

Wyndham Partnership Framework

April 2019

# Partnerships building a better Wyndham

Forming partnerships with government, non-government organisations, and business is one of the ways Wyndham City is achieving it’s strategic objectives.

Current strategic partnerships are building world class assets – such as children and family centres, soccer stadiums, parkland and social housing – and finding ways to deliver more and better services in innovative ways to everyone in the Wyndham community.

# Purpose

This framework describes the City’s work in this area. It helps those wanting to create partnerships, to learn more about how to make them effective. It also outlines criteria for making decisions about when to enter into partnerships, and showcases some of our best examples.

Partnerships are negotiated for particular solutions. No two are alike. A partnership that worked in one place may not necessarily work in another. This framework therefore provides ideas that can be adapted to the reality of any given local issue, policy setting, and the availability and needs of different partners (OECD 2006).

This document is in two parts: Part 1 describes Wyndham City’s framework for partnerships. It is supported by Part 2 that outlines the success factors that drive successful partnerships along with links to tools and examples that can help.

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| Note: This framework does not cover Public Private Partnership’s (PPPs) – where governments and the private sector work together and share resources to develop key infrastructure such as roads – because they are covered by State government policy and guidelines (refer to DTF 2018). Wyndham also has its *Securing Wyndham's Future Advocacy Strategy* for its advocacy work (a type of partnership) that should be read in conjunction with this framework (Wyndham City 2018). |

# Our challenge

Wyndham has the opportunity to develop into a major hub that can support the wellbeing and prosperity of Melbourne’s fastest growing region, now and into the future.

We have significant advantages. Our population is growing faster than anywhere else in Victoria, as fast as the inner Melbourne LGA. It is young and diverse, and has a large skilled workforce. Wyndham makes a significant contribution to Victoria’s prosperity (more than most growth areas), through logistics, services, housing construction, manufacturing and tourism.

Unfortunately, funding for infrastructure and services is not keeping up with growth, putting a handbrake on the City reaching its full potential. Our young families, the driving force behind Melbourne’s future economy, have less access to the services and infrastructure that drive wellbeing, and that create vibrant areas that can attract further economic investment.

Compared to other similar sized populations in inner Melbourne, families in Wyndham have less access to:

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| Schools  Image result for symbols of infrastructure  12 fewer | Police stations  Image result for symbols of infrastructure  3 fewer | Emergency services  Image result for symbols of fire truck  3 fewer fire stations  2 fewer SES | Ambulance  Image result for symbols of ambulance  4 fewer stations |
| Health services  Image result for symbols of infrastructure  Fewer pharmacies, dental, Allied Health, GP services | Transport  Image result for symbols of infrastructure  40% less access, long car commutes for many | Community groups  Image result for symbols of community  Fewer groups activated, les time for many to participate | Jobs  Related image  Lowest in Melbourne – 60% of workers leave the area every day |
| Walkability  Image result for symbols of person with pram  Less walking infrastructure in local areas | Early years services  Image result for symbols of person with pram  Longer waiting lists | Shops  Image result for symbols of infrastructure  Majority need to drive to a shopping area | Open space  See the source image  Fewer sports fields and pavilions |

# Part 1: The Framework

The challenges are complex and no agency alone can deliver all of the services and infrastructure needed by growing communities. We are working in partnerships with government, non-government organisations, community, and business to develop new ways of doing things: to plan better, deliver faster, make more of what exists, and attract new investment. In essence, the right partnerships, with the right partners, will help us achieve our strategic objectives.

Our strategic partnerships are agreements between agencies that have decided to do something together, that could not be achieved by a single organisation operating alone, and that will benefit all partners (OECD 2006). They create efficiencies through collaboration, shared resources, reduced duplication or advocacy.

Each partnership is different. Each is negotiated specifically for its particular purpose. There is no one model. Each brings relevant people together to address an issue in one of the areas highlighted by *Wyndham City Council Plan 2017 – 2021* (Wyndham City 2017).

Urban development

Environment and sustainability

Public transport and roads

Economic development and industry

## *Also see: Securing Wyndham's Future: Advocacy Strategy 2018*

Primary and secondary education

Arts, culture, sport and recreation

Early childhood and family services

Health, support and inclusion

# Our partnerships

Despite their differences, the strategic partnerships discussed in this framework have several things in common.

They are all:

* Strategic – aligned to our communities’ priorities as outlined in our vision for *Wyndham 2040*, determined through community consultation and research.
* Collaborative – bringing partner’s resources together to create a value add, that could not be achieved by single organisations acting alone.
* Innovative – exploring new ways to deliver.

Partnerships provide a mechanism for organisations, to work together and adapt their policies to better reflect the needs of people and the economy at the local level (OECD 2006)

# Our criteria for working in partnership

Our criteria for initiating, or joining, strategic partnerships include that:

1. **The focus is on community priorities, needs and experience**, as outlined in *Wyndham 2040*, and determined by our research and community engagement.
2. **The partnership has a fair and equitable** **governance model,** that providesinclusive membership and clarity and transparency in decision-making.
3. **The right partners are engaged and willing to bring resources to the table** to ensure the work will be successful.
4. **Working together will create a value add,** where outcomes will be bigger because of the partnership, than single organisations could achieve by acting alone.
5. **The partnership is willing to explore innovative models**, including those that adapt things to the local context.

Examples of our successful partnerships

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| **Wyndham’s Wunggurrwil Dhurrung Centre (“strong heart”) for families and children** |
| A partnership of agencies, including the Aboriginal community, has designed an unique centre to meet children and family’s needs to be opened in 2019. It has integrated separately planned ‘Family’, ‘Neighbourhood Community’, and ‘Aboriginal Community’ Centres into one hub, with a single reception and shared office spaces, to give families easy access to a range of services, increases service responsiveness, and creates efficiencies for organisations by fostering collaboration, and cross-cultural and -organisational learning. |
| **“Time for the West” public transport advocacy** |
| Wyndham City has joined with other Councils, not-for-profits and businesses through LeadWest to raise the issue of poor public transport connection and overcrowding with State and Australian Governments. The campaign is focused on four key improvements: 1. improving the Regional Rail Link to connect the Melbourne to Geelong line with Werribee by adding a new train station at Avalon Airport, delivering station upgrades at Hoppers Crossing and Werribee, and adding more regional peak services; 2. increasing train capacity on both the Werribee metro line and the regional line by increasing the number of carriages and building larger platforms on existing stations to service longer trains; 3. increasing commuter car parking near train stations; and 4. improving buses to stations. |
| **A bid for an A League Soccer stadium and team in Wyndham** |
| A successful partnership between Wyndham City, Western Melbourne Group, KPMG, Tribal Sports Group, and ProBuild was created to secure a new A-League team Licence and to build a state-of-the-art football stadium in Wyndham. The partnership has committed to build a 15 000 seat capacity stadium with training pitches, sports medicine facilities, a gymnasium, recovery facilities and the co-location of a university. The stadium will also include community sporting spaces and the surrounding area will be developed with residential and commercial activity. |
| **“Greening the pipeline” to create parkland in Wyndham** |
| A partnership between Wyndham City, Melbourne Water, City West Water and VicRoads aims to transform the heritage listed Main Outfall Sewer pipeline reserve, along the Federation Trail bike path, into a parkland to service a growing population in Melbourne’s west. The vision is to create a vibrant space that will connect communities, enhance active transport options for the region, manage water sensitively and provide a unique space to meet, play and relax. |
| **Maximising the use of sporting pavilions** |
| A partnership between Leisure Networks and Wyndham City has activated sporting pavilions that were standing empty during the day. Disability agencies now use the spaces for delivery of National Disability Insurance Scheme Supported Activity Groups for cooking, art/craft, physical activity etc. Other groups, also use the spaces for indoor fitness classes, playgroups, youth groups, and conferences. |

# Part 2. Tools for success

## Features of effective partnerships

Partnerships are a valuable tool to help action policy frameworks. But they can be difficult to set up and maintain, require political will and resources, and results can take a long time to happen. It is therefore important that those creating partnerships understand the well-researched factors that make them successful (expanded from Pope & Lewis 2008).

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| **The right decision-makers at the table**  **C:\Users\Jeanette Pope\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\70E8F382.tmp** | Partnerships need the right decision-makers at the table, with a commitment to contribute resources. Partners must hold information about how to solve the problem (have expertise and ideas), be willing to invest enough time/personnel/materials (resources), and to have the authority to make decisions. Partnerships will only work if partners accept responsibility for, and take ownership of, the partnership.  Bringing relevant parties together is not an easy task. It requires building relationships across parties that may have different interests, or that may have little experience of, or have previously been competing with, each other (OECD 2006).  Our partnerships create a governance structure that provides clear ways for different parties (including the community) to provide input, and that outlines decision-making processes. This may include a Steering Committee of senior people to make decisions, working groups, and a mechanism for those that want to stay informed and only be bought in as required. It will also include an administrative “engine room” where certain activities for the partnership will be done, and resources need to be dedicated to this.  Partnerships are formed to address a range of challenges, and each will be different. Some are short term – formed for specific projects, but others are dealing with more complex long term challenges. Partnerships are likely to experience change in the conditions for its work and success, including changing of partners (or of their involvement) and of tasks 5.  Once the governance structure, and roles and responsibilities within it, are clear, they are documented in a partnership agreement or MOU. Our partnerships regular review their governance, work and operations.  Tools:   * Governance structures <http://gogoldfields.org/collaborative-table/> * Agreements MOU * Writing Terms of Reference * Conflict of interest guidelines |
| **A good broker or facilitator**  Image result for handshake symbol | Effective partnerships have a good broker or facilitator to coordinate activity. Brokers are dedicated to the project and are often joint funded by partners – with their costs offset by the efficiencies gained.  Brokers are critical to building and maintaining relationships and to:   * foster co-operation * keep a bird’s-eye-view over work, making sure tasks gets completed * provide capacity that may otherwise be lacking * assist in navigating state bureaucracy * identify opportunities and resources.   Brokering is a fully evolved discipline and successful brokers have been shown to have:   * knowledge about the broader trends and drivers * experience in organizing: communication, networking, facilitation, negotiation and project management skills * leadership skills: are seen as leaders in the community and have the trust of partners * knowledge of the workings of state and local government enthusiasm and are highly personable.   Brokers/facilitators of the partnership are nominated by the partners. They need to be funded and adequately backed by administrative and human resources to ensure they effectively drive implementation.  Tools:   * Broker job description * Brokering advice |
| **A clear purpose and visionC:\Users\Jeanette Pope\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\9681E3D6.tmp** | Effective partnerships have a clearly defined vision and objectives that are strategically aligned to our community’s needs and aspirations, as outlined in *Wyndham 2040*. Partners will also need to strongly identify with the vision.  A clear purpose will: keep partners focused, clarify roles and responsibilities, and help attract the right staff and capabilities.  Creating a vision and objectives requires evidence about the problem and a community’s needs, demography, aspirations, interests and assets. This will require inputs from research, practitioners, community, experts and other actors.  Once partners have determined the vision and objectives they are documented in a strategic plan. |
|  | Tools:   * Developing objectives * Growth Areas Social Planning Tool <http://www.socialplanningtool.net.au/> * Links to Community engagement |
| **Strategic action based with a focus on innovation**C:\Users\Jeanette Pope\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\5CC56438.tmp | Once a partnership has determined its vision and objectives, it can work out its strategic plan and targets.  A strategic plan outlines the actions needed to meet its objectives. Partnerships are an opportunity to “value add” – that is, to do more than if single organisations all acted alone. We want to be ambitious and utilise methods to do things differently and explore different models that can create that value add.  Generating new solutions requires a range of inputs from ‘beyond the usual suspects’ including tech experts, entrepreneurs, NGOs, the research sector, community representatives and others. Methods to explore innovation can be inspiring and create learning and networking opportunities for partners.  Once partners unanimously agreed on a common strategy targets are set and then actions implemented. Action will include leveraging funding. |
|  | Tools:   * Novel methods for ideas generation <http://gogoldfields.org/collaborative-table/> |
| **Good process**  C:\Users\Jeanette Pope\AppData\Local\Microsoft\Windows\INetCache\Content.MSO\33D4DEE0.tmp | Effective partnerships have good processes for running meetings, creating work plans, and documenting activities. Good process ensures partners are not left feeling unsure about their role, or frustrated by the inability to get decisions made. Good process can involve rules of conduct, ways to deal with internal conflicts, and mechanisms to ensure there is a firm foundation of good practice in financial controls, accounting procedures, human resource management, etc.  The strategic plan should also be reviewed and revised at regular intervals, to take into account changing conditions, failures and new opportunities (including new partners). |
|  | Tools:   * Running effective meetings * Resolving conflict * Procurement |
| **Evaluation**  Image result for winner symbol | Evaluation is needed to ensure the partnership is generating outcomes. Resources and energy need to be devoted *from the outset* to plan a set of performance indicators and methods for documenting achievements. Planning makes sure data systems are set up early.  Evaluation helps foster a “learning culture” and will give the partnership considerable motivation to continue, and even increase its efforts. Made public, it can also inspire others to contribute to the activities, including other organisations, or funders. |
|  | Tools:   * Evaluation planning guide <https://www.jeanettepope.com/evaluation> * Partnership evaluation guide <https://www.jeanettepope.com/evaluation> * Partnership self-assessment |

## Creating innovative models

Creating innovative models requires building on what others have done elsewhere, and adapting it to local challenges and context. Some models that can start the conversation include:

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| **Better planning**  Image result for planning symbol | *The Caroline Springs Partnership* between the Melton Shire Council, Delfin Lend Lease, the Department for Victorian Communities and other community organisations trialled a new way for planning and delivery of education and community infrastructure and services in new developments (DPCD 2009). The partnerships oversaw delivery of $38.7M of infrastructure. While most would have been delivered anyway, evaluation showed working together generated efficiencies including:   * decreased costs and increased contributions * more facilities for the same cost * efficient sequencing and facilities delivered early * more fit-for-purpose facilities * economies of scale in managing shared facilities * more efficient use of space and integrated designs that enhanced the overall feel and character of a community * increased community participation and social connection.   Partners reported partnership management was a very small investment (0.6% of overall expenditure) and costs were re-couped through savings, efficiencies and benefits. |
| **Novel investment models**Image result for investment symbol | *Collective Impact* partnerships are developing new Social Investment mechanisms for funding services. *The Broome Model* involves an alliance of Aboriginal community-controlled Non-Government Organisation’s designing packages of programs to address community priorities (jobs, housing, etc) (Kimberly Institute 2017). Instead of seeking government funding directly, the service-providers obtained medium to long term funding in the form of an “investment” from a corporate or social investor. Government underwrites the investment, repaying the investor the sum with a “return” after a certain period, if agreed outcomes were achieved. They have created a long-term investment model, based on robust empirical data. |
| **Co-creation for complex issues** | *Co-creation* involves using the experience of a wide range of individuals, partners and stakeholders to design new services and systems. *The Brisbane North Public Health Network* improved mental health services by engaging more than 100 community agencies, primary health care providers, mental health services, consumers and carers in a design process (Cheverton & Janamian 2016). Workshops gathered ideas that were documented and fed back to all participants in an iterative process. An improved service model was created and 22 organisations expressed interest in working collaboratively to operationalise it. A key premise of co-creation is that by sharing experiences, all parties gain a greater understanding of what is happening on the other side of service interactions, enabling them to devise a better experience. Evaluation shows 90% of 1500 clients experienced a reduction in unmet need, and 85% no longer reported problems with connecting to relevant services. |
| **Better ways of addressing disadvantage**  Image result for community symbol | In *West Norwood* in Lambeth, UK, the Council and a range of community partners were frustrated approaches to addressing disadvantage were not working (Open Works 2015). They implemented 20 projects to build a participatory culture that would allow people to meet daily needs while connecting with each other. Opportunities were practical, low commitment, low barrier and designed to get resources efficiently and directly to the people with the most need. The projects were a mix of: highly accessible and inclusive sharing micro activities that provide the knowledge, spaces, and equipment to help with day-to-day life such as, bulk cooking (for example baby food), bulk buying, repair cafes, toy libraries, etc; and larger community businesses, co-operatives and hybrid ventures, that distributed resources such childcare, local renewable energy, or urban farm food. A free incubation program was available to develop new ideas. Evaluation suggests social and economic benefits are generated, with levels of micro participation of 10-15% a key component. |
| **Advocacy campaigns to address community needs**  International symbols of Advocacy, Human rights, Health, and Activism: | *The H3 Alliance* here in Wyndham, is a partnership between nine health, housing and homelessness organisations advocating for our homeless (1700 people) and those vulnerable to homelessness. The organisations in the Alliance combined their administrative data and research to provide a robust account of the problem. They then worked together to create a joined-up solution that responded to local people and local needs, and targeted their interventions at both those in greatest need and prevention. We used this clear case to advocate for funding and secured $15 million from the Victorian Government for twenty new housing units, an integrated “wrap-around” health, drug and alcohol, mental health, legal, financial, material aid, family violence support, and youth support service system, and a Housing Establishment Fund for emergency accommodation or rent. They now feature in the Victorian Government housing policy. |

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