



# LIVERPOOL ECONOMIC DEVELOPMENT STRATEGY 2022-2032

LIVERPOOL  
CITY  
COUNCIL 

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## ABOUT ASTROLABE GROUP

Astrolabe Group are the recognised experts in urban growth and change management with a uniquely empathetic approach to client and community.

This strategy was developed with Liverpool City Council. In preparing the report, Astrolabe has made every effort to ensure the information included is reliable and accurate. Astrolabe is unable to accept responsibility or liability for the use of this report by third parties.

## ACKNOWLEDGEMENT OF COUNTRY

In the spirit of reconciliation, Astrolabe Group acknowledges the Traditional Owners of Country throughout Australia and their continuing connections to land, waters and community. We show our respect to elders past and present. We acknowledge that we stand on Country which always was and always will be Aboriginal land.

We acknowledge the original inhabitants of the Liverpool Local Government Area, the Dharug, Gandangara and Tharawal Aboriginal people.







# LIVERPOOL'S ECONOMIC FUTURE



Liverpool's economy is a place for people, community, industry, small business and entrepreneurs to thrive.

Liverpool City Council's Economic Development Strategy 2022-2032 explores Liverpool as a place, and the people who live here and work here. It provides the objectives for how Council should guide the growth of Liverpool's economy and create greater opportunities for the community.

The figure below presents an overview of the Liverpool's strategic framework relevant to Liverpool's economic development over the next 10 years.





Through an evidence-based approach that included extensive engagement and research, Council has developed this Economic Development Strategy which identifies five pillars to guide the growth of Liverpool, as aligned with our Community Strategic Plan.

## FIVE PILLARS

- 1 ATTRACT AND SUPPORT BUSINESS
- 2 LOCAL JOBS FOR LOCAL PEOPLE
- 3 INNOVATION AND EDUCATION
- 4 GLOBAL LINKS AND CONNECTIONS
- 5 A THRIVING CITY OF CULTURE AND COLLABORATION

These pillars will direct our decision-making, as well as the development and implementation of supporting plans and strategies over the next 10 years to realise Liverpool's economic potential.



Liverpool is a place with enormous economic opportunity. This Economic Development Strategy 2022-2032 aims to capitalise on these opportunities, and build on the outstanding foundation of a place that has stood as an economic beacon for South West Sydney for more than two centuries.

This strategy will guide Council as we continue to position ourselves as a global centre where increased economic prosperity supports our entire community - bringing greater opportunities, access to more and better services and improved liveability.

Liverpool's economy has remained strong despite the economic challenges experienced throughout upheaval of a global pandemic. This shows the strength of some of our primary sectors including health and construction continuing during the pandemic. Other impacts on how we do our work, such as increased remote and hybrid working, will continue to be a trend that influences our economic development well into the future.

Since 2020, more than 1,500 new businesses have been established in the Liverpool local government area (LGA)<sup>1</sup>. Our community is participating in more tertiary and vocational education and training, which will continue with the growth of our health and education sector, catalysed by the Liverpool Innovation Precinct.

Our economic strategy is focused on what the community has told us: that the City's future should be characterised by inclusive growth – growth that benefits the whole community. Focusing on competitive advantages to bring both a wealth and diversity of opportunities will help reduce Liverpool's skills leakage that currently sees 65% of our working residents leave Liverpool for employment<sup>2</sup>.

Liverpool's engine of commerce and entrepreneurship, built upon decades of hard working, aspirational people will be supercharged in the next 10 years, as Liverpool becomes an international gateway with the airport on our doorstep.



<sup>1</sup> Count of businesses with active GST registration at 30 June 2021 (not including superannuation and trust entities, or businesses registered as charities), Australian Business Register, 2021

<sup>2</sup> Census of Population and Housing, Australian Bureau of Statistics, 2016 via profile.id





# LIVERPOOL AT A GLANCE

## PEOPLE

More than 231,000 people live in Liverpool Local Government Area (LGA) – an increase of about 46,000 people in 10 years<sup>3</sup>. This outpaces growth of most other areas of Greater Sydney, with Liverpool LGA, taking on a larger proportion of Sydney's growth.

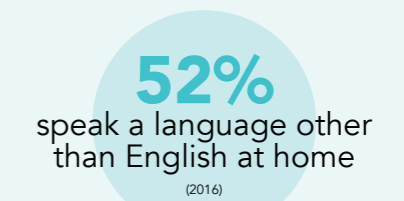
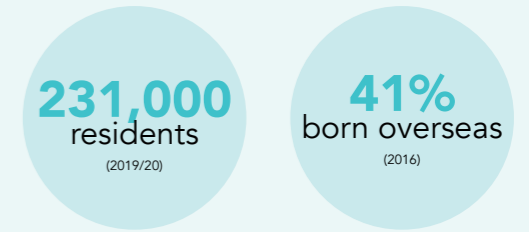
This 25% increase in population brings great opportunity, especially when this is a young and diverse population. For example, 30% of residents are under 19, 40% of residents were born overseas, and half the population speaks a language other than English at home<sup>4</sup>. Liverpool is the modern face of multicultural Australia – a place that welcomes refugee and migrant settlement. We recognise the opportunities that cultural diversity can bring.

However, there are pockets of disadvantage in the LGA, with some areas in the top 2% of Australia's most disadvantaged areas<sup>5</sup> and high proportions of households in rental and mortgage stress (43% and 28% respectively).<sup>6</sup>

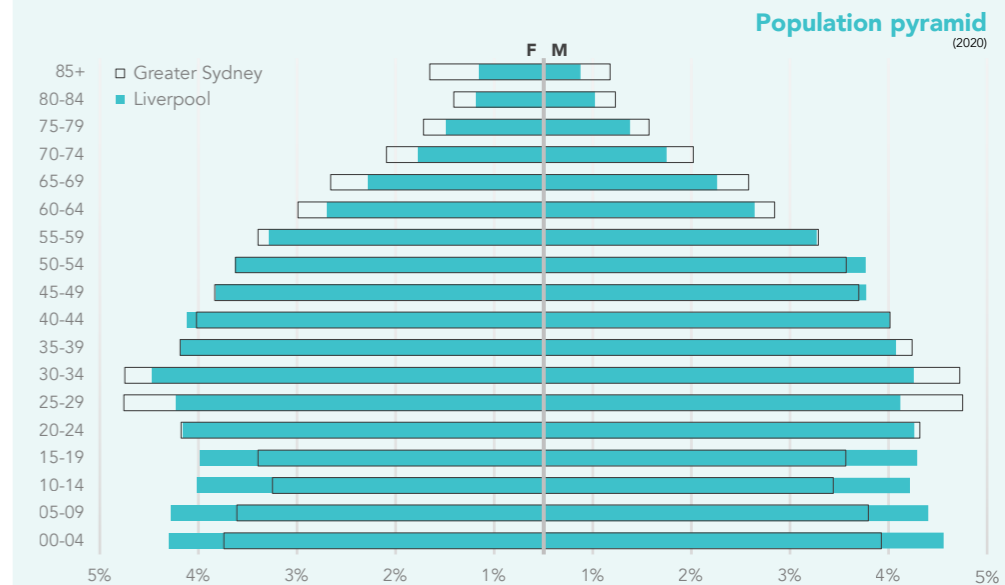
In June 2021, Liverpool's estimated unemployment rate was 8.3%, up from 5.9% in 2020. Liverpool had not experienced an unemployment rate greater than 7% since 2014.<sup>7</sup>

This was higher than the Greater Sydney (6.3%) and Penrith (5.2%) unemployment rate but in line with Campbelltown (8.3%).<sup>8</sup> It is likely the rise in unemployment is a consequence of COVID-19 restrictions and an illustration of the vulnerability of a population that may be more likely to work in casualised positions or in sectors with greater exposure to economic shocks, such as retail, construction, and hospitality.

While there is much to build on, economic development activities must address vulnerability and create opportunities for all.



### Top 3 languages spoken



<sup>3</sup> Regional Population Growth, Australian Bureau of Statistics, 2020 via profile.id

<sup>4</sup> Population Estimates, Australian Bureau of Statistics, 2020

<sup>5</sup> Areas include: Busby, Ashcroft - Mount Pritchard, Heckenberg, Sadleir, Cartwright and Miller. Liverpool City Council small areas Index of Relative Socio-economic Disadvantage, Australian Bureau of Statistics, Census of Population and Housing, 2016 via profile.id

<sup>6</sup> Liverpool Local Strategic Planning Statement, 2020

<sup>7</sup> Small Area Labour Market Estimates, Labour Market Information Portal, 2021

<sup>8</sup> Small Area Labour Market Estimates, Labour Market Information Portal, 2021

## JOBS

Around 105,000 of the people who live in Liverpool are in the workforce (referred to as resident workers). This has increased by nearly 23,000 workers – or 34% - in the last 10 years. The workforce participation rate has increased during this period, now at 49%, compared to 46% in 2010.<sup>9</sup>

These workers mainly work in five industries - health care and social assistance; retail; construction; manufacturing; and transport, postal and warehousing. The past decade has seen transition to construction and health care and social assistance employing the largest proportion (13% and 11% respectively) today, but in 2010, manufacturing and health care and social assistance employed the most resident workers. This shift is an opportunity for Liverpool to further leverage these skills by building and investing in health infrastructure and innovation.

There has been an increase in higher education levels in Liverpool, with resident workers with a bachelor's degree or higher rising from 15% to 26% between 2006 and 2016<sup>10</sup>. However, nearly three-quarters of these resident workers leave the LGA for work, compared to two-thirds of less qualified workers.<sup>11</sup> Overall, 65% of resident workers leave Liverpool LGA for work.<sup>12</sup>

The proportion of people who leave the LGA where they live for work is similar across western Sydney, highlighting the long-standing imbalance of jobs between western and eastern Sydney and a disparity between where people live and where jobs are located.

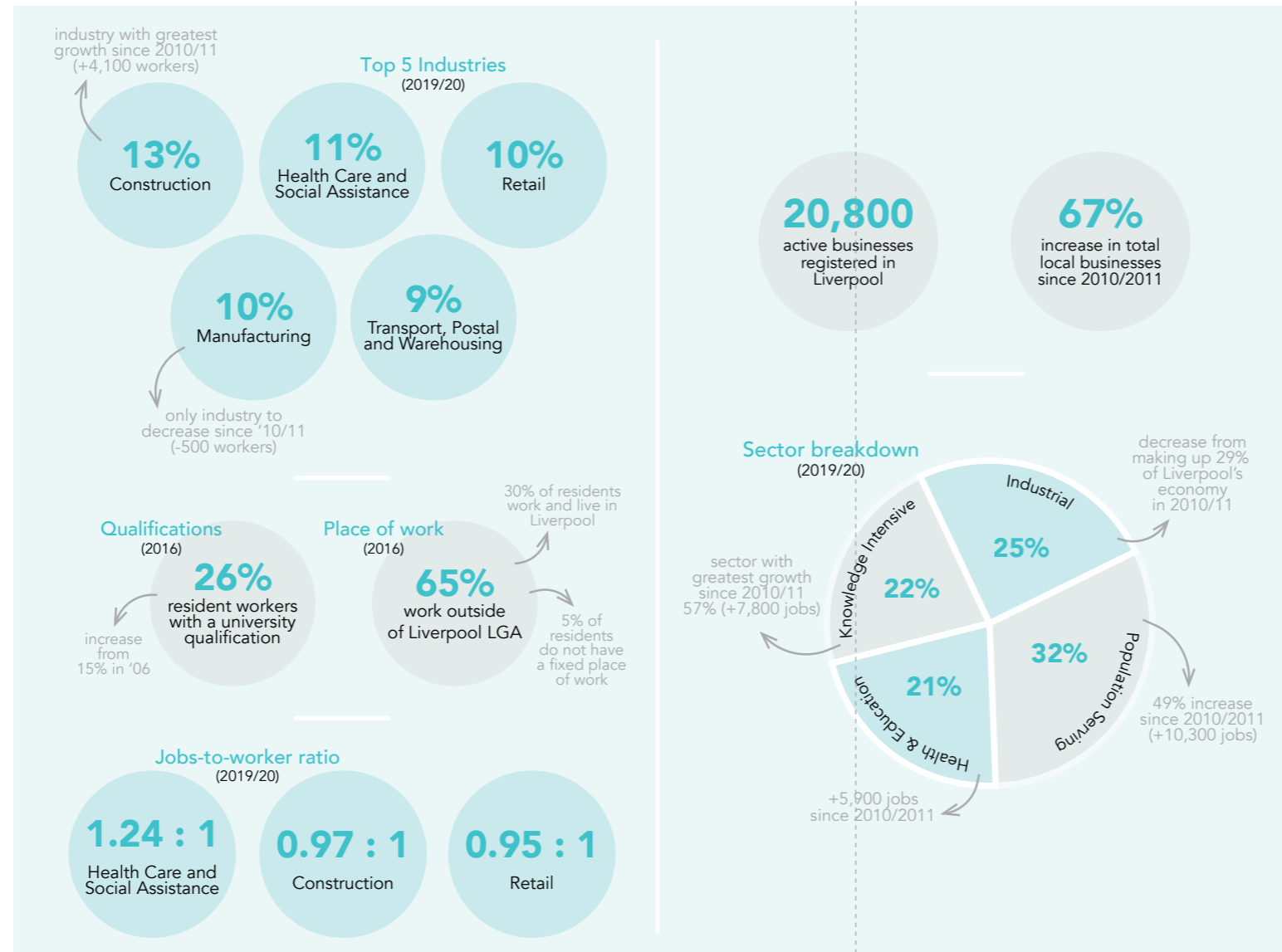
Despite this, Liverpool has a strong job-to-worker ratio of 0.95 or higher in some of its largest industries of health care and social assistance, retail and manufacturing, meaning that for each resident worker employed in these industries, there are at least 0.95 jobs in Liverpool. This is as high as 1.24 in health care, as Liverpool attracts talent from across Sydney.<sup>13</sup>

In 2016, nearly two-thirds of local jobs were held by workers who commute to Liverpool. Even in some of Liverpool's strongest industries – health care and social assistance, retail and manufacturing – where job-to-worker ratios are high, only an average of 35% of local jobs are held by the resident workforce.<sup>14</sup>

This indicates a strong skills match between Liverpool's economy and resident workers, and significant capacity for the local economy to support resident workers.

**105,400**  
resident workers  
(2020)

**98,400**  
local jobs  
(2019/20)



## ECONOMY

Liverpool's economy supports 98,400 local jobs<sup>15</sup> and 20,800 local business.<sup>16</sup> This follows more than a decade of substantial change – for example, since 2010, the number of local jobs increased by 27,800 – a 39% increase – amid an economy transitioning away from Liverpool's traditional industrial roots, to a more advanced manufacturing and freight and logistics offering, and, more recently, strong knowledge intensive and population serving sectors.<sup>17</sup>

This transition translates to the industrial sector now making up a smaller percentage of Liverpool's economy – from 29% in 2010 to 25% in 2020 – and substantial growth in the number of knowledge-intensive and population-serving jobs in Liverpool. In the past decade 65% of Liverpool's job growth has been in these two sectors, equal to 18,000 additional jobs.<sup>18</sup>

Total output of the population serving sector has more than doubled since 2010 at \$7.3 billion in 2020. The knowledge intensive sector has had the second largest growth in total economic output in this time, with an additional \$3 billion – a 59% increase from 10 years prior.<sup>19</sup>

Ongoing investment in transformative infrastructure, anchor institutions and key strategic planning decisions are advancing Liverpool's economy and cementing its position as South West Sydney's premier CBD.

- Liverpool Innovation Precinct:
  - Health: Liverpool Hospital, Sydney Southwest Private Hospital and the Ingham Institute of Applied Medical Research
  - Education: Three major universities (University of NSW, University of Wollongong, Western Sydney University) and Liverpool CBD campus of TAFE NSW
- Culture: Casula Powerhouse Arts Centre, with six galleries, a 300+ seat theatre, artist studios and live-in facilities and a ceramics studio

- Freight and logistics: Interconnected employment lands and Moorebank Intermodal Terminal with motorway and freight rail network
- Western Sydney Airport: Organisation's head office in the heart of Liverpool CBD, construction of the airport terminal underway
- Liverpool CBD rezoning: Council-led rezoning of 25 hectares to encourage commercial and resident development, 120,000sqm of commercial office space in the pipeline

This is developing a pathway into a diverse, institution-rich and innovative economy – a solid foundation to shape Liverpool's growth to benefit the entire community.

9 Small Area Labour Market Estimates, Labour Market Information Portal, 2021

10 Census of Population and Housing, Australian Bureau of Statistics, 2016

11 Census of Population and Housing, Australian Bureau of Statistics, 2016

12 Census of Population and Housing, Australian Bureau of Statistics, 2016 via profile.id

13 National Institute of Economic and Industry Research (NIEIR), 2020 via economy.id

14 Census of Population and Housing, Australian Bureau of Statistics, 2016

15 National Institute of Economic and Industry Research (NIEIR), 2020 via economy.id

16 Count of businesses with active GST registration at 30 June 2021 (not including superannuation and trust entities, or businesses registered as charities), Australian Business Register, 2021

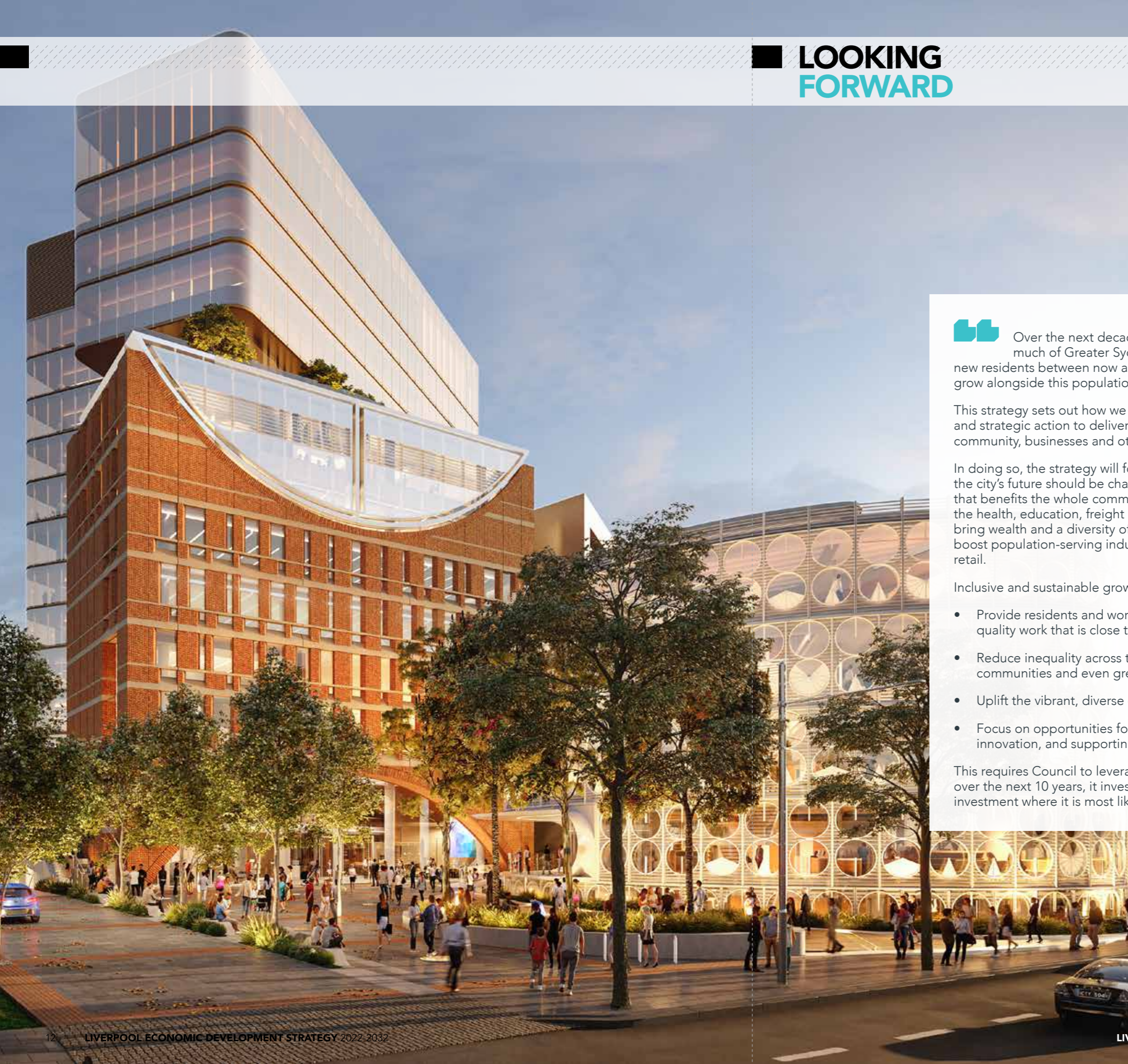
17 National Institute of Economic and Industry Research (NIEIR), 2020 via economy.id

18 National Institute of Economic and Industry Research (NIEIR), 2020 via economy.id

19 National Institute of Economic and Industry Research (NIEIR), 2020 via economy.id



# LOOKING FORWARD



Over the next decade, Liverpool's growth will continue to outpace much of Greater Sydney. The city will welcome more than 97,000 new residents between now and 2031, and it is expected the economy will grow alongside this population growth.

This strategy sets out how we can optimise this growth and take decisive and strategic action to deliver deep and enduring benefits for the Liverpool community, businesses and other stakeholders.

In doing so, the strategy will focus on what the community has said: that the city's future should be characterised by inclusive and sustainable growth that benefits the whole community. Focusing on competitive advantages in the health, education, freight and logistics and manufacturing industries can bring wealth and a diversity of opportunities, as these industries can then boost population-serving industries such as hospitality, construction, and retail.

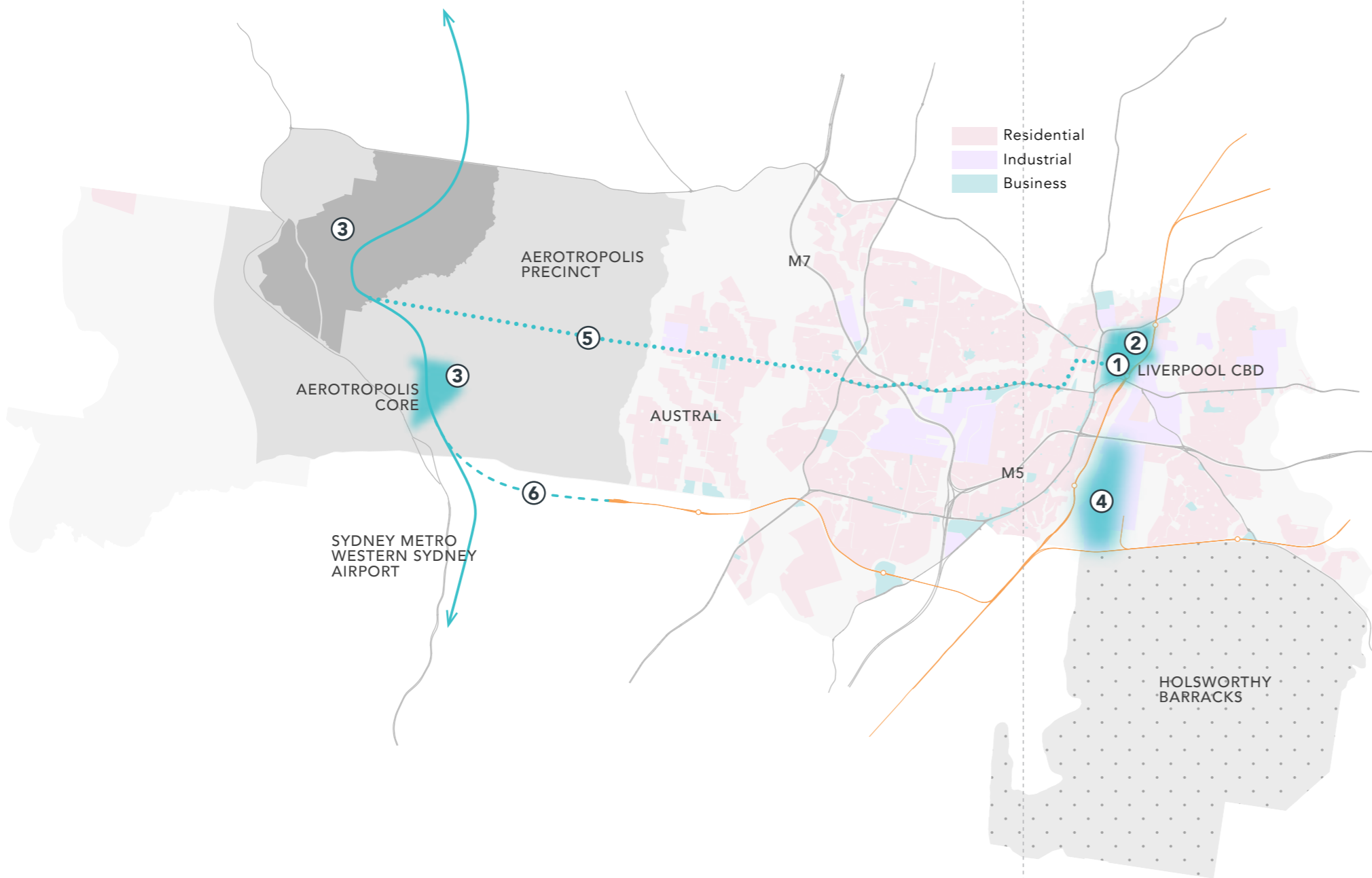
Inclusive and sustainable growth will:

- Provide residents and workers with greater choice in accessing stable, quality work that is close to where they live
- Reduce inequality across the community, leading to healthier communities and even greater wellbeing
- Uplift the vibrant, diverse community that is key to the city's success
- Focus on opportunities for future generations by fostering sustainability, innovation, and supporting new and emerging jobs

This requires Council to leverage the building blocks already in place so over the next 10 years, it invests and plans wisely, targeting its efforts and investment where it is most likely to maximise benefits for all the community.



# BUILDING BLOCKS OF LIVERPOOL'S ECONOMY



## ① Liverpool Civic Place

Quality commercial office and Council hub creating \$1,327 million in economic activity over 10 years

- Close to public transport with around 400,000 workers living within 30 minutes
- Ideal for professional services jobs with potential for more than 2,000 direct and indirect jobs a year once established

## ② Liverpool Innovation Precinct

The Precinct will attract the industries and jobs that will drive the next wave of economic progress in the region

- Liverpool Hospital will be the largest standalone hospital in Australia following a \$740 million redevelopment
- Liverpool will be an international hub of medical excellence research and education, attracting and retaining the best talent in Australia and overseas
- Anchored by Liverpool Public Hospital, TAFE NSW, University of Wollongong, University of NSW, Western Sydney University and an emerging urban school precinct

## ③ Western Sydney International Airport and Aerotropolis

Liverpool's biggest ever infrastructure project and a \$5.3 billion investment by the State and Federal governments

- Around 200,000 high-skill jobs across aerospace and defence, manufacturing, healthcare, freight and logistics, agribusiness, education and research industries
- Liverpool CBD in an unrivalled location between Greater Sydney's two airports and major international gateways

## ④ Moorebank Intermodal

Major intermodal facility in south-west Sydney, providing a rail 'port shuttle' from Port Botany

- A stronger freight and logistics industry with cheaper, more efficient freight transport
- Potential to generate over 6,000 jobs

## ⑤ Transport FAST Corridor

The Fifteenth Avenue Smart Transit (FAST) corridor connecting Liverpool and the airport within 30 minutes

- Incredible potential for new housing and jobs along the corridor
- Investment in public and active transport to encourage people away from car use

## ⑥ Leppington extension

Extending the rail line from Leppington to the Airport

- Connect thousands of residents to airport-associated jobs
- Improving public transport while easing road congestion



# DELIVERING OUR ECONOMIC DEVELOPMENT STRATEGY



## OUR FIVE PILLARS

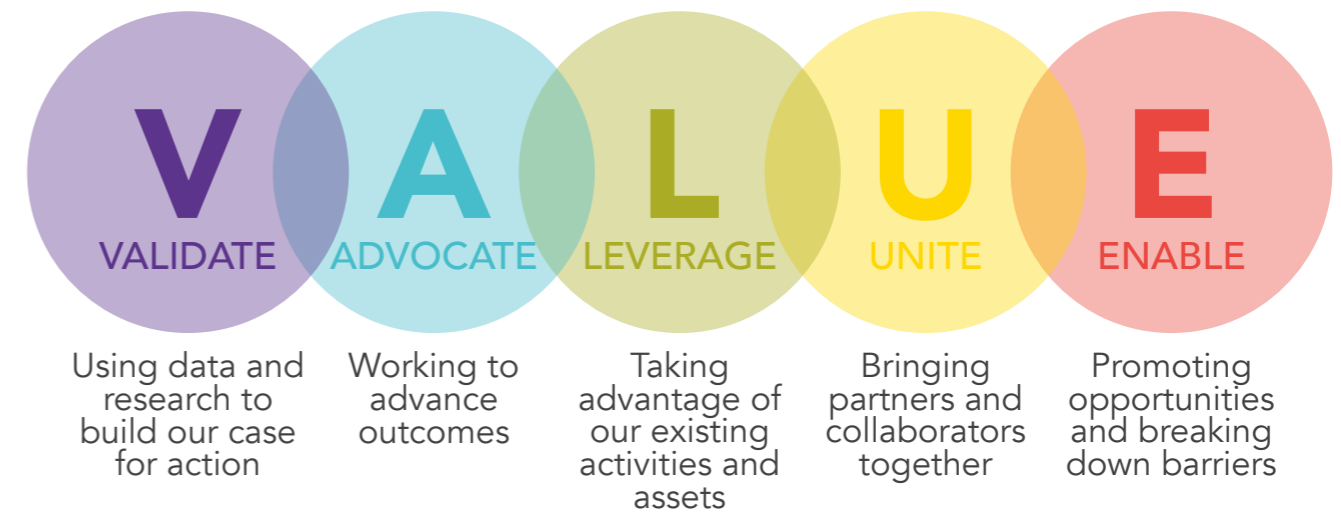
Our five pillars are our roadmap for the next 10 years – to drive inclusive growth and maximise economic benefits for all in our community:

- 1 **ATTRACT AND SUPPORT BUSINESS**
- 2 **LOCAL JOBS FOR LOCAL PEOPLE**
- 3 **INNOVATION AND EDUCATION**
- 4 **GLOBAL LINKS AND CONNECTIONS**
- 5 **A THRIVING CITY OF CULTURE AND COLLABORATION**

We want to leverage the building blocks in place, and our strong network of institutions, infrastructure and skills to continue to build a diverse economy and create a place where people, businesses and industries thrive.

## KEY ACTIVITIES FOR CHANGE

We will need the key activities - validate, advocate, leverage, unite and enable - to assist Council, stakeholders and the community in achieving success across our five pillars.



To do this, we'll use Council resources, our relationships across all levels of government and a collaborative approach with businesses, the community and other stakeholders to build a stronger, more resilient local economy. A combination of these key activities will help us achieve our goals over the life of this Strategy:

### VALIDATE

Knowledge is power and through research, analysis and tracking we will gather information that helps us understand and plan for future prosperity, identifying opportunities where we can act or call on others using credible data and information.

### ADVOCATE

Liverpool's success is central to the success of the Western Parkland City and important to the State and Federal governments; keeping Liverpool front of mind for decision-makers is key to the City's future. We'll speak up on behalf of residents and businesses on key issues.

### LEVERAGE

While capitalising on the sectors and industry in Liverpool today, we'll invest in and direct resourcing to projects with meaningful, measurable benefits for the community. We'll harness the benefits of existing assets to attract new interest while also maximising private and public investment in Liverpool and the region.

### UNITE

When we can't or shouldn't do it on our own, we'll be motivated and willing partner for government, the private sector, education, peak bodies and the not-for-profit sector - along with the community. We will collaborate and facilitate or enable productive partnerships.

### ENABLE


Breaking down barriers and removing blockers is key to a sustainable and far-reaching economic future. We'll work hard to position and showcase Liverpool to potential investors as a great place to work and do business – a place with the people, infrastructure, facilities, plans and policies that support a dynamic local economy.





# OUR FIVE PILLARS

## 1. ATTRACT AND SUPPORT BUSINESS

 We will target key sectors to attract new businesses, and support existing businesses to grow and scale up.

With almost 21,000<sup>20</sup> businesses in Liverpool, we'll work to ensure they thrive and grow. This is about more jobs – requiring a diversity of people and skills – for more people. Over half of these businesses operate as sole-traders, and 46% are small businesses employing less than 20 workers, speaking to the entrepreneurial spirit that Liverpool was founded upon.


Our actions will have the greatest impact by boosting existing businesses and attracting others that can locate anywhere but choose Liverpool due to its distinct advantages: the location, built attributes and human capital.

We'll help small businesses grow and scale up, support activation and façade upgrades in centres, explore opportunities to leverage existing sectoral strengths to grow or complement supply chains and help business secure grants or training.

We'll work across our organisation to identify key precincts for business and strategically plan for the continued growth of the City and centres.

We'll target key sectors for industry attraction and support and retain the businesses we already have.

## 2. LOCAL JOBS FOR LOCAL PEOPLE

 We will enable an economy with diverse job opportunities and improve access to knowledge and skills for our community and workers.

We know that residents are better off socially, economically and environmentally when they can find work closer to where they live. This is about lifestyle – and we want to reverse the trend that sees 65% of Liverpool's resident workers leaving the city for work.


The community tells us they want to work closer to home and if they work in the area, they'll spend money here too – a win-win for the economy as more jobs are created across all sectors that rely on local activity, such as hospitality, retail and services.

This requires us to consider whether we're dealing with a lack of jobs, the wrong type of jobs or a mismatch in skills.

As new jobs will occur organically with population growth – in sectors such as retail, hospitality and health – we'll work to match these with new employment opportunities.

We'll push for more local employment on major projects and work with education providers and industry to help local people gain the skills and qualifications require as new industries emerge or transition.

## 3. INNOVATION AND EDUCATION

 We will leverage our existing institutions to build on our strengths in the health and education sector, and transform Liverpool into a globally-recognised hub for research and innovation.

Anchored by the Liverpool Innovation Precinct and the tertiary education sector (including Western Sydney University, the University of Wollongong and University of NSW, as well as a future multi-university campus in the Aerotropolis precinct), Liverpool is building a reputation for excellence in innovation, research and smart city thinking. TAFE NSW has a strong presence, along with private and industry-based training providers, enabling good access to a range of qualifications and training in the City.

We will build this reputation and draw on strengths in the creative sector and the synergies between Science Technology, Engineering and Mathematics (STEM) – critical to innovation and future economies.

As the manufacturing industry transitions to more advanced methods, we will work with industry partners and the health and education sector to build the skills and thinking to support new approaches and technologies, and we'll capitalise on the Advanced Manufacturing Research Facility being in Liverpool LGA.

As an organisation, we will lead by example, investing in innovative approaches and collaborating with partners to put Liverpool at the forefront of innovation locally, nationally and globally. With our focus on local jobs for local people, we'll work with the tertiary education sector to look at how to retain talent in the local area after qualification.

<sup>20</sup> Count of businesses with active GST registration at 30 June 2021 (not including superannuation and trust entities, or businesses registered as charities), Australian Business Register, 2021



#### 4. GLOBAL LINKS AND CONNECTIONS

 We will target key sectors to attract new businesses, and support existing businesses to grow and scale up.

Liverpool will soon be one of the most connected centres in the world and is already well served by major transport corridors.

Sitting between Sydney International and the future Western Sydney International airports, with easy access to Moorebank Intermodal Terminal, M7, M5 and future M12, Liverpool offers geographic advantages for freight, logistics, advanced manufacturing and transport industries.


We'll continue to work with the State and Federal governments through the Western Sydney City Deal and engage with and encourage industry and business early movers into new markets.

We'll look to maximise the opportunities of being one of Australia's most multiculturally diverse communities to attract workers, visitors and tourism.

We'll provide the support needed for the many multinational firms and local manufacturers already in Liverpool to grow their export capability.

We want Liverpool to be on the map for international business and a logical choice for airport-related services, defence, cyber and data security as well as associated industry. We'll look at initiatives to make Liverpool a more desirable destination for international education, medical research and industry specialisation.

#### 5. A THRIVING CITY OF CULTURE AND COLLABORATION

 We will cement our position as the premier CBD of South West Sydney with a vibrant 18-hour economy.

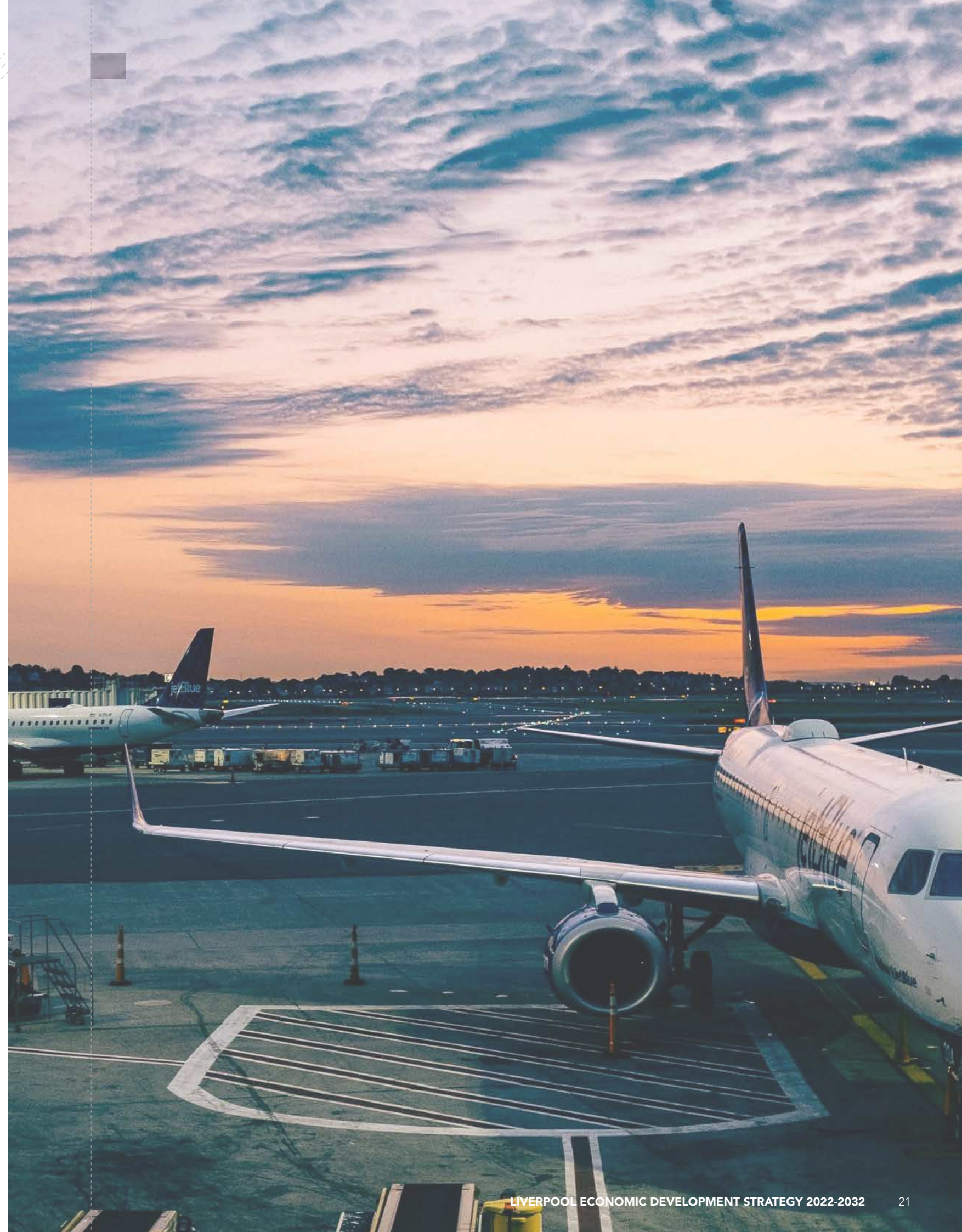
Liverpool is recognised as a key strategic centre and has long held a role in Western Sydney region as a City of collaboration, where business, government, culture and major services support a broad catchment. This benefits the community and attracts new residents, business and investment to Liverpool.

We'll continue to promote Liverpool as a great place to do business as we create an increasingly vibrant, thriving City.

We'll continue to build and develop our city centre to improve amenity and create inviting places for our residents, visitors and businesses.

We'll also create opportunities and work with local business to boost evening activities to create an 18-hour economy.

We will respect and value the strengths and attributes that underpin the City and will continue to nurture the distinctive culture, entrepreneurial spirit and strong sense of community that has shaped us.





An Implementation Plan has been developed in alignment with Council's Delivery Program and annual Operational Plan to ensure we have the right framework and resources to realise Liverpool's economic potential over the next 10 years. The Implementation Plan will include measures of success against our five pillars, to allow us to track our progress against our economic goals.

Understanding that our economy is ever-evolving, the implementation of this 10-year Economic Development Strategy will occur in three key timeframes:

## Short term (2022 – 2024)

- Develop Implementation Plan, outlining key activities to be undertaken in the short, medium and long term, measures of success, and resources requirements
- Expand and update economic database, including business registration changes, unemployment statistics, and community and business satisfaction

## Medium term (2025 – 2028)

- Measure success of the strategy (midpoint review)
- Review pillars against economic performance and changing community needs and aspirations

## Long term (2029+)

- Update Economic Development Strategy and Implementation Plan to reflect our progress, our changing community and economy

Specific activities identified in our Implementation Plan will be undertaken in the respective phases and incorporated into our Integrated Planning and Reporting. We will report on progress each year through Council's Annual Reports.






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## Contact



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