TIDC investigate the feasibility of widening the pathway.
- 24a. In respect of the Transport interchange and Parramatta railway station ensure adequate arrangements are in place to maintain and clean the public space to provide a safe and welcoming appearance.
25. In respect of the Rivercat
- a. in the context of the development of performance and funding agreement with Sydney Ferries, advise Sydney Ferries that service standards and current frequency are to be maintained as a minimum level; (only if this is based on the advertised timetable and not the actual running of the service at the current irregular pattern)
 - b. explore contractual options for including in Sydney Ferries' service contract a requirement to stop at Homebush Bay;
 - c. work with Sydney Ferries on strategies to improve passenger information;
 - d. introduce, by end July 2004, a performance and reliability regime, including penalties, to ensure that

Sydney Ferries deliver on the services they have been contracted to deliver.

26. In respect of integration of Community Transport into the overall transport strategy, convene a discussion between Community Transport and other operators, and Council, to ensure integration of community transport services.
27. In respect of the Parramatta to Strathfield TransitWay
 - a. continue to liaise with DIPNR and the RTA on the review of the Parramatta to Strathfield Transitway, including examination of route service patronage
 - b. participate in the Project Team established by RTA through the Project Management Group to study the feasibility of:
 - i. re-routing the service via Hassall Street, Grand Avenue, then follow the Carlingford rail line at Rosehill to the University site at Rydalmerle, and linking up with Victoria Road at the University of Western Sydney campus;
 - ii. a full TWay from Parramatta to Strathfield including a Duck River crossing at Holker Street.
28. In respect of Duck River Crossing at Holker Street, participate in the DIPNR Chaired Project Management Group dialogue with Shell concerning establishing bus TWay, emergency and other vehicle access to Homebush Bay via Camellia.

Department of Infrastructure, Planning and Natural Resources Responsibilities

Under this Memorandum of Understanding, the Department of Infrastructure, Planning and Natural Resources undertakes to:

29. Chair the Project Management Group, which will include representatives from the PCC, MoT and RTA.
30. Commit sufficient resources to the Project Management Group to:
 - facilitate development of a Project Plan;
 - facilitate refinement of recommendations and actions.
31. Further investigate, and where appropriate implement, the major projects identified in the Parramatta Transport Working Group recommendations in a timely manner.
32. Make provision in the 2004-2005 Budget cycle for adequate resources and project management capacity to undertake actions identified in the Memorandum of Understanding.
33. In respect of buses, in conjunction with the MoT and RTA through the Bus Priority Working Party:
 - a. prioritise and rank strategic corridors identified by Unsworth
 - b. identify a process, budget and timeframe for the introduction of Public Transport Information and Priority System and bus lane enforcement cameras across the Sydney metropolitan region
 - c. identify, cost and model more intensive physical bus priority measures on the top ranked corridors

34. In respect of parking space levies, participate in finalisation of the state-wide review of the *Parking Space Levy Act 1992* and make recommendations to Government following conclusion of the review in the near future.
35. In respect of the Park 'n Ride Project
- Through the DIPNR chaired Project Management Group, establish a Project Team to conduct a detailed feasibility study of a Park and Ride facility for Parramatta, to be completed by end August 2004, and that this study identify:
 - sites of a Park and Ride facility;
 - verification of costs
 - joint venture opportunities including partnership with the Sydney Turf Club, private/public operator.
 - If found to be feasible, the Project Team identify how to proceed to implementation including the development of a detailed project plan.
36. In respect of Parramatta to Strathfield TransitWay
- continue to liaise with MoT and the RTA on the review of the Parramatta to Strathfield Transitway, including examination of route service patronage
 - participate in the Project Team established by the RTA through the Project Management Group to study the feasibility of:
 - re-routing the service via Hassall Street, Grand Avenue, then follow the Carlingford rail line at Rosehill to the University site at Rydalmerle, and linking up with Victoria Road at the University of Western Sydney campus;
- ii. a full TWay from Parramatta to Strathfield including a Duck River crossing at Holker Street. with the study to be completed within 12 months.
37. In respect of Duck River Crossing at Holker Street, following the imminent conclusion of the current joint DIPNR, RTA and MoT review of the Parramatta to Strathfield Transitway, the DIPNR Chaired Project Management Group open a dialogue with Shell concerning establishing bus TWay, emergency and other vehicle access to Homebush Bay via Camellia.

TERM OF MEMORANDUM AND EFFECT

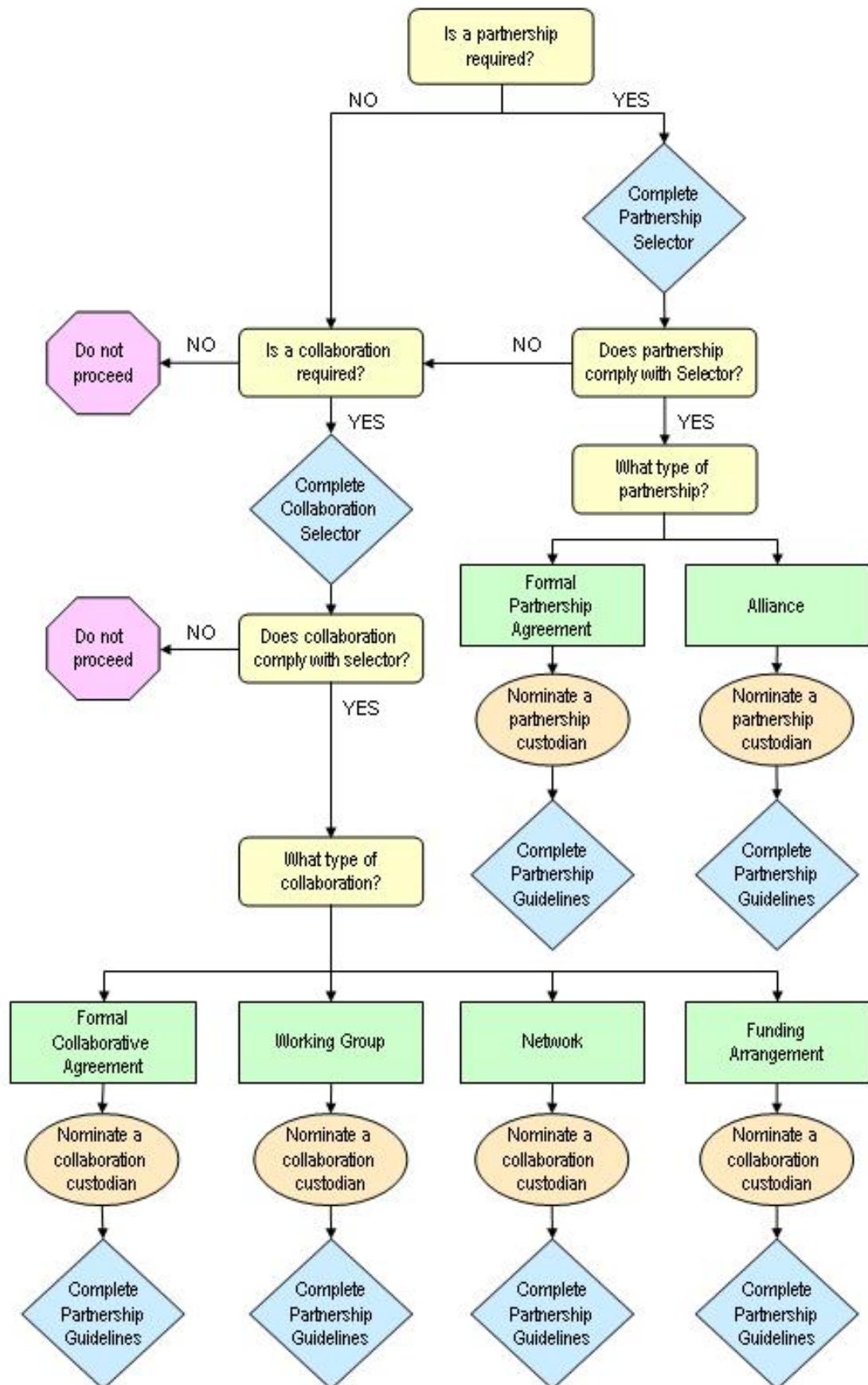
This Memorandum:

- will remain in force and effect for a period of fifteen (15) months from the date hereof ;
- and is non-exclusive of any other association, relationship or agreement which any of the parties may at any time wish to enter; and
- is not intended to and does not create any legally binding obligations or enforceable rights.

Executed as a Memorandum of Understanding

for and on behalf of the)

ATTACHMENT 2: Partnership Decision Tree



ATTACHMENT 3: Partnership Selector

1. Will all parties share our Key Guiding Principles to Partnerships?
 Yes
 No..... *Do not proceed*
2. Is it appropriate or legal to have a partnership?
 Yes
 No..... *Go to Collaboration Selector*
3. Are there shared *strategic* goals and objectives?
 Yes
 No..... *Go to Collaboration Selector*
4. Is the partnership needed to help achieve Council's vision?
 Yes
 No..... *Do not proceed*
5. Are desired Council outcomes dependent on a shared approach?
 Yes
 No..... *Do not proceed*
6. Is there a benefit for all partners?
 Yes
 No..... *Do not proceed*
7. Is there a specific deadline or set of milestones?
 Yes *Strategic Partnership*
 No..... *Strategic Alliance*

ATTACHMENT 4: Collaboration Selector

1. Is it appropriate or legal to have a collaboration?
 Yes
 No..... *Do not proceed*
2. Are there shared *operational* goals and objectives?
 Yes
 No..... *Do not proceed*
3. Will the collaboration help achieve Council's vision?
 Yes
 No..... *Do not proceed*
4. Are desired Council outcomes dependent on a shared approach?
 Yes
 No..... *Do not proceed*
5. Is there a benefit for all collaborators?
 Yes
 No..... *Do not proceed*
6. Will the collaboration require a formal operational agreement (MOU)?
 Yes *Go to 7*
 No..... *Go to 8*
7. Will there be shared decision making in relation to funding?
 Yes *Collaborative Agreement*
 No *Funding Arrangement*
8. Is there an informal agreement or agenda?
 Yes *Working Group*
 No *Network*

ATTACHMENT 5: Partnership Guidelines

PARTNERSHIP DEVELOPMENT AND MAINTENANCE

1. Clarity of purpose and roles

What is the purpose of this partnership?

.....

What role will Council take in the partnership?

.....

What role does our partner have?

.....

Do we have or need agreed terms of reference?

.....

2. Custodians and Advocates

Who will act as custodian in the partnership for each organisation?

.....

Is the custodian at the appropriate level of the organisation?

.....

3. A Formal Agreement

Do we need a formal agreement?

.....

If so, what form should it take?

.....

4. Timeframe and milestones

What are the agreed key dates and milestones?

.....

Do we need a sunset clause for completion of the project?

.....

5. Record keeping and knowledge sharing

How will actions and activities be reported and recorded?

.....

6. Clarity of Resource Input

What financial or in-kind support will Council provide?

.....

Is this level of support budgeted for?

.....

Are there any constraints on the resources?

.....

7. Reviewing and Evaluating your Progress

How will we measure and report the achievements of our partnership?

.....

Do we need to reduce our input or dissolve the partnership?

.....

8. Reviewing and Evaluating the Partnership

Have we included review points to evaluate the success of the partnership?

.....

9. Value Adding

What are the additional benefits we will receive from this partnership?

.....

Are there additional steps that need to be taken to ensure the success of the partnership?

.....

10. Risk Management

What are the risks involved in this partnership, and how can they be managed?

.....

When these guidelines have been completed, please return a copy of the form to the Governance Unit.

DISSOLUTION OF PARTNERSHIPS

A formal partnership agreement will have a sunset clause and obvious date for dissolution. However, it can be appropriate to pull back from a partnership after the successful completion of the objectives and the building of strong networks between the organisations. This does not destroy the goodwill; rather it recognises what has been achieved and allows the partnership to transition into a bond of shared understanding.

