

Shaping Future Cities

Designing Western Sydney

The story so far

Executive summary

Setting the target to create 200,000 great new jobs by 2020 was ambitious when *Shaping Future Cities, Designing Western Sydney* was launched in December 2015. This blueprint for the economic transformation of Western Sydney sets specific goals across 3 strategies to build platforms for jobs growth, to create jobs in specific industries and to connect local people to those jobs.

Aligned with these strategies 133 recommendations were made, aiming to bring the community, business and government stakeholders together around a shared agenda.

Since the launch of the blueprint, these strategies have been progressed with the dedicated and focused support of the Shaping Future Cities Steering Committee and Champions.

So much has been achieved in a short period of time, with incredible focus and traction driving progress against delivery of the recommendations set out in the blueprint. However, we acknowledge that we have much further to go. We are confident that the path to 2020 will see further prosperity as we continue to be joined on this journey by those wanting to help Western Sydney realise its full potential.

With over 65,000 new jobs recently created as the result of major infrastructure investments - and thousands more yet to be announced - business and government leaders are shaping the agenda for Western Sydney and we're well on our way of achieving our 200,000 great new jobs. Steering Committee members and Shaping Future Cities Champions have led the way, enabling the testing of ideas and the trialling of concepts with public and private sector collaborators, and as a result we have seen significant investment in the region.

We see further proof as organisations continue the move into Western Sydney, as announced National Australia Bank will move into Parramatta Square in 2020.

The imagination of the community has helped to shape the region; progress made under the Western Sydney City Deal

highlights the collegiality of the region, one that is starting to be taken seriously and act with more than just potential. But there is still more to achieve, further ideas to test and investors and organisations to attract to the region on the path to 2020.

We thank all those involved thus far and welcome the opportunity to engage with others who wish to make an impact that matters for the diverse communities which represent the very fabric which is Western Sydney, both now and into the future. Together we can accomplish anything we set our minds to. Our collective achievements to date are proof positive!



Danny Rezek
Managing Partner,
Deloitte Western Sydney

on behalf of

Steering Committee
Shaping Future Cities

How to use this document

This document is best viewed on-screen. A series of buttons and interactive elements are designed to make navigation easy and enjoyable. To the right hand side you can find *back*, *forward*, *exit* and *home* buttons (depending on where you are within the document).

Tabs: Tabs look like this and be clicked to reveal content



Buttons: Clickable buttons take on several different appearances



Shaping Future Cities Steering Committee

Steering Committee Members

Alison Morgan	Director, Sydney Region, NSW Department of Premier and Cabinet
Analouk Chanthivong	Member for Macquarie Fields
Andy Marks	Assistant Vice-Chancellor, Western Sydney University (Alternate for Barney Glover)
Barney Glover	Vice-Chancellor and President of Western Sydney University
Bob Germaine	Executive Officer, Regional Development Australia, Sydney
Christopher Brown	Executive Chairman, Taylor Street Advisory
Danny Rezek	Managing Partner, Deloitte Western Sydney
David Borger	Director, Western Sydney, Sydney Business Chamber
Ed Steane	Adviser, Office of the Minister for Urban Infrastructure
Greg Dyer	CEO, City of Parramatta Council
Kerrie Mather	Former Managing Director and CEO, Sydney Airport
Michael Haynes	Policy Advisor - Minister for Western Sydney, Minister for WestConnex and Minister for Sport
Monica Barone	CEO, City of Sydney
Peter Raymond	Senior Coordination Officer, NSW Department of Premier and Cabinet (Alternate for Alison Morgan)
The Hon. Stuart Ayres	Member of the Legislative Assembly, Minister for Penrith, Minister for Western Sydney, Minister for WestConnex, Minister for Sport, Member of the Liberal Party
Theo Psychogios	Partner, Deloitte
Tim Williams	Former CEO, Committee for Sydney

Role of Steering Committee members

1

Provide leadership, strategic guidance and advice on the implementation of the entire Shaping Future Cities blueprint

2

Hold overall accountability for ensuring that the objectives of Shaping Future Cities are achieved

3

Ensure progress is reported back to key stakeholders on a regular basis

4

Act as a sounding board, coach and advisor for Shaping Future Cities Champions and Facilitators

5

Make use of expertise and personal networks to help progress relevant strategies

6

Promote the importance and significance of Shaping Future Cities to networks and relevant audiences

7

Where necessary, participate in meetings with senior government and industry stakeholders

8

Participate in regular steering committee meetings.

Shaping Future Cities Champions

Strategy	Name	Organisation
New approaches to planning for employment	Tim Williams	Former CEO, Committee for Sydney
Governing and advocating for Western Sydney	Patricia Forsythe	Executive Director, Sydney Business Chamber
Optimising the Western Sydney's Airport (WSA)	David Borger	Director, Western Sydney, Sydney Business Chamber
A 40-year Western Sydney infrastructure vision	Phillip O'Neill	Director, Centre for Western Sydney, Western Sydney University
Orientate public transport from the centre of Sydney	Christopher Brown	Executive Chairman, Taylor Street Advisory
Leveraging our multicultural diaspora	Joseph Rizk	Managing Director of Arab Bank Australia
A Western Sydney Innovation Corridor	Barney Glover	Vice-Chancellor and President of Western Sydney University
Urban renewal to prioritise jobs	Vacant	To be filled in 2018
Creating Smart Cities	Greg Dyer	CEO, City of Parramatta Council
Plus One	Amanda Brisot	General Manager, Western Sydney Business Connection
Health and Education	Dr. Peta Seaton	Chair, Australian Hearing, Principal, Strategic Consulting
Advanced Manufacturing	Leon Drury	Executive Officer, Manufacturing Skills Australia & NSW Industry Training Advisory Body
Agribusiness	Mirjana Prica	Managing Director, Food Innovation Ltd
Tourism	Suellen Fitzgerald	Executive Director of the Parramatta Park & Western Sydney Parklands Trusts
Enterprise and Innovation	Sam Bucolo	Professor of Design Innovation, Co-Founder of Design Innovation Research Centre at UTS
100 micro infrastructure initiatives	Alison McLaren	Senior Manager, Govt & industry relations, UrbanGrowth
Sustainable new suburbs	David Neville Ty Christopher	General Manager Strategy & Transformation at Endeavour Energy General Manager Asset Management at Endeavour Energy
Future skill shortage planning	Duncan Ellis	Director Commercial Business, TAFE NSW
Skills exchanges and development	Duncan Ellis	Director Commercial Business, TAFE NSW
Promotion of careers during school to work transition	Greg Whitby	Executive Director, Catholic Education Diocese of Parramatta
Develop human capital	Denise Cheng Matt Gribble	Partnerships Manager, NSW Reach Foundation Regional Managing Director, PageGroup
Improve labour market access	Vacant	To be filled in 2018
Build STEM skills	John Vassallo	CEO, Celestino
New worker housing	Theo Psychogios	Partner, Deloitte
Investment in cultural infrastructure	Julianne Campbell	General Manager, Urban Theatre

Role of Champions

1

Develop and implement a plan to achieve strategy

2

Take overall responsibility for implementing proposed strategy and recommendations, drawing on relevant stakeholders, networks and connections for support

3

Report back to the Steering Committee regularly on progress, successes and challenges

4

Provide transparency on recommendations, showing where progress is happening and where it is being stalled

5

Support the compilation of a concise strategy scorecard

6

Seek the advice of, and guidance from, the Steering Committee where relevant/necessary – particularly where more support and/or incentives may be necessary

7

Promote the importance and significance of strategy to networks and relevant audiences











8

Promote the importance and significance of entire Shaping Future Cities blueprint to networks and relevant audiences.

Strategies








Platform strategies

Strategies that have an impact that transcends Western Sydney, setting the region up for success by providing the springboards for job creation. These strategies are industry or geographically focused.

-  New approaches to planning for employment
-  Governing and advocating for Western Sydney
-  Optimising Western Sydney's Airport (WSA)
-  A 40-year Western Sydney infrastructure vision
-  Orientate public transport from the centre of Sydney
-  Leveraging our multicultural diaspora
-  A Western Sydney Innovation Corridor
-  Urban renewal to prioritise jobs
-  Creating Smart Cities
-  Plus one









Creating job strategies

Strategies that aim to create jobs in specific industries and places where the best opportunities for investment and jobs growth are expected to occur.

-  Health and Education
-  Advanced manufacturing
-  Agribusiness
-  Tourism
-  Enterprise and innovation
-  100 micro infrastructure initiatives
-  Sustainable new suburbs

Connecting job strategies











Strategies to ensure the region's working aged population has the skills, willingness and confidence to take advantage of the economic opportunities created over the next 5 years and beyond.

-  Future skills shortage planning
-  Skills exchanges and development
-  Promotion of careers during school to work transition
-  Develop human capital in areas of highest disadvantage
-  Improve labour market access
-  Build STEM skills
-  New worker housing
-  Investment in cultural infrastructure

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New approaches to planning for employment

Platform strategies

Creating 200,000 jobs in Western Sydney by 2020 will require Olympic-scale thinking and coordination. It will also need new approaches to infrastructure and employment planning, along with institutions empowered to increase investment in Western Sydney.

Recommendations

Status	Recommendation
Not commenced/unknown	1 Five Priority Employment Growth Areas to be declared in Western Sydney: Badgerys Creek (which includes Sydney Science Park and Badgerys Enterprise Zone); Werrington Business Park; the Olympic Corridor (Westmead to Olympic Park); Bankstown Centre; and Camden.
Planning	2 The Greater Sydney Commission to be tasked with coordinating and streamlining the urban renewal of the cities of Penrith, Liverpool and Campbelltown through targeted urban renewal program development, including working with INSW to prioritise funding for urban infrastructure.
Pre-planning	3 A new Western Sydney Development Authority (WSDA) to be established to work in partnership with councils to renew the region's city centres and other Priority Employment Growth Areas.
Not commenced/unknown	4 The WSDA to report to the Greater Sydney Commission and Jobs for NSW to ensure planning and funding for initiatives is linked to the delivery of State Government jobs and dwellings targets.
Not commenced/unknown	5 Greater Sydney Commission to be located in Western Sydney and set the target of creating 200,000 great new jobs by 2020.
Announced	6 Employment growth area infrastructure plans and funding plans to be prepared for the region's five Priority Employment Growth Areas and four regional city centres (Parramatta, Penrith, Liverpool and Campbelltown).
Planning	7 The Greater Sydney Commission to work with councils to conduct an initial review of the region's urban renewal plans to identify where significant infrastructure could be provided to support future employment growth.
Pre-planning	8 The Greater Sydney Commission to provide annual reports on the blueprint's progress in regards to the job target set for Western Sydney.

Tim Williams

Dr Tim Williams is the former CEO of the Committee for Sydney. Tim was a trusted source of advice on the design of the Greater Sydney Commission (GSC), based on his experience of being a ministerial advisor negotiating new powers for the London mayor in 2005-2006. He is currently a member of the Federal Cities Reference Group within the Department of Prime Minister and Cabinet.

Key achievements

- Establishment of GSC in Western Sydney
- Release of GSC Draft Greater Sydney Region Plan - Vision to 2056, supporting the vision for a metropolis of three cities driving growth, prosperity and sustainable liveability for citizens
- Infrastructure NSW is redirecting investments to community and socially focused developments away from traditional infrastructure such as ports and roads
- The government, in collaboration with sports and recreation club providers, have undertaken an audit of community facilities across the state
- Using the information gathered by the Infrastructure NSW update, the GSC District Plans and the aforementioned audit of community facilities, planning around investments.







Governing and advocating for Western Sydney

Platform strategies

Western Sydney's various councils and advocacy organisations have had significant successes in driving change and attracting public and private investment. However, local parochialism often stifles regional progress.

Recommendations

Status	Recommendation
	9 All Western Sydney councils to adopt a popularly elected mayoral model, starting with those currently undergoing local government reform.
	10 No rate capping to be applied to councils with popularly elected mayors, on the proviso that four-year community, infrastructure and urban improvement plans be tied to funds for all rate rises.
	11 Local government reform to consider the devolution of front-line community infrastructure from state government to local government in areas such as social housing, youth engagement and employment support.
	12 The Designing Western Sydney 25 Champions to work with business and government leaders to deliver the recommendations in this blueprint and help drive the region's jobs growth over the next five years.

Patricia Forsythe

Patricia Forsythe is the Executive Director of the Sydney Business Chamber, a position she has held since September 2006. Patricia represents the Chamber on the City of Sydney Retail Advisory Panel and the Sydney Airport Planning Coordination Forum.

Patricia has represented the Chamber on a number of NSW Government committees including the Light Rail Delivery Phase Roundtable, Sydney's Competitive Positioning Steering Committee and the Retail Expert Advisory Committee for the Department of Planning and the Environment.

Key achievements

- The Western Sydney City Deal brings together all three levels of government to invest in and realise the potential of Western Sydney. The City Deal focuses on infrastructure investments, employment programs, housing affordability, improved environmental outcomes and livability.



Optimising Western Sydney's Airport (WSA)

Platform strategies

The Western Sydney Airport (WSA) could be a game changer for the region. While completion of the airport could be a decade away, measures can be taken now to set up Western Sydney for future economic advantage.

Recommendations

Status	Recommendation
	13 Upon opening, the WSA to be curfew free and connected to Sydney CBD and the four regional cities through express train services. Planning for a fast train system connecting the two airports and the Parramatta and Sydney CBDs to be commenced by 2020.
	14 Upon the opening of the WSA, the future Sydney Orbital Train network linking the North West and South West Rail Links via the WSA and St Marys to be completed.
	15 A white paper on how Western Sydney can achieve the full economic potential of the airport to be coordinated by the NSW Department of Industry, along with a bipartisan sub-regional economic plan to maximise the opportunities of the airport to be prepared by the Greater Sydney Commission, the Committee for Sydney and the Liverpool, Penrith, Campbelltown, Camden, Wollondilly, Fairfield and Bankstown councils.
	16 Following the completion of the white paper and economic plan, the NSW Department of Premier and Cabinet and the Department of Industry to jointly establish a Western Sydney Airport Export Assistance Taskforce and Investment Attraction Unit to exploit economic opportunities arising from the new airport, particularly those related to the recent Australian Free Trade Agreements with China, South Korea and Japan, and Trans-Pacific Partnership agreements.

David Borger

David Borger is the Western Sydney Director of the Sydney Business Chamber.

Prior to entering public life David worked as an Urban Planner and adviser to the Minister for Planning.

In 2007 Borger was elected to represent the Granville electorate in the NSW Parliament. He served as Minister for Western Sydney and Minister for Roads as well as Assistant Minister for Transport in the NSW Government. As Housing Minister he oversaw the construction of approximately 9,000 new social housing dwellings - including 6,300 through the Nation Building Economic Stimulus Plan.

Key achievements

- DOPE pre-planning into economic development opportunities from BCA
- The Federal Government has established WSA Co, headquartered in Liverpool. WSA Co will be responsible for construction of the airport, with up to \$5.3 billion of equity to be invested
- NSW Premier, the Hon. Gladys Berejiklian, MP, announced the Aerotropolis 2026 Summit to be held in 2018. The Summit, driven by the Department of Industry and the Department of Premier and Cabinet, will explore economic opportunities and decisions that need to be made in relation to driving greater investments in the surrounding area
- The proposed North-South rail link, connecting Western Sydney to its airport, is projected to create 100,000 new jobs.
- A clear bipartisan commitment to a curfew free airport
- Regional Development Australia (RDA) Sydney release report on Strategic Industries development around the Western Sydney employment area.



Optimising Western Sydney's Airport (WSA)

Highlight: Delivering a Western Sydney Orbital Rail

Summary

Sydney will almost double in size by 2056, with the majority of that growth taking place in Western Sydney. According to the Transport Affordability Index, an average Western Sydney family spends approximately \$22,000 per year in transport costs. The index also highlighted that 88% of Western Sydney residents depend on cars to travel to work, contributing to congestion and productivity issues.

A key transport opportunity is the proposed north-south rail connection along the Western Sydney Growth Corridor, forming a complete orbital network when integrated with current metro and heavy rail and light rail plans.

This infrastructure would significantly reduce the travel time from west to east to 30 minutes. A journey that currently takes 45-70 minutes by car and 1.5 hours by public transport.

With the proposed north-south rail network in place, the Western Sydney Growth Corridor would generate an additional \$44.7 billion in economic output between 2024 to 2040, reaching \$3.6 billion per year in 2040. It would also generate four times more jobs and six times more dwellings in the region.



Optimising Western Sydney's Airport (WSA)

Highlight: A curfew-free airport connected by rail to Sydney, Parramatta and Liverpool

Summary

As the country's third largest economy and home to 1 in 10 Australians, Western Sydney is experiencing rapid growth. The Australian and NSW Governments are investing \$3.6 billion in the Western Sydney Infrastructure Plan (WSIP) with the aim of relieving pressure on existing infrastructure, easing congestion and reducing travel times.

A scoping study is underway to better understand the challenges and opportunities for rail services expansion to support the growing population of Western Sydney and the proposed Western Sydney Airport.

The study aims to assess the implementation timeframe of rail services against the commencement of Western Sydney Airport operations. It will also examine commuter rail requirements for the Western Sydney hubs of Parramatta, Liverpool and Campbelltown and evaluate their priority against Western Sydney Airport rail services.

Recommendations

- Review community feedback and assess rail options against government objectives
- Identify preferred options short list
- Final report provided to both governments for their consideration.

Links

Learn more here:

www.westernsydneyrail.transport.nsw.gov.au/the-discussion-paper



Transport infrastructure and optimising the Western Sydney Airport

Highlight: Western Sydney Airport Fast Train – Discussion Paper

Summary

The key to unlocking Western Sydney's enormous economic growth and development opportunities is through investments in transport infrastructure. In particular, the creation of Western Sydney Airport (WSA) could be a game changer for the region, but it will require effective, long-term planning over the next five years so it is able to achieve its maximum economic output.

In order to advance the case for greater transport infrastructure investment, Deloitte partnered with Aurecon to investigate and explore the opportunities and challenges of a potential fast train connecting the new WSA to the Sydney and Parramatta CBDs.

The paper also highlights a number of options to link the Sydney and Parramatta CBDs, including a possible 15 minute express service between the two CBDs, a move that would further activate the Parramatta CBD. It is anticipated that this paper will stimulate further discussion around the wider benefits for all Sydneysiders of improved transport links between the Parramatta and Sydney CBD.

This idea has been picked up by the NSW Government and adapted for their Metro West proposal, which itself has been flagged by the NSW Minister for Transport as needing to be built by the late 2020s.

Submissions are currently being sought from landowners, developers councils and broader community groups along the corridor for submissions for stations and major hubs to be created.

Recommendations

- Develop a compelling case for a fast train link and explore the many potential opportunities
- Develop a pre-feasibility phase involving detailed technical assessment and survey of potential corridors, in depth stakeholder consultation, economic analysis and modelling, and broad cost planning
- Further analysis to develop the feasibility of a fast train connection between WSA, Parramatta and Sydney.

Links

Learn more here:

<http://www.aurecongroup.com/en/about/latest-news/2016/march/aurecon-deloitte-launch-sydney-fast-train-discussion-paper.aspx>



A 40-year Western Sydney infrastructure vision

Platform strategies

“A 40-year infrastructure plan would allow for the right projects to be put forward at the right time to support the right growth. Achieving this goal would require overcoming one of NSW’s great challenges – the politicisation of infrastructure – so that everyone can work towards the region’s common vision for infrastructure and growth.”

Luke Houghton, *National Head of Infrastructure Advisory*, Deloitte Australia

Recommendations

Status	Recommendation
	17 Western Sydney University’s Centre for Western Sydney to lead the development of a 40-year infrastructure vision for the region.
	18 Within two years, the NSW Department of Planning to develop an interactive 3D model of the region’s current and proposed social and economic infrastructure.
	19 The NSW Department of Planning to coordinate the participation of the state’s infrastructure agencies in supporting the creation of the 40-year vision, and to complete a comprehensive audit and benchmark of Western Sydney infrastructure (including social, transport and amenity infrastructure).
	20 Infrastructure Australia work with relevant state authorities to agree harmonised design and planning standards for economic, social and public transport assets to reduce costs and improve contestability and market participation.

Phillip O’Neill

Professor Phillip O’Neill is Director of the Centre for Western Sydney at Western Sydney University (WSU). Previously he was Foundation Director of the Urban Research Centre at WSU, and Director of the Centre for Urban and Regional Studies at the University of Newcastle.

Phillip is a widely published international scholar with expertise relating to economic and industrial change especially in large cities.

He has held six prestigious Australian Research Council grants, including funding for his current research investigating Australia’s infrastructure challenges and international infrastructure financing trends.

Philip has recently completed a 25 year outlook study of employment for Western Sydney, an investigation of mortgage distress in significantly affected Western Sydney neighbourhoods, a detailed audit of Sydney’s threatened agricultural lands, and a ground-breaking analysis of Sydney’s fresh fruit and vegetable supply chains.

Key achievements

- Release of GSC Draft Greater Sydney Region Plan - Vision to 2056, supporting the vision for a metropolis of three cities driving growth, prosperity and sustainable liveability for citizens
- Regional Development Australia (RDA) Sydney have driven the development of a 3D model, seen as a public resource for planning and spatial analysis for the growth of our city
- Infrastructure Australia are working with state government to put in place minimum requirements and standards for consideration of and investment into major infrastructure projects.









Orientate public transport from the centre of Sydney

Platform strategies

“With huge volumes of people coming to the region, transport should be the top priority for connecting people to jobs. Transport infrastructure takes such a long time to deliver. If we do not address this to start with, the region is going to come to a standstill.”

Ned Mannoun, *Former Mayor, Liverpool City Council*

Recommendations

Status	Recommendation
	21 Sydney's number one public transport priority to be the development of a 15-minute express service between Parramatta and Sydney CBD, followed by 30-minute express services from Sydney to both Penrith and Liverpool CBDs, along with Rouse Hill town centre. Commitments to these upgrades to be achieved by 2020.
	22 The Western Sydney Orbital Rail to be prioritised, with funding allocated and work commenced within five years.
	23 The NSW Government to divert funds from the M5 Cashback Scheme to seed funding for the WSOR.
	24 NSW Government to investigate funding the WSOR using a value-sharing scheme.
	25 Prioritisation of the delivery of the Eastern Creek Intermodal facility within the NSW Infrastructure strategy.
	26 Planning for the development of the Olympic Corridor to support higher density housing, making use of existing recreational facilities in the Corridor, along with the unique commercial opportunities within the Corridor. Specific instructions to review the Camellia Plan to include light rail connectivity.

Christopher Brown

Christopher serves as a Trustee/Director of Western Sydney University (WSU) and Chairs the WSU Board's External Affairs committee - and recently retired from the boards of ANZ Stadium, LUCRF Super and Moorebank Intermodal Company Ltd.

He has served on dozens of government committees and taskforces over the last 25 years, including the Federal/State steering committee that selected the Badgerys Creek Airport site. He went on to establish an advocacy campaign to Federal/State steering committee that chose the Badgerys Creek Airport site and then he devised an advocacy campaign to secure Federal Cabinet support. He currently sits on the joint Western Sydney rail reference group and the Western Sydney Parklands advisory panel. He served on the NSW Ministerial Transport & Planning Blueprint Panel and advises News Corp's 'Go West/Project Sydney' editorial campaign.

Christopher chaired the WestLine Partnership, which secured a light rail connection along the Olympic Corridor, and established the Western Sydney Rail Alliance, promoting rail connections to Badgerys Creek. He was founding Chair/Convenor of the Parramatta Partnership Forum and the Committee for Liverpool, and now manages the Macarthur Alliance and Advance Blacktown civic leadership forums.

In 2014 he was awarded Australian Honours in the Queen's Birthday List to recognise his service to industry and the Western Sydney community.

Key achievements

- Sydney Metro West is in planning to connect Parramatta and Sydney CBD and suburbs in between
- Stage 1 of the Parramatta Light Rail will run from Westmead to Carlingford through Parramatta CBD and Camellia with a two-way track spanning 12 kilometres
- In October 2017, NSW Government announced the preferred route for Stage 2 of Parramatta Light Rail.



Leveraging our multicultural diaspora

Platform strategies

"Western Sydney's multicultural diaspora could become a key comparative advantage for the region. However, more needs to be done to turn this diversity into an advantage. We should use this strength and say to the world, 'We are a place which you can be a part of.'"

Patricia Forsyth, *Executive Director, Sydney Business Chamber*

Recommendations

Status	Recommendation
	27 The state government to commission a Western Sydney strategic plan to identify the export and direct investment opportunities available through migrant groups' connections, including a focus on how the recently signed Australian Free Trade Agreements with China, South Korea, Japan, and the Trans-Pacific Partnership agreements, can benefit the region.
	28 The Sydney Business Chamber and NSW and Federal Governments to act on the opportunities identified in the strategic plan, including the establishment of a Western Sydney Trade Desk to provide access to overseas trade facilities in China, South Korea, India and the Middle East.
	29 Three multicultural micro business support centres to be established at Blacktown, Liverpool and Bankstown, with the backing of agencies including TAFE, the Department of Industry and Multicultural NSW. Designed to grow international business, these centres would provide migrants with help in gaining recognition of overseas qualifications, better information on local careers, opportunities to improve their language skills and business start-up advice.

Joseph Rizk

Joseph Rizk has been CEO & Managing Director of Arab Bank Australia for the past six years. Prior to his appointment as Managing Director, Joseph held the position of Chief Banking Officer for over five years, overseeing the retail, commercial and trade banking operations as well as its branch network.

Joseph has over 40 years of corporate, commercial and international banking and finance experience along with extensive experience across the banking spectrum with the ability to generate positive results in the face of tough market conditions and in an increasingly competitive business environment.

He is deeply connected with the Greater Western Sydney community and serves as the Shaping Future Cities champion for the 'leveraging our multicultural diaspora' strategy.

Key achievements

- The announcement of three multicultural micro business support centres to be established
- In 2015/16, the NSW Department of Industry's Business Connect program advisors delivered over 8,200 hours of practical face to face business support. This included multi-cultural support from Arabic, Vietnamese, Cantonese, Mandarin and Korean speaking business advisors.




A Western Sydney Innovation Corridor

Platform strategies

"There's not another area in Sydney or Australia that has the potential to create jobs and change like the Innovation Corridor, because it's right in the middle of high-growth cities like Liverpool and Penrith, and the second Sydney airport. If we can get it right, we can really change Sydney."

John Vassallo, *Celestino Chief Executive*

Recommendations

Status	Recommendation
	30 The Western Sydney Innovation Corridor to be included in the state government's metropolitan planning strategy, A Plan for Growing Sydney, and recognised as being an important enabler for future sub-regional planning conducted by the Greater Sydney Commission.
	31 A Western Sydney 'digital ecosystem' to be resourced to grow the region's emerging skills and investor pool in differentiating economic subsectors like edutech, agritech, healthtech and autotech.
	32 The Innovation Corridor's areas of thematic expertise to be internationally marketed to attract global talent, investment and co-location; referencing Western Sydney's large-scale infrastructure investments and emerging innovation policy settings as additional attractors.
	33 More innovation 'shopfronts' – like Western Sydney University's LaunchPad – to be created across Western Sydney CBDs to act as practical, agile and diverse points of interaction between industry, researchers and government.
	34 A call for additional public ideas on what the Corridor could offer in terms of science, innovation and creativity opportunities.
	35 A comprehensive 'case for investment' to be developed, presenting the case for private sector investment in key areas within the Corridor.

Barney Glover

Professor Barney Glover commenced as the Vice-Chancellor and President of Western Sydney University (WSU) on 1 January 2014.

He also sits on the boards of a number of private sector organisations as well as state and national centres covering areas such as health and medical research, energy, mineral exploration and processing and telecommunications.

Professor Glover has demonstrated a deep commitment to widening participation and exploring innovative approaches to higher education access throughout his career. He is a leader in the development of flexible, technology-based learning and in furthering Indigenous knowledge and education. He also has considerable experience in developing strong and mutually beneficial relationships with the vocational education sector.

Professor Glover is deeply connected with the Greater Western Sydney community and champions the progress of the 'Western Sydney Innovation Corridor' strategy.

Key achievements

- Release of GSC District Plans to provide focus and identify areas of opportunity and investments
- Investments spanning Windsor through to Campbelltown.
- Innovation shop-fronts at WSU expanded from Werrington to also take in Liverpool and Campbelltown
- Global aerospace and defence technology company, Northrup Grumman, announces manufacturing and research facilities to be developed within the Corridor for investments into aerospace, knowledge and design jobs
- Decisions made about Sydney Science Park for the development of STEM and health research facilities
- A proposed investment in a new medical sciences research institute, a collaboration between WSU, Ingham Institute, State and Federal Government.



Urban renewal to prioritise jobs

Platform strategies

Western Sydney is a growth economy providing the liveability, connectivity and amenity that will attract businesses and skilled workers to the region.

Recommendations

Status	Recommendation
Not commenced/unknown	36 Urban Growth NSW to be tasked to work with Penrith, Liverpool and Campbelltown City Councils to reduce the risk of developing council – and state government-owned land and buildings in city centres for amenity, mixed use and liveability.
Not commenced/unknown	37 Urban Growth NSW to match its target of providing 10,000 additional homes in Western Sydney with a target of creating 10,000 jobs in the region by 2021.

Vacant

The role of champion for the 'urban renewal to prioritise jobs' strategy is currently vacant and will be filled in 2018.

Key achievements

- GSC to provide focus on developing Western Sydney town centres through to growth compacts
- Landcom has taken on the renewal task of Urban Growth, looking at social and affordable housing solutions in and around the town centres of Blacktown, Campbelltown and Liverpool to bring people together, revitalise dated communities and bring citizens closer to current and future job centres.



Creating smart cities

Platform strategies

“Smart cities apply digital technologies to make better use of infrastructure and public spaces, and to improve public safety. People interact in new ways, stimulating creativity and allowing the emergence of innovative clusters of businesses and more vibrant neighbourhoods.” Building the Lucky Country #5: The Purpose of Place Reconsidered, Deloitte

Recommendations

Status	Recommendation
	38 A Western Sydney open database to be created, allowing private and public data contributors to provide useable information that allows third parties to develop new platforms and apps in areas conducive of developing smarter cities.
	39 Urban Growth NSW to establish Western Sydney technology start-up precincts, aligning with broader urban renewal efforts in the region.
	40 Free Wi-Fi to be provided in all regional city centres. In collaboration with local universities and TAFE NSW Western Sydney Institute, establish youth creativity centres offering courses such as robotics, coding, gaming and 3D printing.
	41 Walkability action plans to be developed by Western Sydney's four regional city centres to identify the services and facilities required to achieve walk scores over 70.
	42 The Greater Sydney Commission (GSC) to incorporate walkability planning in its sub-regional plans, with funding provided by the Department of Planning to councils in developing their walkability action plans.
	43 NSW to follow California and Singapore in executing the technical and statutory requirements for developing an autonomous vehicle (AV) test zone in Western Sydney, where developers and manufacturers can safely deploy AV technology for street testing on demarcated routes.

Greg Dyer

He is an experienced senior business executive and finance professional with extensive expertise in strategic planning, business transformation, corporate acquisitions, large deal negotiation, debt financing, capital raising and process improvement. He has extensive experience in executive and non-executive director roles in public and private companies.

Greg is the Shaping Future Cities champion for the 'creating smart cities' strategy, providing citizens with greater connectivity and liveability.

Key achievements

- Transport for NSW partners with HMI Technologies, NRMA, Telstra, IAG and Sydney Olympic Park Authority to roll out a two-year trial of autonomous vehicles at Sydney Olympic Park
- GSC embeds walkability and active transport strategy into their plans
- The Australian Government held a Smart Cities Summit to help shape a shared vision for Australia's cities. Subsequent to this they released a Smart Cities Plan and accompanying National Cities Performance Framework.





Plus one

Platform strategies

What if every business in Western Sydney was empowered to hire one more employee? How can we challenge businesses to grow and in doing so create more jobs in Western Sydney?

Recommendations

Status	Recommendation
	44 Local chambers of commerce and other business support agencies to develop co-operative campaigns to raise awareness among the business community of the plethora of resources available to support businesses.
	45 One-third of the Jobs for NSW Fund to be allocated to Western Sydney, matching the commitment to regional NSW.

Amanda Brisot

Amanda Brisot is General Manager of Western Sydney Business Connection (WSBC). WSBC connects the businesses of Western Sydney to promote economic growth, viability and liveability in the region.

Key achievements

- WSBC launched its Visitor Network Strategy in Parramatta in June 2017, aimed at attracting 12.8 million visitors to the region by 2030
- Development of a [Western Sydney Visitor Economy Strategy](#) by Destination NSW
- Grants of \$100,000 each to WSBC and Sydney Business Chamber by Destination NSW to further deliver several activities which will help the Government advance further visitor economy initiatives.



Health and education

Creating job strategies

With billions of dollars of public and private investment occurring in Western Sydney's health and education precincts, they include some of the region's best magnet infrastructure and opportunities for economies of agglomeration.

Recommendations

Status	Recommendation
Underway	46 The Western Sydney Health and Education Precincts (HEP) Advisory Group to be formed, including a formal governance arrangement for the next five years (already commenced).
Underway	47 Ministers of the following portfolios to nominate senior representatives to participate in the HEP Advisory Group: Health, Medical Research, Health Infrastructure, Education, Family and Community Services.
Underway	48 The Western Sydney HEP Growth Plan to be submitted to the NSW Government in the second quarter of 2016 (already commenced).
Planning	49 Western Sydney HEPs at Blacktown, Campbelltown, Liverpool, Parramatta and Penrith to be recognised as strategic centres in future metropolitan and sub-regional planning.
Planning	50 The NSW Department of Planning to undertake detailed land use and infrastructure needs assessments of each precinct to prioritise precinct interest and facilitate private sector investment in the HEPs, this includes refining planning mechanisms to encourage investment opportunities.
Planning	51 A collaborative program between public and private sectors to be developed, with a charter to design and test new models and opportunities in health care and prevention (already commenced).

Dr Peta Seaton

Dr Peta Seaton is the Shaping Future Cities 'health and education' strategy champion and has over 20 years' experience within the Australian Health sector. Peta has been Chair of the Australian Hearing Association since 2014 and is the principal of Strategic Consulting, providing advice to CEOs on issues including health, infrastructure, public sector services and change management.

Key achievements

- Health Innovation workshop held with Deloitte's Centre for the Edge and local health and education leaders
- Completion of the Westmead HEP report by Westmead alliance
- Commencement of Campbelltown HEP report
- Completion of Liverpool HEP report
- Commencement of Nepean HEP strategy
- Commencement of Pre-master planning of Campbelltown HEP strategy
- Progress on the development of the Westmead master plan
- \$650 million of funding provided for the expansion of Campbelltown hospital.
- \$900 million redevelopment to transform the Westmead Health Precinct
- \$576 million committed to expanding and enhancing services at Penrith Hospital
- \$632 million Stage 2 works at Campbelltown Hospital are in planning



Health and education (continued)

Recommendations

Status	Recommendation
	52 An annual Western Sydney Health and Education Innovation Hub to be facilitated, where public and private sector stakeholders share data and ideas about potential health services and preventative care that could be developed into commercial solutions to reduce growing government health budgets.
	53 The state and federal governments commit to funding pilots or trials of 20 ideas from innovation hubs over the next five years.
	54 An online version of the Western Sydney Health and Education Innovation Hub to be established. Where public and private sector stakeholders share data and ideas about potential health services and preventative care that could be developed into commercial solutions to reduce growing costs to public health budgets. Telstra's innovation program, which leverages crowd sourcing, design thinking and gamification, is a model that should be considered.
	55 The HEPs to be developed through the establishment of five project groups: research and commercialisation, investment attraction, urban renewal, education and skills, and wellbeing. The wellbeing group to look at developing corporate wellbeing programs in the region to improve workplace productivity.
	56 Strategies to be developed to ensure Western Sydney workers can take up employment opportunities rising from the growth of the region's health and education precincts.

Key achievements

- Health Innovation workshop held with Deloitte's Centre for the Edge and local health and education leaders
- Completion of the Westmead HEP report by Westmead alliance
- Commencement of Campbelltown HEP report
- Completion of Liverpool HEP report
- Commencement of Nepean HEP strategy
- Commencement of Pre-master planning of Campbelltown HEP strategy
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Health and education

Highlight: Westmead Innovation District



Summary

As the location of Australia's largest concentration of health services, Westmead is moving front and centre stage in the economic landscape.

With world leading health, education and research facilities, Westmead is rapidly transforming into a thriving innovation hub.

Building on our findings from Shaping Future Cities: Designing Western Sydney, the Westmead economic study paints a powerful picture of the role Westmead is playing both now and in the future.

With over 18,000 workers already engaged in delivering complex health care services integrated with education and medical research, Westmead provides the perfect platform to drive national innovation and economic growth over the next two decades.

Links

Visit the Westmead Innovation webpage:

<https://www2.deloitte.com/au/en/pages/future-of-cities/articles/westmead.html>

Download the Westmead Innovation report:

<https://www2.deloitte.com/content/dam/Deloitte/au/Documents/Economics/deloitte-au-dae-westmead-innovation-district-report-190716.pdf>

Health and education

Highlight: Workshop – 10 innovation drivers to transform our health industry



Summary

It's no secret that healthcare is an industry in need of innovation. The NSW Intergenerational Report 2016 indicates that health is, and will remain, the largest service expense for the NSW Government. Health expenses currently account for 29% (\$65 billion) of state expenses, and will grow to 36% (\$543 billion) by 2055/56 if we don't take action. Private health providers and life sciences companies also face rising costs and inconsistent outcomes.

In March 2017 we brought together key health experts and stakeholders from across Western Sydney, together with a panel of international and local speakers, for an intimate workshop to discuss;

- New research on the global innovations most likely to shape the delivery of healthcare over the next 10 years
- What these innovations mean for Western Sydney and how together we can make them work in our region.

Links

Visit the Deloitte top 10 health care innovations webpage:

<https://www2.deloitte.com/us/en/pages/life-sciences-and-health-care/articles/top-10-health-care-innovations.html>

Download the Deloitte top 10 health care innovations report:

<https://www2.deloitte.com/content/dam/Deloitte/us/Documents/life-sciences-health-care/us-lshc-top-ten-health-care-innovations.pdf>



Advanced manufacturing

Creating job strategies

“Western Sydney is actually the largest manufacturing area in Australia. You wouldn’t know it. We need to create a manufacturing brand in Sydney and let people know about it.”

Leon Drury, Manufacturing Skills Australia

Recommendations

Status	Recommendation
	57 The Western Sydney Manufacturing Leadership (WSML) to be established to facilitate collaboration between Western Sydney’s manufacturing sector, its service providers and peak bodies such as the Advanced Manufacturing Cooperative Research Centre and the Advanced Manufacturing Industry Growth Centre (AMGC).
	58 The WSML to initially facilitate market-led joint opportunities for the region’s manufacturers and develop a Western Sydney Advanced Manufacturing Capability Register to promote the region’s manufacturing capabilities and identify any gaps.
	59 The NSW Department of Industry to establish an Advanced Manufacturing Knowledge Hub in Western Sydney, similar to those developed in energy innovation, financial services, digital creative, medical technology, transport and logistics.
	60 The federal government to establish a CSIRO manufacturing research facility in the Western Sydney Innovation Corridor.
	61 The ABS to establish an Australian and New Zealand Standard Industrial Classification and Occasional Paper for advanced manufacturing in Australia.
	62 Western Sydney’s top 100 manufacturers to be identified for participation in the AMGC.
	63 Local, state and federal governments to recognise the WSML as a peak industry voice for manufacturing service providers in Sydney.

Leon Drury

Leon Drury is Executive Officer of Manufacturing Skills Australia.

He leads and facilitates industry wide engagement on workforce skills requirements to generate solutions, advise NSW Government of skills priorities and ensure the effective application of vocational training in order for the Manufacturing and related industries to meet demand profitably.

In his role as Shaping Future Cities champion for the ‘advanced manufacturing’ strategy he drives opportunities for the sector in Western Sydney.

Key achievements

- Manufacturing Skills Australia, RDA Sydney and Deloitte are jointly developing an entity called the Western Sydney Manufacturing Lighthouse to help companies make the transition from traditional to advanced manufacturing
- Manufacturing Lighthouse to help companies make the transition from traditional to advanced manufacturing
- Advanced Manufacturing Growth Centre (AMGC) released its first Sector Competitiveness Plan detailing how the Australian manufacturing sector along with its supported industries can add up to \$36 billion to the natural economy over the next ten years
- CSIRO releases “A Roadmap for unlocking future growth opportunities for Australia”, where Australia’s major growth opportunities exist and what manufacturers need to do to achieve them.

Creating job strategies

"The moment the farmer considers themselves an industrialist ... farming will be considered among the least hazardous and most profitable of occupations." Henry Ford (1922) "In the past century there have been huge strides made in production techniques, with many aspects of a modern farm mechanised beyond what Ford could have imagined. But with an expected surge in demand for Australian commodities from a growing Asian middle class, farmers will have to improve production methods to ensure that this opportunity does not pass us by." Deloitte's Farm of the Future – part 117

Recommendations

Status	Recommendation
	64 The federal and state governments, in collaboration with Western Sydney University and the established Hawkesbury agricultural sector, to establish a Sydney Agriculture and Food Production Research Institute to support research into food bio-security and food production.
	65 Planning for the Western Sydney Airport to include a 30-year freight and logistics strategy that seeks to protect the regional and international supply chain pathways of the agribusiness sectors from urban development.
	66 The NSW Department of Primary Industries and Department of Planning to investigate and trial a market-based Agricultural Enterprise Credit Scheme that enables land owners to gain additional development rights in exchange for agribusiness space in other locations.
	67 Support for urban farming programs within the Western Sydney Parklands (and elsewhere in Western Sydney) to be expanded to develop future agribusiness skills.
	68 An agri-education plan for NSW schools to be developed by the NSW Department of Primary Industries and the Department of Education, in partnership with the Hawkesbury Agripark and the Elizabeth Macarthur Institute.
	69 The Department of Planning and local councils to remove barriers, develop practical guidelines and allow flexible leasing options for urban gardens and greenhouses in town centres and high-rise residential developments, such as on rooftops, in decommissioned infrastructure corridors and in other urban spaces.

Mirjana Prica

Dr Prica is the Managing Director of Food Innovation Australia Limited (FIAL), a not-for-profit organisation established under the Federal Government's Industry Growth Centres Initiative. She previously worked with multi-national organisations including George Weston Foods and Associated British Foods as well as Australia's federal government agency for scientific research in Australia, CSIRO.

In her current position, Dr Prica is responsible for identifying, developing and leading the strategic vision for the Australian food and agribusiness industry to facilitate sector growth, build capability and foster connections and collaborations between stakeholders.

Key achievements

- FIAL and RDA Sydney hosted a food and agribusiness workshop to explore collaborative opportunities for innovative initiatives. Participants worked together to identify industries that will benefit from the new Western Sydney Airport. An action plan was developed to advance collaboration in areas that will maximise international trade
- An economic vision and spatial strategy for Western Sydney Airport has been developed to include advanced freight, agribusiness, supply chain and logistics
- FIAL published [Celebrating Australian Food and Agribusiness Innovations](#). The book aims to drive conversations with stakeholders whilst profiling success stories, highlighting opportunities and enabling others to learn from challenges overcome by those in the sector.

Highlight: Growing the regional agribusiness industry



Summary

In 2016 Deloitte, in partnership with the Food Innovation Australia Limited (FIAL), coordinated local industry feedback on the national Food and Agribusiness Sector Competitiveness Plan. This ensured the needs of the region's agribusiness sector were incorporated in the national plan.

Links

Industry Growth Centre: Food and Agribusiness:





<https://industry.gov.au/industry/Industry-Growth-Centres/Pages/Food-and-Agribusiness-Growth-Centre.aspx>

Creating job strategies

“For tourism in Western Sydney to be truly successful, all LGAs must work to break down the fierce parochialism that hinders good policy outcomes – we need to sing with one voice.”

The Hon. Stuart Ayres MP, *Minister for Western Sydney, WestConnex and Sport.*

Recommendations

Status	Recommendation
	70 Destination NSW to prepare a Western Sydney Visitor Economy Strategy detailing local industry partnerships that could increase tourism in the region.
	71 Expressions of interest to be called for, for the development of indoor or outdoor entertainment, leisure and tourism facilities at five sites near the tourism corridor between Badgerys Creek, Bungarabee and the Penrith Lakes, with the state government to offer long-term leases to the operators of these facilities.
	72 That the state government recognise Sydney Olympic Park as the base for a tourism, hospitality and events centre of excellence to leverage existing institutional investments such as the Sydney Showground and Olympic Stadium, including the establishment of associated vocational and tertiary education facilities in the centre.
	73 A government and industry compact to be developed, providing funds for five-year tourism and hospitality scholarships for school leavers from disadvantaged backgrounds.

Suellen Fitzgerald

Suellen Fitzgerald is the Executive Director of the Parklands Trust and is responsible for implementing the Board's strategic directions for the Parklands.

Suellen has a background as a consulting landscape architect to public and private industry across Australia and, more recently, held the positions of Manager, Sydney Open Space Strategy and Director, Office of Strategic Lands with the NSW Department of Planning. She is a Fellow and past NSW President of the Australian Institute of Landscape Architects.

Suellen is committed to achieving the Government's goal to create strong communities and healthy landscapes in Sydney and a sustainable future for the Parklands in the hearts and minds of Western Sydney residents.

Key achievements

- Development of a [Western Sydney Visitor Economy Strategy by Destination NSW](#)
- Development of Western Sydney Business Connection's (WSBC) Visitor Network Project
- Launch of 10 Big Ideas to Grow Western Sydney's Visitor Economy
- Grants provided to Sydney Business Chamber - Western Sydney First (WSF) and WSBC for tourism and visitor strategy from Destination NSW.

Tourism

Highlight: Developing a Western Sydney tourism strategy



Summary

Western Sydney has a visitor growth rate of 49% over the last decade - the highest across NSW. Nowhere else in NSW are the physical, economic and social ingredients more readily available to exploit visitor economy growth than in Western Sydney.

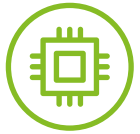
In April 2017 Deloitte and the Sydney Business Chamber launched '10 Big Ideas' to grow the region's visitor economy.

Deloitte also worked with Western Sydney Business Connection (WSBC) to develop a new Western Sydney Visitor Economy Network Strategy. This is the first business-led plan to develop initiatives to energise and promote Western Sydney to new visitors as part of growing Western Sydney's visitor economy.

Links

Download the 10 Big Ideas to Grow Western Sydney's Visitor Economy:

http://businesschamber.com.au/NSWBC/media/SBC/Reports/Deloitte-Western-Sydney-Visitor-Economy-Report_20170427.pdf



Enterprise and innovation

Creating job strategies

“For each new high-tech job in a city, five additional jobs will be created outside high-tech in that city over the next 10 years. This is why the rise of innovation is so crucial: it is more than just the jobs in innovation that are at stake – the entire nation’s economy is at stake.”

Economist and author Enrico Moretti, 2010

Recommendations

Status	Recommendation
Completed	74 Innovation partners, including Western Sydney University, the CSIRO and the Digital Creative Knowledge Hub, to create a register and map of Western Sydney’s innovation ecosystem, containing details such as specialists, facilities and infrastructure.
Underway	75 A Western Sydney Innovation Platform to be developed, including online and physical meeting places for entrepreneurs and knowledge workers to share ideas and develop innovation concept briefs.
Pre-planning	76 Innovate NSW and the Department of Industry, Innovation and Science to work with Sydney universities and research institutes to identify, fund and appoint Western Sydney ‘innovation brokers’, whose role would be to bring together innovation ecosystem partners to advance and commercialise concept briefs.
Planning	77 Two new incubators at Westmead (for medical technology) and Sydney Science Park (for applied sciences) to be established to support the funding of new start-ups (much like the Griffin Accelerator in Canberra), along with the establishment of a mentor program at the existing Werrington LaunchPad incubator.
Planning	78 The Greater Sydney Commission to enforce the inclusion of research, commercialisation, innovation and start-up facilities in sub-regional planning processes through the development of new land use types that encourage innovation in mixed-use environments, particularly where complementary infrastructure exists.
Pre-planning	79 Western Sydney councils to identify local businesses that may qualify for federal and state government commercialisation and entrepreneur programs to assist in the transition from innovative micro businesses to mid-sized businesses.

Sam Bucolo

Sam is a leading academic and practitioner in the emerging field of design led innovation, and has led projects which have transformed businesses by embedding design capability.

As Professor of Design and Innovation at the University of Technology Sydney (UTS), he leads a team investigating the value of Design Led Innovation to the Australian Economy.

Sam has consulted widely to industry, spanning the medical devices, consumer products, telecommunications, automotive and mining services sectors. Sam is also the convenor of the recently established Australian Design Integration network and is an executive board member of the Cumulus global network.

Key achievements

- SME Manufacturing Innovation series commenced in partnership with UTS
- WSU and NSW Department of Industry host the inaugural Bridging the innovation Gap (BiG) event giving Western Sydney manufacturing coaching from global experts and presenting the latest in manufacturing advancements
- Launch of the WSU Smart Manufacturing Accelerator program targeting the growth of Western Sydney SMEs
- Establishment of CSIRO’s first Urban Living Lab at the Sydney Science Park
- WSU launchpad incubator expands collaboration centre to Liverpool and Parramatta
- NSW Government provide \$1 million in funding to support greater collaboration between Western Sydney University and manufacturing and innovation businesses in Western Sydney.



Enterprise and innovation

Highlight: An innovation program for small to medium enterprises

Summary

Traditional business practices and mindsets are being disrupted by new technology and new ways of thinking and working. Innovating in the face of this disruption will be key for industries, communities and governments and will play a major role in determining the future of the Australian economy.

In November 2016 Deloitte partnered with Professor Sam Bucolo and the Design Innovation Research Centre (DIRC) at the University of Technology Sydney to deliver a series of innovation workshops. The workshops offered Western Sydney SMEs support in implementing design-led innovation principles to address specific business challenges.

Professor Bucolo is well-recognised in the emerging field of design-led innovation which aims to transform Australian businesses by embedding design capability.

In February 2017 a mentoring session was held with successful innovators assisting businesses to forward-plan and ensure innovation is embedded as a core business strategy.

Innovation workshops will continue throughout 2018.





100 micro infrastructure initiatives

Creating job strategies

There are a number of major transport infrastructure projects in the planning phase or already under construction in Western Sydney. However, there are hundreds of potential micro infrastructure projects across the region that would support jobs growth.

Recommendations

Status	Recommendation
	80 The state government to allocate \$25 million over five years for 100 micro infrastructure projects in Western Sydney.
	81 Western Sydney councils to procure project ideas from their communities in areas such as business improvement, social infrastructure, local transport and others that can demonstrate how jobs will be created. Ideas to be independently assessed, followed by community voting for the projects that should be funded each year. All projects to be developed by community groups.

Alison McLaren

Alison has been a Blue Mountains City Councillor since 2004 and has been heavily involved in the Western Sydney Regional Organisations of Councils (WSROC) during this time.

She served as WSROC President from 2007 to 2012 and was a vocal advocate for better services for Greater Western Sydney, leading campaigns on issues including transport and infrastructure, population planning, urban planning, affordable housing, equity of health outcomes, environmental sustainability, and employment growth.

Alison currently works with key government and industry stakeholders to support the development and implementation of the Major Urban Transformation Portfolio and Wholesale Development Projects at UrbanGrowth NSW.

Key achievements

- Over 300 Community Building Partnership (CBP) grants awarded across Greater Western Sydney in 2016.



Sustainable new suburbs

Creating job strategies

"Sustainability, liveability and productivity are interconnected... We need to focus on our environmental assets.

"The Hon. Robert Stokes MP, *Minister for Education*.

Recommendations

Status	Recommendation
Not commenced/unknown	82 The state government to introduce a policy that directs public sector agencies and councils over the next 10 years to only use reticulated water for streetscape and horticultural purposes.
Planning	83 The government to commence expanding the water supply network from reticulated systems to enable access for parklands and sports facilities.
Not commenced/unknown	84 The government to direct developers of residential and infrastructure projects to use reticulated water on construction sites (for purposes such as dust suppression) along with being required to report on its use.
Not commenced/unknown	85 The government to seek that every home in newly announced suburbs be 100% sustainable with greywater systems, and every house powered by solar or other renewable sources.
Not commenced/unknown	86 Sydney Water to lead the establishment of a water and environment cluster around Parramatta and Camellia that leverages existing business enterprises and promotes relevant skills training.
Pre-planning	87 New and old employment areas to develop green action plans to improve the amenity of urban areas.

David Neville and Ty Christopher

David Neville is General Manager, Strategy and Transformation and Ty Christopher is General Manager, Asset Management at Endeavour Energy. Together they champion the strategy for 'sustainable new suburbs'.

Key achievements

- Sydney Science Park to be located in Luddenham; set over 280ha, it will be a fully integrated community, projected to create more than 12,000 knowledge based jobs.








Future skills shortage planning

Connecting job strategies

“Western Sydney is forecast to undergo major economic and population growth, with government and the private sector targeting the region for increased investment and future business activity. But a major skills shortage, identified in a recent survey of Western Sydney businesses, could constrain this growth if training and future skills needs are not addressed.”

Robin Shreeve, *TAFE NSW Western Sydney Institute Director*

Recommendations

Status	Recommendation
	88 Skills Barometer 2015, a report based on an audit of the region's skills needs, to be distributed to every Western Sydney high school.
	89 The Australian Government Department of Employment to produce long-term (five to 10 year) Western Sydney jobs and skills forecasts.
	90 A Western Sydney Skills Strategy to be developed to address the region's skills gaps.
	91 A business census to be conducted every two years by the Greater Sydney Commission in partnership with councils to identify current and future jobs and skills requirements.
	92 All new career information to be prepared in languages reflective of Western Sydney's multicultural diversity, including demystifying the apprenticeships system for migrant communities.

Duncan Ellis

Duncan Ellis is Head of Business Development Infrastructure and Strategic Projects at TAFE NSW.

He is a highly skilled management professional with a record of achievement and demonstrated success in driving multi-million dollar growth from start up to profitable entity.

Key achievements

- An initiative to build the skill base necessary in Western Sydney includes TAFE's "Skills Exchange program". The program helps integrate learning in the workplace by ensuring that skills are taught and developed on the job for existing and entry level workers
- TAFE Western Sydney, in collaboration with Deloitte Access Economics completed a youth barometer pilot program. Year 10 students across six Western Sydney high schools were interviewed in order to understand their view on employment opportunities, career options and skills needed to meet job requirements
- Skills Barometer report released to Western Sydney high school career counselors and principals
- Development of a NSW Youth Barometer commenced investigating high school students attitudes and confidence around their future career choices, preparedness, skills requirements and priorities
- TAFE NSW worked with Western Sydney councils to deliver a SME training and development program to improve workplace skilling and awareness of future job skill requirements.



Future skills shortage planning

Highlight: NSW Youth Barometer – A Western Sydney skills strategy

Summary

The NSW Youth Barometer is anticipated to be a four-year longitudinal study of young people (school years 9 to 12) in NSW, gaining insights into how they are planning for their futures and how they view their prospects in the 'world of work'. TAFE and Deloitte have been collaborating with relevant stakeholders to design and pilot the survey through several student workshops and focus groups with subject matter experts.






Skills exchanges and development

Connecting job strategies

"We're creating 25,000 training outcomes at Barangaroo through an on-site hub that is designed to enable workers to learn new skills, develop existing ones and improve their future employment prospects."

Duncan Ellis, *TAFE NSW Western Sydney Institute Director*

Recommendations

Status	Recommendation
	93 The Barangaroo Skills Exchange program to be replicated on other major infrastructure projects in the region, including the Western Sydney Airport (WSA) the Olympic Corridor light rail, Sydney Science Park, Moorebank Intermodal, Parramatta Powerhouse Museum and the Parramatta Stadium upgrade.
	94 The skills exchange model to become a requirement for government procurement for large projects, and funding be provided that is specific to each project and the needs of the industry in receipt of funding.
	95 Australia's large developers and infrastructure providers to enter into a Western Sydney Skills Exchange Compact that invites their commitment to developing skills on all large construction projects in Western Sydney, with a particular focus on developing skills among the region's long-term unemployed.
	96 A transport and logistics training centre of excellence to be established in Liverpool by industry, TAFE NSW, Western Sydney University and other relevant training providers.
	97 A Western Sydney Airport skills program to be established, with the aim of supporting secondary school students progressing to vocational and tertiary study in airport-related service industries.
	98 Parramatta be the home for a national centre of excellence for the training and upgrading of skills for financial planners, in line with the recommendations of the Financial Systems Inquiry (Murray Review).
	99 Sydney's TAFE institutes be consolidated into two institutes – one focusing on Western Sydney, the other on Eastern Sydney.

Duncan Ellis

Duncan Ellis is Head of Business Development Infrastructure and Strategic Projects at TAFE NSW.

He is a highly skilled management professional with a record of achievement and demonstrated success in driving multi-million dollar growth from start up to profitable entity.

Key achievements

- An initiative to build the skill base necessary in Western Sydney includes TAFE's 'Skills Exchange program'. The program helps integrate learning in the workplace by ensuring that skills are taught and developed on the job for existing and entry level workers
- Skills exchanges successfully established to support infrastructure delivery projects at Parramatta (LSX), Liverpool (LSX), Westmead, for the Sydney Metro and WestConnex projects and collaborations with Landcom and Urban Growth
- Infrastructure Skills Legacy Program designed and delivered by TAFE NSW to ensure ongoing benefits of infrastructure projects achieved
- TAFE NSW successful developed and implemented pre-employment program for application on the Sydney Metro, Westconnex, Northern Roads upgrade projects
- One TAFE model adopted by Government seeing the consolidation of TAFE institutes and development of regional delivery strategies
- Discussions commenced for the establishment of a skills exchange and school level pathways program at the Western Sydney Airport.



Promotion of careers during school-to-work transition

Connecting job strategies

Employer engagement in education has become a policy priority for governments around the world, driving the need for new models that show how it can best be delivered to support young people and other stakeholders.

Recommendations

Status	Recommendation
■	100 An audit of existing school-to-work transition programs in the region to be completed in order to determine gaps and areas for improvement.
■	101 High schools work with key Western Sydney business organisations to identify 10 local business ambassadors or mentors for every Western Sydney high school located in a low socio-economic LGA, including partnering with not-for-profit and government-funded programs that currently support the school-to-work transition in the region.
■	102 Leading Western Sydney professional service businesses to provide ambassadors at local high schools, partnering with existing school-to-work transition programs in the region.
■	103 Western Sydney schools in low socio-economic LGAs to have access to professional development sessions to build their capacity to engage with community stakeholders and improve student outcomes and employment pathways. These sessions would adhere to National Teacher Standards and be accredited and run by organisations such as the Beacon Foundation.
■	104 The NSW Department of Education to increase the capacity of career advisors in Western Sydney schools, through regular training and development, and the creation of a supporting network with local industry leaders and tertiary education institutions.
■	105 School-to-work programs to be embedded in the Year 11 and Year 12 programmes of all Western Sydney high schools to build an awareness of jobs and skills pathways in future and emerging industries.

Greg Whitby

Greg Whitby is Executive Director of Catholic Education in the Diocese of Parramatta.

He is widely acknowledged as an innovative educator who is passionate about ensuring that schooling meets the needs of today's learners.

Over the past two decades, Greg has been rethinking the nature of learning and teaching in a digital age and the role of learning environments and technology in supporting new pedagogies. He has been instrumental in the development of new school and learning space designs to accommodate contemporary learning and teaching.

Key achievements

- Roll out of a 12-week pilot student leadership program, a partnership between XVenture and two Western Sydney high schools
- Announcement of states first STEM K-12 school by Catholic Education Office to be established at the Sydney Science Park and opened for first enrollments by 2021
- Government announcement of the relocation of the Hurlstone Agricultural High School to the WSU campus at Hawkesbury to become a specialised State STEM school
- Government School Counseling Service Scholarship for workforce development launched to enhance teachers capacity to support students school to workforce transition needs.



Promotion of careers during school-to-work transition

Highlight: X-Venture Student Leadership Program

Summary

Western Sydney has one of Australia's fastest growing professional labour markets. Today, more than one-third of the residents has a post-school qualification. However, despite the overall improvement in human capital, the region is still suffering from skills shortages, in particular, technical training and business management skills.

In order to narrow the skills gap, it is essential that employers increasingly engage with educational institutions to help drive positive outcomes for human capital in the Western Sydney region. In particular, school-to-work programs that promote leadership, emotional intelligence and self-reflection will further prepare students to enter the job market.

In 2016, XVenture partnered with two Western Sydney high schools to run a 12-week pilot student leadership program. The program aims to enhance leadership skills, confidence and resilience and teach vital interpersonal skills through a range of practical activities and self-reflection workshops. Students also had the opportunity to hear from industry leaders from Deloitte, University of Wollongong and South West Recruitment and more, discussing further education and career pathways.

The results were staggering: 67% of students improved their resilience, 75% improved their emotional quotient (EQ) and 84% of students noticed positive changes in their own behaviour. Additionally, the program identified a number of students deemed 'at risk' who will receive extra support as a result.

Links

Learn more here:

<http://www.xventure.com.au/>



Develop human capital in areas of highest disadvantage

Connecting job strategies

An Organisation for Economic Co-operation and Development (OECD) study found that the single biggest impact on economic growth is the widening gap between the lower middle class and poor households.

Recommendations

Status	Recommendation
	106 Deloitte and Western Sydney Collective to work with the social enterprise sector to identify 50 new investors and 50 entrepreneurs to fund and establish new businesses to provide services in Western Sydney's most disadvantaged areas.
	107 Government and industry to hold a Western Sydney Careers Expo and Jobs Summit that would bring leaders and stakeholders together to generate ideas to support Western Sydney's most disadvantaged suburbs, with one goal to create 10,000 new jobs for the region's long-term unemployed.
	108 The Centre for Western Sydney to develop a Knowledge Economy Index for Western Sydney that would measure the region's progress in prosperity.
	109 Deloitte to work with the Western Sydney Collective to enable cross-sector discussion among the region's community service organisations and develop an action plan to respond to the many factors contributing to areas of disadvantage.
	110 Western Sydney Collective to engage with the School for Social Entrepreneurs and Western Sydney University to help create local social enterprises run by young entrepreneurs.

Denise Cheng and Matthew Gribble

Denise Cheng is Partnerships Manager for NSW at The Reach Foundation, with extensive experience in the 'for purpose' sector.

Reach supports young people to get the most out of life. They aim to improve the wellbeing of young people so they can be healthy and resilient to meet life's challenges, and fulfill their potential. The Reach Foundation's youth-led workshops are for young people between 10-18 years of age.

Matthew Gribble is Regional Managing Director for Australia and New Zealand at PageGroup. With over 19 years experience with the Group across Australia and New Zealand, Matthew's personal focus outside of management is running global searches for CEOs, strategy and developing human capital.

Denise and Matthew are jointly committed to developing human capital in areas of high disadvantage in Greater Western Sydney.

Key achievements

- NSW Premier, the Hon. Gladys Berejiklian, MP, announced the Aerotropolis 2026 Summit to be held in 2018. The Summit, driven by the Department of Industry and the Department of Premier and Cabinet, will explore economic opportunities and decisions that need to be made in relation to driving greater investments in the surrounding area
- Innovation shop-fronts at WSU providing entrepreneurs with support through the LaunchPad incubator.



Improve labour market access

Connecting job strategies

Unless we make our cities more attractive in the world, we will lose the competition for human capital."

Jamie Briggs, former Federal Minister for Cities

Recommendations

Status	Recommendation
Not commenced/unknown	111 Federal Department of Employment to audit existing programs and then initiate new programs that support the employment access needs of women, young people and migrants, and assist the reskilling of people facing mid-career changes due to industry restructuring.
Not commenced/unknown	112 An over-55 professional skills network to be developed, connecting experienced professionals with start-ups and established businesses with specific skills needs.
Not commenced/unknown	113 The Western Sydney Collective to help establish a program that would enable businesses to donate their time to registered charities, schools, not-for-profits and community groups and assist with high-priority projects, initiatives and events.
Pre-planning	114 Youth outreach, child care and selected training organisations to be provided with greater access to public school facilities out of school hours.
Underway	115 An expansion of TAFE programs assisting degree-qualified students access training that encourages business start-ups.
Pre-planning	116 A Living and Working in Western Sydney Guide to be developed in partnership with the Committee for Sydney to promote the advantages of living and working in Western Sydney by highly skilled workers.
Underway	117 The Western Sydney Collective to work with Western Sydney Business Chamber and Transport for NSW to improve the region's transport services to ensure young people have safe, accessible and affordable commutes to and from work.
Planning	118 'No cost' education programs, counselling services and employment initiatives for women to be developed, with a focus on youth, single mothers, domestic violence sufferers and the mature-aged. These measures would help women enter or re-enter the workforce and reduce their reliance on the social security system.
Completed	119 A women's advocacy organisation to be established, offering programs to ensure economic independence, confidence building and education grants for women.
Not commenced/unknown	120 An online directory to be initiated, with links to employment services, education opportunities, voluntary opportunities and jobs for Western Sydney residents.
Not commenced/unknown	121 Project Learning Centres offering 'flip-based' learning to be established in suburbs of greatest disadvantaged and focused on future skill development.

John Vassallo

John Vassallo is CEO of Celestino and has held the role since September 2013.

As CEO of Celestino, John has overseen the evolution of the Celestino development, marketing and sales team. John is focused on delivering the Celestino vision to 'deliver commercial, industrial and residential development projects that will become success stories for our business, as well as for families, communities and our business partners across Australia'.

As part of his role, John has joined delegations to the United States, China and Israel where he has gained valuable experience in building innovation eco-systems.

John is the Shaping Future Cities champion responsible for promoting STEM education in Western Sydney.

Key achievements

- Launch of women's advocacy group, Western Sydney Women, promoting economic independence, positive support and information for women to enable personal success.



Build STEM skills

Connecting job strategies

A recent survey by Deloitte found that 82% of Australian businesses ranked people with science, technology, engineering and maths (STEM) qualifications as highly valuable to the workplace, even when their qualification was not a prerequisite for the role.

Recommendations

Status	Recommendation
	122 A STEM development program for students from Year 5 to Year 9 to be established, funded by Western Sydney industry, with assistance from the Museum of Applied Arts and Sciences, and Western Sydney University. Idea to be explored with the NSW Chamber of Commerce and Beacon Foundation.
	123 A Western Sydney School STEM competition to be launched, with schools teaming up with complementary businesses to pitch innovative health and energy sustainability solutions.
	124 The federal government to provide 5,000 STEM tertiary scholarships for Western Sydney students.
	125 Australia's first STEM school to be established at the Sydney Science Park by 2025, with state government commitment for the project within two years.
	126 The federal government to incentivise establishment of two science and engineering education campuses in Western Sydney.

Vacant

The role of champion for the strategy to 'build STEM skills' is currently vacant and will be filled in 2018.

Key achievements

- Set to open in 2021, Australia's first STEM based school will be built in Luddenham, a partnership between Catholic Education Diocese of Parramatta and Celestino
- Hurlstone Agricultural High School will relocate to the Hawkesbury in 2020
- Announcement that the Museum of Applied Arts and Sciences (MAAS) will be relocated to Parramatta by 2022.



Build STEM skills

Highlight: Australia's first STEM school to be established at Sydney Science Park

Summary

Sydney Science Park's STEM School will be the first STEM-focused school in NSW and is expected to open in 2019. The STEM School is a product of the collaboration between the Catholic Education Diocese of Parramatta and Celestino. The school is targeted at all students from pre-school through to post-Year 12. The devoted Science, Technology, Engineering and Mathematics school offers a unique opportunity for students to collaborate with and learn from the research institutions and organisations based at the park.

The school will positively impact Western Sydney's economy by preparing the STEM workers of the future.

Links

Leran more here:

<http://www.celestino.net.au/sydneysciencepark/residential>

<http://www.celestino.net.au/news/nsw-first-stem-focused-school-at-sydney-science-park>





New worker housing

Connecting job strategies

Concern over the affordability of housing for key workers in our cities is not new. However, few policies look at the housing designed for those attempting to enter the workforce.

Recommendations

Status	Recommendation
	127 Land and Housing Corporation, Urban Growth and Government Property NSW to be tasked with identifying public lands in Western Sydney that can be prioritised and offered to the market on long term leases for social and affordable housing.
	128 The identified public lands to be used to provide housing to people from disadvantaged communities and enrolled in employment placement programs in key job centres. Housing would be supported by employment programs and education services that assist in the transition to work, and would be available for 1–2 years or until work and career programs have been effective.

Theo Psychogios

Theo Psychogios is a Partner at Deloitte.

He has extensive experience providing economic, policy, and commercial advice to public sector organisations and the private sector entities they engage with, specifically reviewing government service delivery and the assessment and development of economic and social infrastructure. Theo's primary focus is assisting clients in assessing the merits and value proposition of transformative urban renewal, service delivery reform, and major infrastructure investments.

Key achievements

- NSW Government has selected the Aspire consortium to redevelop the Ivanhoe Estate at Macquarie Park. The Ivanhoe Estate will be developed into an integrated community of around 3000 homes, including at least 950 social housing units and 128 affordable rental units, over the next 10 to 12 years.



Investment in cultural infrastructure

Connecting job strategies

"In any civilised community the arts and its amenities must occupy a central place. Their enjoyment should not be seen as remote from everyday life. Other objectives in life are all means to an end. The enjoyment of the arts is the end in itself."

Gough Whitlam, *Prime Minister 1972-75*

Recommendations

Status	Recommendation
Announced	129 Arts and cultural spaces to be developed in disused facilities in the centres of Penrith, Liverpool, Campbelltown and Blacktown. Spaces to link arts and cultural activities with 'maker spaces' and other youth activities.
Not commenced/unknown	130 The Australia Council to provide a grant of up to \$2 million to each of these councils to fit out and provide seed programming for each arts space. To access these facilities, artists and performers need to produce performance, visual or digital arts in partnership with public stakeholders.
Not commenced/unknown	131 The Special Broadcasting Service (SBS) to be relocated to Western Sydney, following a joint study of suitable locations by the federal and state governments.
Pre-planning	132 The state government to support the establishment of new performing arts centres in Sydney Olympic Park, Liverpool and Blacktown.
Announced	133 Commitment of \$300 million be made to cultural arts infrastructure in Western Sydney over the next five years.

Julianne Campbell

Julianne Campbell is the General Manager at Urban Theatre Projects with experience working in the UK, the US and Asia. Julianne has been on a range of Boards, including Chair of PACT Centre for Emerging Artists, and is currently on the Management Committee of Inner West Cultural Services and My Darling Patricia.

Key achievements

- Announcement that the Museum of Applied Arts and Sciences (MAAS) will be relocated to Parramatta by 2022
- In 2016, after 24 years in Sydney, Tropfest relocated the iconic short film festival to Cattle Paddocks in Parramatta Park
- Sydney Festival extends its programming into Parramatta in 2018
- Staged in a multi-level car park in Blacktown, Home Country is a theatrical triptych presented by Urban Theatre Projects, Blacktown Arts Centre and Sydney Festival. The performance explores the purpose of place, identity and what it means to be home
- Government endorses INSW recommendation to develop cultural precinct in Parramatta
- State Government support provided for the \$100 million redevelopment of Riverside Theatre
- Funding secured to 2019 for the Parramasala multicultural festival
- Campbelltown Arts Centre wins International Council of Museum Australia Award for the "With Secrecy and Despatch" exhibition and wins award for highest visited exhibition for "Another Day in Paradise".



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