

Western Parkland City Authority

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Charter of the Western Parkland City Authority

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1. Introduction

Summary

The Western Parkland City Authority (Authority) was established as a statutory corporation pursuant to the Western Parkland City Authority Act (Act) in November 2018 as a key commitment of the Western Sydney City Deal. It was established to encourage the economic growth and development of the Western Sydney Aerotropolis and with amendment to the legislation the operational area of the Authority includes the Western Parkland City.

The arrangements for the Authority reflect a commitment to partnership between the NSW Government, Commonwealth Government, local councils and the community.

This charter provides for:

- details on the arrangements for the Authority including the role and responsibilities of the Minister, Commonwealth Minister, Board, Chairperson and Chief Executive Officer; and
- the matters that are to be given priority by the Authority in exercising its functions and the classes of decisions that are to be referred to the Minister before being made by the Authority, pursuant to Section 14 of the Act.

A summary of the governance arrangements for the Authority is set out in Appendix 1.¹

¹ The Charter is not an exhaustive statement of roles and responsibilities. The **Governance on a Page** diagram (Appendix 1) provides a schematic representation of the key relationships effective from 1 April 2022.

2. Western Parkland City Authority

The Authority is a statutory corporation established under the Act, subject to the control and direction of the Minister.²

Vision and Purpose

The Authority's ambition is to create the most green, connected and advanced city in the Indo Pacific Region.

The purpose of the Authority is to serve the people and communities of the Western Parkland City to deliver public value through enhancing economic, environmental and social values by creating 200,000 high quality jobs, improving social equity and creating a world leading resilient and sustainable Parkland City.

The Authority's vision and purpose is achieved through the objects of the Act by:

- creating jobs and job intensive precincts;
- creating active, vibrant, and sustainable communities and locations which support and benefit from the Western Sydney Airport;
- promoting investment, sustainable development and innovative design;
- facilitating the sharing of financial value;
- promoting value for money and efficiency in the delivery of infrastructure; and
- collaborating with the Commonwealth and State governments together with the local councils of the Western Parkland City.³

Functions

The Authority's functions are master planning, development, investment coordination and attraction, infrastructure funding, cultural and other activities, consultancy services, commercial arrangements and intergovernmental collaboration.⁴

² Section 7 of the *Western Parkland City Authority Act (NSW) 2018* (the Act)

³ Section 3 of the Act

⁴ Section 13 of the Act

Outcomes

The Authority will:

Build for the long term: by bringing forward decisions to avoid costly retrofitting. This will shift all levels of government from incremental planning on a project-by-project basis to establishing and coordinating delivery for long-term investment need;

Unlock the economic potential of the Western Parkland City: by shifting to a jobs-led approach to growth and making economic and talent attraction a key component of delivery decisions;

Align and increase investment infrastructure: by identifying the infrastructure investment envelope so Government can plan ahead for the medium- to long-term and drive alignment across agencies;

Ensure community is central to planning and delivery: by engaging upfront and on an ongoing basis with existing communities as the Western Parkland City grows and changes to drive equity, liveability and amenity for residents, workers and visitors; and

Recognise the Western Parkland City as a green connected and advanced city in its own right: by shifting from a peripheral expansion of Greater Sydney to a Parkland City that is driven by innovation, sustainability and a world-renowned city in a parkland.

Area within which Authority may exercise functions

The Authority exercises its functions ‘in, or in relation to land in’ the ‘operational area’.

The ‘operational area’ comprises the areas of the Western Sydney Aerotropolis, Western Sydney operational areas and Local Council requested operational areas, collectively known as the Western Parkland City.⁵ The areas are set out in Appendix 2 and 3.

⁵ Section 4 and Schedules 1-3 of the Act

3. Strategic Priorities

The Authority will prioritise implementation of the following five Strategic Priorities. The four-year Corporate Strategy will be updated as required and at the conclusion of the four-year period.

1. Coordination and Delivery – Bring together delivery partners to support delivery

- drive effective collaboration and coordination with our Australian, NSW and local government partners;
- maximise synergies through coordinated planning between the Western Parkland City and the Western Sydney International Airport and support tourism through the Western Parkland City Destination Management Plan;
- progress, deliver and enhance the Western City Deal; and
- drive efficient delivery systems.

2. Master Planning and Development – Deliver timely and coordinated, social, economic and environmental outcomes

- deliver the Western Parkland City Blueprint;
- deliver the Economic Development Roadmap;
- coordinate with relevant planning authorities on the development and implementation of Precinct Plans and master plans or equivalent across the Western Parkland City;
- work with relevant planning authorities to design and deliver an effective planning system;
- develop staged and coordinated infrastructure delivery;
- implement initiatives that will improve quality of life and support economic growth, including green open spaces, arts, cultural facilities, and transport infrastructure; and
- leverage the circular economy to deliver innovative utility services to support the success of the Bradfield City Centre and the Western Parkland City.

3. Economic Development and Investment – Attract and realise government and private investment

- leverage government funding to attract private sector investment across the Western Parkland City;
- develop and implement a commercial strategy to attract private sector investment, infrastructure and building partners to the Bradfield City Centre;
- develop and implement investment attraction strategies; and
- develop globally competitive industries that create jobs and new skill formations.

4. Talent Attraction – Deliver the jobs, education, amenities and lifestyle by attracting world-leading companies and highly skilled people

- deliver the new education and training model (NETM) to provide industry relevant micro-credentials tailored to the skills needs of the learner and industry;
- establish opportunities for education and employment pathways;
- empower Aboriginal participation and facilitate the sharing of prosperity in the Parkland City;
- invest in understanding the needs of future residents and workers to support delivery of infrastructure, green space and amenity;
- continue the development of the AMRF (a future hub for next generation fabrication and advanced electronics) to attract advanced manufacturing, aerospace, and defence industries;
- drive large scale investment to support industry and job generation at scale; and
- increase access to higher paid jobs across the Western Parkland City.

5. Community Involvement – Create the future city with the community

- develop and implement community, landowner, and industry engagement strategies;
- develop and embed mechanisms to understand and respond to local communities' sentiment and needs;
- work with local government to harmonise and align priorities; and
- co-ordinate a cross-government approach for engagement with Aboriginal Communities.

4. Roles and Responsibilities

The Minister has oversight of the strategic directions of the Authority and takes key decisions in relation to the Authority. In certain circumstances, the Minister is required to consult with the Commonwealth Minister.

The Minister

The Hon Stuart Ayres, the Minister for Enterprise, Investment and Trade, Minister for Tourism and Sport and Minister for Western Sydney is the responsible Minister.

The Authority is subject to the control and direction of the Minister in the exercise of its functions.⁶

The Minister is responsible for:

- overseeing the strategic direction of the Authority through the approval of the Charter (this document) and any amendment. The Charter sets out the matters which are to be given priority by the Authority and the classes of decisions that are to be referred to the Minister before being made by the Authority. The power to direct and control the Authority is not constrained by the Charter⁷;
- considering any decisions of the class set out in *Section 5, Decisions*, in this Charter, referred by the Authority;
- appointing members of the Board and Chairperson.⁸ The Minister is also responsible for various matters in relation to Board remuneration, removal of Board members⁹ and leaves of absence;
- the approval or refusal of establishment of committees of the Authority on the recommendation of the Board;¹⁰
- considering applications from a council requesting an area of land be included within the operational area of the Act;¹¹
- the approval or refusal of the Authority taking certain actions in relation to the formation and participation in of private corporations, private subsidiary corporations, or joint ventures;¹² and
- the approval or refusal of investment by the Authority in certain circumstances.¹³

⁶ See note 2

⁷ Section 14 of the Act

⁸ Section 8 of the Act

⁹ Schedule 4 of the Act

¹⁰ Section 10 of the Act

¹¹ Section 5 of the Act

¹² Section 18 (2) of the Act

¹³ Section 19(4)(b) of the Act

The Minister is responsible for consulting with and seeking the concurrence of the Commonwealth Minister in the exercise of certain powers:

- to consult when considering whether to approve the Charter or an amendment that would have a material effect on the exercise of the Authority's functions;¹⁴
- to seek the nomination of three board members, to seek concurrence to the appointment of the Chairperson and to seek concurrence to the removal of the Chairperson and any member nominated by the Commonwealth;
- to consult on an application from a council requesting an area of land be included within the operational area of the Act; and
- to consult where a direction to the Authority will have a material effect on the exercise of its functions.

The Minister may also seek information, advice, and reports from the Authority.

The Commonwealth Minister

The Commonwealth Minister provides advice, following a request from the Minister on certain matters and on nominations to the Board.

The Commonwealth Minister is responsible for providing advice, following a consultation request from the Minister on:

- the Charter and amendments to the approved Charter. The Minister will consult when it is considered that the Charter or changes will have a material effect on the exercise of the Authority's functions;
- an application from a council requesting an area of land be included within the operational area of the Act;¹⁵ and
- a proposed Ministerial direction. The Minister will consult when it is considered the direction would have a material effect on the exercise of the Authority's functions.

The Commonwealth Minister also:

- nominates three board members, and provides concurrence (or not) in relation to the appointment of the Chairperson; and
- provides concurrence (or not) to any proposal by the Minister to remove the Chairperson or Commonwealth nominees.
- The Authority is required to keep the Commonwealth Minister informed in relation to its general conduct and significant development in its activities.¹⁶

¹⁴ Section 14(3) of the Act

¹⁵ See note 11

¹⁶ Section 15 of the Act

The Board

The Board's role is to ensure the performance and success of the Authority in achieving the objectives of the Act, being the design and delivery of the Western Sydney Aerotropolis and supporting the growth of the rest of the Western Parkland City. All decisions relating to the functions of the Authority are to be made under the authority of the Board.¹⁷ The Board is accountable to the Minister on the activities to achieve the objectives of the Act, being the design and delivery of the Western Sydney Aerotropolis and supporting the growth of the Western Parkland City. It does this by:

- setting the overall strategic direction for the Authority by approving the Charter, subject to the Minister's approval, the Corporate Strategy and adopting plans and policies to achieve the Authority's purpose;
- approving all new, amended and withdrawn policies relating to strategic direction, governance and statutory functions of the Authority and policies that the Board reserves for its own approval following endorsement by the Chief Executive Officer (CEO) and/or relevant Committee;
- referring decisions within the classes set out in *Section 5, Decisions*, in this Charter, to the Minister for consideration;
- ensuring compliance with Minister's directions and approvals pursuant to the Act;
- overseeing arrangements to ensure the Minister and Commonwealth Minister are kept informed of the general conduct of the Authority and any significant developments in the Authority's activities;
- approving the formation of private corporations, private subsidiary corporations or joint ventures, subject to the Minister's approval;
- establishing committees of the Authority, subject to the Minister's approval;
- monitoring the performance of the Authority against the Charter, Corporate Strategy and other plans and policies;
- overseeing the management and effectiveness of interactions and engagement with stakeholders and the broader community;
- approving the annual report and financial statements;
- overseeing the administration of the Western Parkland City Fund and monitoring financial performance;
- approving and monitoring the delegation of functions of the Authority, as set out in the Delegations Manual;
- ensuring good governance of the Authority by setting the tone for the Authority and guide the Authority's culture, reputation and ethical standards; and
- approving, reviewing and monitoring the Authority's Risk Appetite Statement and risk management system including internal compliance, control mechanisms, audit plan, and compliance with legislative frameworks including in relation to workplace health and safety.

¹⁷ Section 9 of the Act

Chairperson

The Chairperson is responsible for:

- maintaining productive dialogue with the Minister and stakeholders;
- maintaining effective communications between the Board and management and between members;
- leading the Board;
- ensuring the efficient organisation and conduct of the Board's functions; and
- chairing Board meetings.

Chief Executive Officer

The CEO is responsible for managing and leading the Authority and its people in accordance with the legislation, strategies, policies, and directions of the Board. This includes responsibility for positive stakeholder engagement, end to end execution of programs, services and developments and embedding an organisational culture based on values of the Authority. Policies, procedures and guidelines relating to the day-to-day management of the Authority are the responsibility of the CEO who gives approval to the relevant new, amended or withdrawn policies, procedures and guidelines.

The CEO is accountable as a public servant to the Secretary (head of department) under the *Government Sector Employment Act 2013*.¹⁸

¹⁸ See note 1 and Appendix 1 Governance on a Page.

5. Classes of Decisions

Decisions within the following classes are to be referred to the Minister for consideration prior to decision by the Board being decisions to:

- 5.1 abandon or materially change one of the Authority's five Strategic Priorities set out in *Section 3, Strategic Priorities* in this Charter;
- 5.2 terminate a commercial agreement executed by the Minister or Premier;
- 5.3 enter into an agreement with the Commonwealth government;
- 5.4 form, participate in, acquire or dispose of any interest in a private subsidiary corporation;¹⁹
- 5.5 action activities incidental to the functions of the Authority; and
- 5.6 organisationally restructure the Authority.

6. Stakeholders

The Authority is responsible to stakeholders, including industry, local councils, government agencies and the wider community through the performance of its functions. The Board will seek out, be aware of and responsive to stakeholder views.

7. Code of Ethics and Conduct

The Board has adopted policies of the Authority including the Authority's Code of Ethics and Conduct and associated policies including a Fraud and Corruption Prevention Framework and Gifts and Benefits Policy. All members shall abide by these policies and are expected to act in a manner that reflect the values of the Authority. Each member must comply with the policies in relation to conflict of interest and act in a way that does not give rise to any real perceived, actual, or potential conflicts of interest.

¹⁹ Section 18 of the Act

8. Conduct of Board Meeting

The Board meets as often as the members consider it necessary for the Board to discharge its duties and obligations, but no less than 6 times per year.

9. Board Committees

The Board has established two committees with the approval of the Minister²⁰:

- the Investment Advisory and Review Committee to provide advice on the Authority's strategy for attracting investment. The Terms of Reference outlines the Committee's composition, operation roles and responsibilities. The Chair reports to the Board; and
- the Audit and Risk Committee. The Charter outlines the Committee's roles and responsibilities in providing independent advice, risk management and internal audit advice.

10. Board Performance

The Board will evaluate its own performance annually to consider the extent to which it has met its responsibilities under the Act, Charter and Corporate Strategy. The outcomes of the review will be considered by the Board.

11. Independent Advice

The Board may obtain independent advice in relation to matters relating to the responsibilities of the Board.

Expenses incurred for such advice will be the responsibility of the Authority.

²⁰ See note 10

12. Access to Management and Information

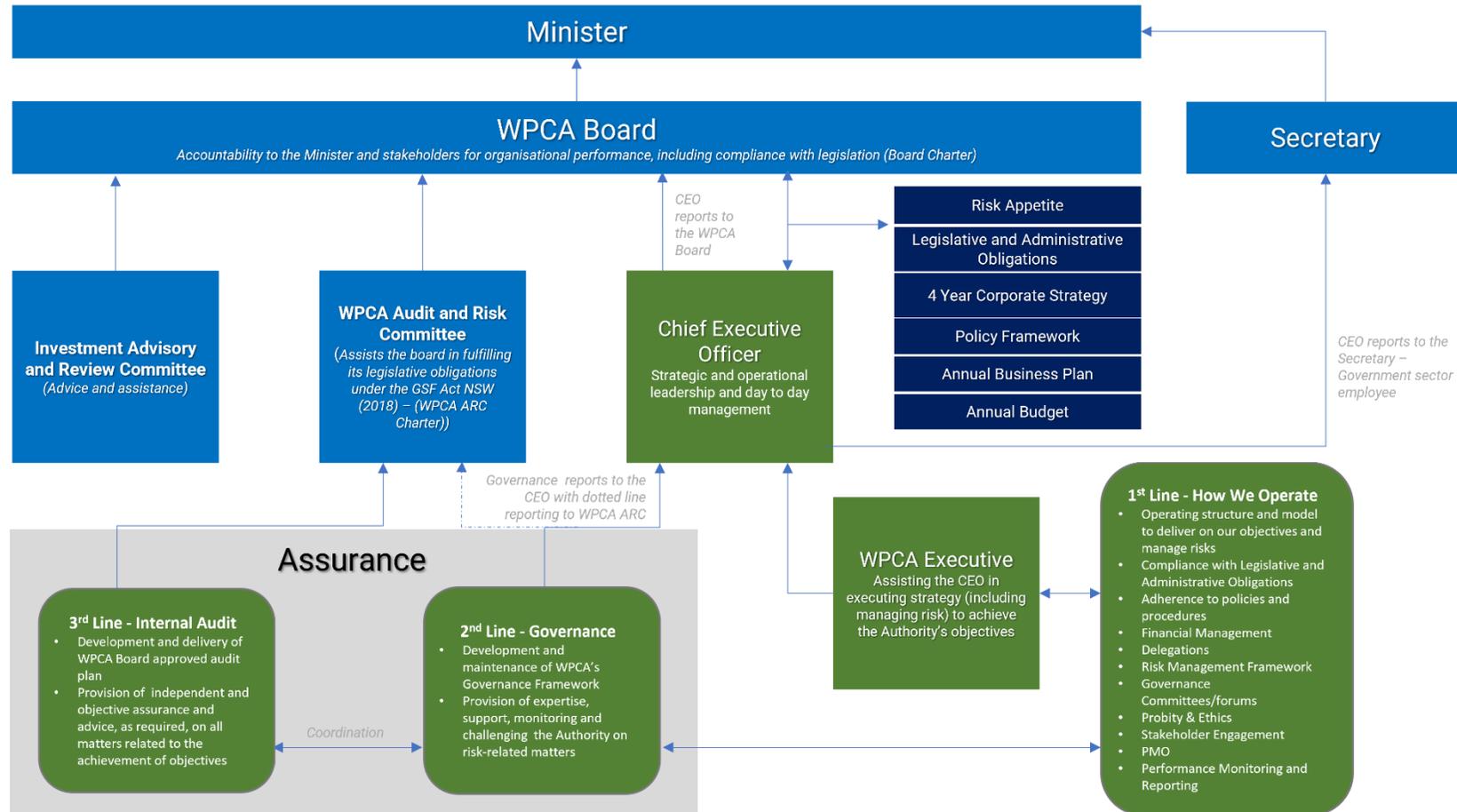
A member may request access to the Authority's executive team or operational areas through the Chief Executive Officer. Such a request may arise where it is necessary to discharge their duties and will not be unreasonably denied.

13. Review and Amendment of Charter

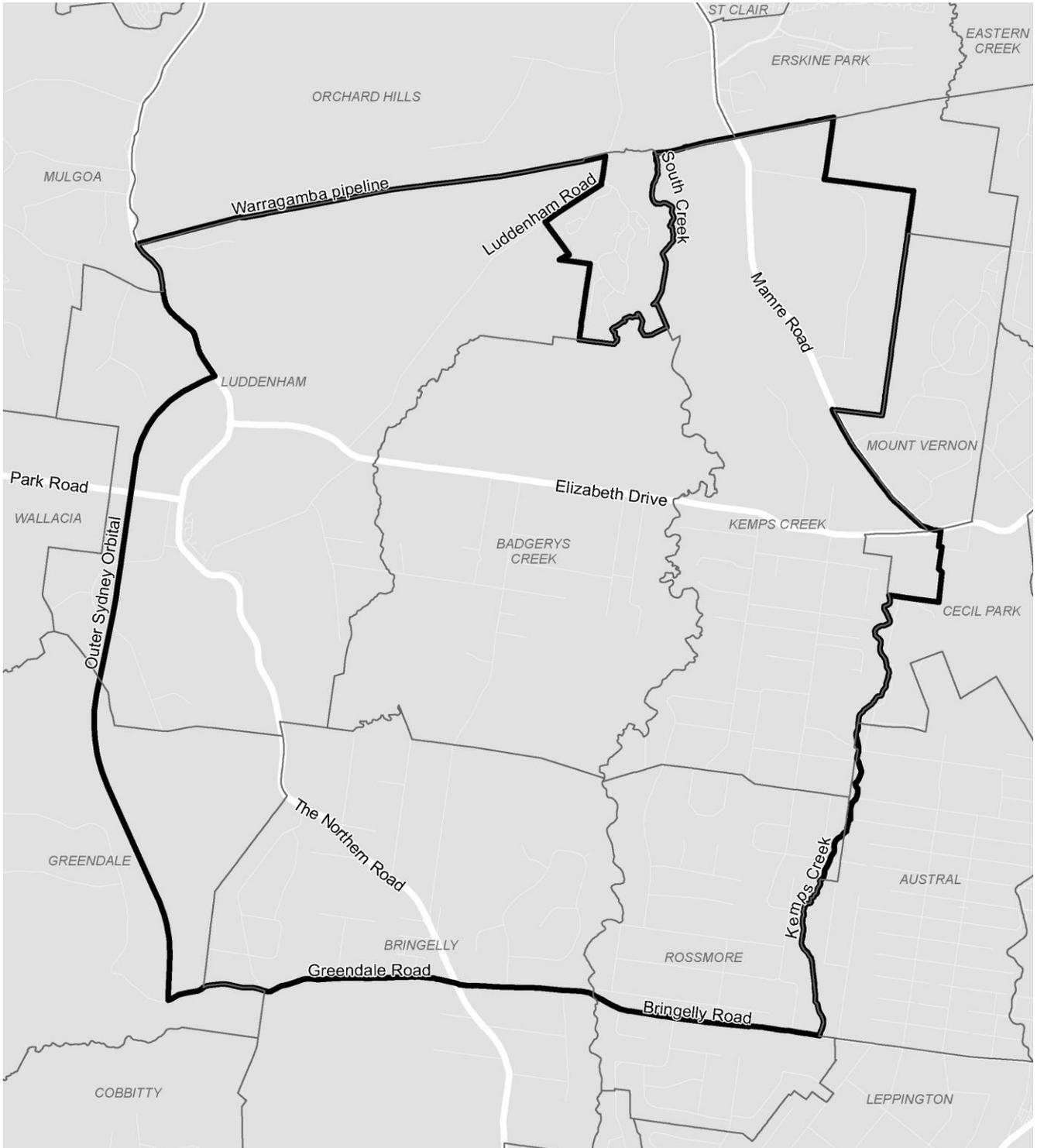
The Authority will review the Charter periodically, as needed. Any inconsequential amendments may be made by the Chair and CEO without reference to the Minister.

Appendix 1: Governance on a Page effective from 1 April 2022

WPCA GOVERNANCE ON A PAGE



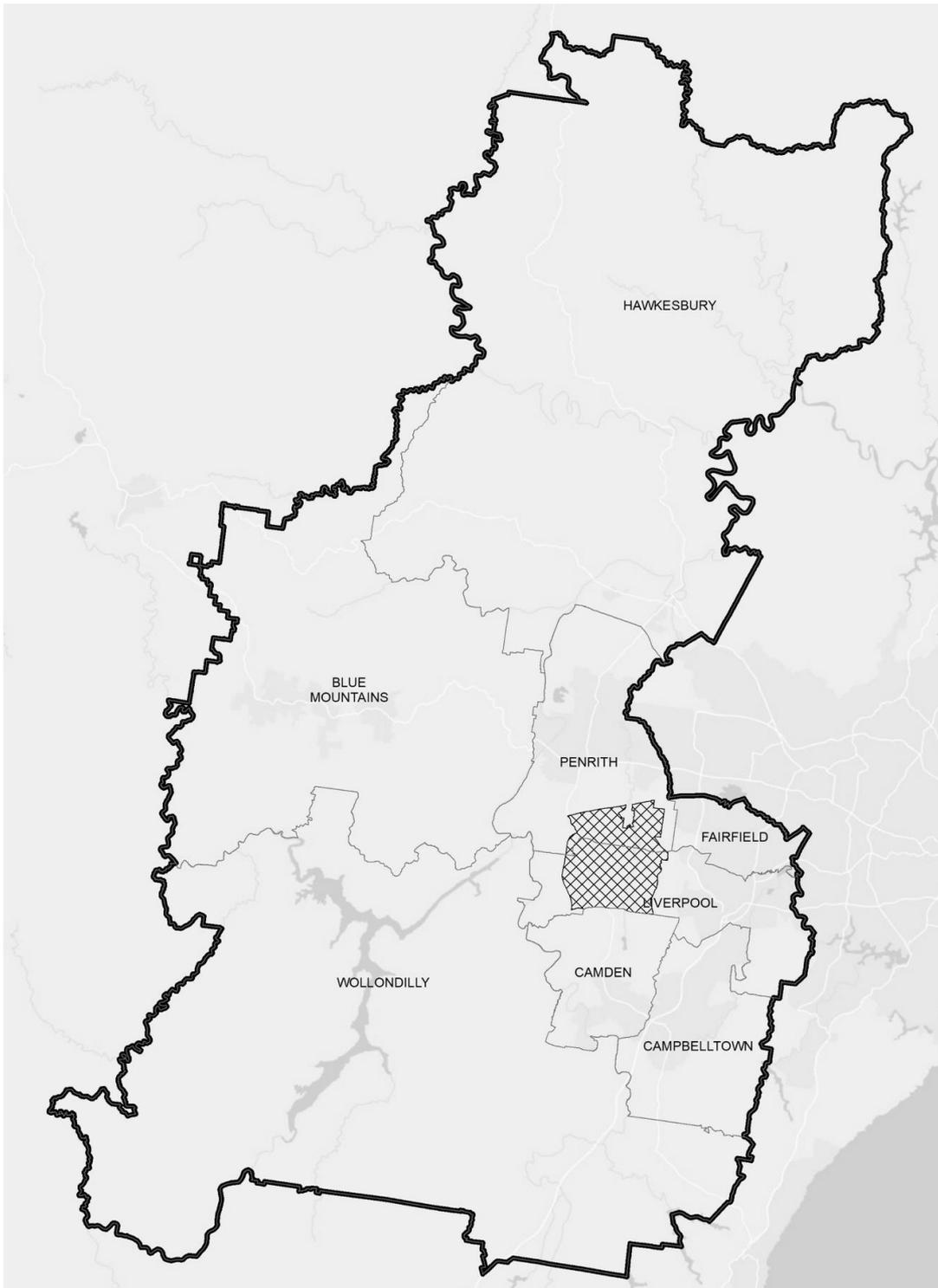
Appendix 2: Western City Aerotropolis Map



Western Sydney Aerotropolis
Western Sydney Aerotropolis Boundary
Suburb Boundary

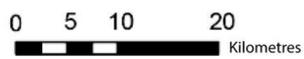


Appendix 3: Western City Operational Areas Map



Legend

-  Western City operational area Boundary
-  LGA Boundary Metro Sydney
-  Western Sydney Aerotropolis Boundary



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