

Deloitte.

Shaping Future Cities Designing Western Sydney

Summit event
20 August 2015



Deloitte is facilitating the development of a blueprint for the economic transformation of Western Sydney – a vision that unites multiple perspectives on how to transform the region for growth.

This event will be an important milestone in the design of this new blueprint for Western Sydney that aims to create 200,000 great new jobs in Western Sydney by 2020.

In this document Deloitte Access Economics has synthesised all the conversations we have conducted with the region's key stakeholders to arrive at a set of draft recommendations.

At this Summit we are seeking to gain your initial feedback on these recommendations to assist in how they are prioritised in the final blueprint, scheduled for release by the end of 2015.

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Synopsis

This paper is intended for circulation prior to the Summit Event on the 20th of August 2015 so that attendees can consider Shaping Future Cities Designing Western Sydney's draft recommendations prior to attending.

This paper provides a summary of the story that's emerging from Deloitte's consultation and engagement with over 300 stakeholders in our efforts to design a new blueprint for growth that will create 200,000 great new jobs in Western Sydney by 2020.

We also describe how we have used our consultations with stakeholders to develop unique Western Sydney 'frameworks' and 'principles' to craft 26 penultimate recommendations proposed for use in the final blueprint.

We also outline the economic growth process we believe is possible for Western Sydney's economy if it is to create 200,000 great new jobs by 2020. Equally, we outline

our strategic framework for creating jobs that will be supported by three categories of recommendations.

These include:

Firstly, '*Platform for growth strategies*': including recommendations with impact designed to transcend the region and set Western Sydney up for success.

Secondly, '*Creating jobs strategies*': including recommendations that identify industries, places and the interventions where we believe the best chances of jobs growth will occur.

And thirdly, '*Connecting jobs to people strategies*': including recommendations that ensure we have a labour market with the skills ready to take up jobs and participate more fully in Western Sydney's bright future.

This journey has been in progress since early this year and you can read about it through the following materials developed to date.



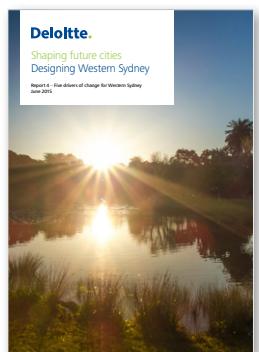
Report 1
March workshop
pre reading report



Report 2
March workshop
summary report



Report 3
June workshop
pre reading report



Report 4
June workshop
summary report

4 March
Forum

4 March -
11 June

SENSING

BUILD UNDERSTANDING

- Articulate. Scope. Align.
- Explore stakeholders.

Discover



Determine

Focus Groups

- Trends
- Precincts
- Catalysts
- Skills
- Industries.

SHAPING

SHAPE CHOICES

- Synthesize ideas into insights
- Prototype hypotheses

Define

Design Thinking workshop to shape choices, test, refine and prototype our hypotheses.

HYPOTHESES

Deloitte to synthesise observations, insights in report with fresh ideas, new insights to inform 11 June.

Distil

August -
October

SEIZING

MAKE DECISIONS

- Select best hypotheses
- Create new value

Decide

WE ARE HERE

Shaping Future Cities:
Designing Western Sydney
Blueprint Launch

Deliver

Shaping Future Cities –
Designing Western Sydney Summit.

Chart 1.1 Stages of Shaping Future Cities – Designing Western Sydney

Our Focus Questions

1. How can the state government and our innovative business leaders co-design and implement a transformative strategy to shift the **current poor image** of Western Sydney so that more stakeholders invest in the region in ways that will create 200,000 great new jobs by 2020 or sooner?
2. How can the state government and other interested parties create useful/usable connections for workers so that employers are willing to **invest in Western Sydney**?
3. How can city councils create the vibe to encourage **young people** to live, work and play in Western Sydney so that the region becomes a magnet and the **destination of choice**?
4. How can politicians and federal and state government agencies facilitate, support and not obstruct the **health and medical research** sector so that it delivers significant long-term value to the people of Western Sydney?
5. How do we create a united blueprint for Sydney that leverages the sum of our city's parts so that **business understands** the opportunities and **where to invest**?

Creating the blueprint

2.1 Context

Since March 2015 Deloitte has engaged with a wide range of stakeholders through a series of workshops, focus groups and deep-dive industry sessions to identify issues and opportunities to address one of Western Sydney's defining problems, namely access to quality jobs close to home.

While there is a wide range of current (and previous) plans shaping Western Sydney today, we have found no '*from the ground up*' commonly accepted vision of a preferred future for Western Sydney that articulates how the region reaches its full potential. Specifically, there is no single economic plan outlining how Western Sydney will grow the future jobs it requires.

For the first time, Western Sydney's largest professional services firm Deloitte is developing a unified vision of the future that brings together the best ideas, people, and our passion into a smart set of actions to grow Western Sydney.

2.2 The story that's emerging

Some of the key Western Sydney narratives that have emerged since March 2015, and that will drive the development of the final blueprint include:

- **Build off our existing urban structure:** Since 2005 Sydney has had a Metropolitan Plan that articulates an urban structure for Sydney. More recently, and for the first time the Metropolitan Plan (currently titled: A Plan for Growing Sydney) places a major emphasis on Western Sydney. The urban structure described in the Plan provides a good structure to base a new economic blueprint
- **It's an economic discussion first – not an urban design one:** Often conversations about 'growing jobs in Western Sydney' defaulted to principles of urban design. However we observed the need to start discussions about the economics that could be achieved through better urban design, not the other way around
- **Know our urban limits:** A common view among stakeholders was a preference for the blueprint to be conscious of how far our urban sprawl extends. Similarly, common support existed for greater housing density in the region, particularly around and within our centres to minimise our urban footprint
- **Sense of urgency:** Consultations often concluded with clear expressions of the sense of urgency that must be adopted in the blueprint to ensure many of Western Sydney's great opportunities were not missed
- **The game of infrastructure catch up:** It almost goes without saying that the region's current population growth rate, combined with major infrastructure projects are great news for Western Sydney. However in Western Sydney's case, all infrastructure delivery should be considered as catch up
- **Perception and branding:** One of the first issues identified by stakeholders at workshops was the issue of the poor perception of Western Sydney. At other workshops, stakeholders noted the lack of understanding by investors and governments about Western Sydney. Whether it be poor perception or lack of understanding, developing a 'better brand' for Western Sydney was unanimously suggested as a core requirement
- **Issue based advocacy, or new governance?** When focused, Western Sydney has been able to drive significant change and investment in the region. Look at the efforts that won the airport to Western Sydney, or the fact we hosted 'the best Olympics ever'. While new city-centric governance structures such as the Greater Sydney Commission are being considered for our region, much debate has centred on what the Commission would do, how it would govern and what real impact it would have
- **Our political and economic timing is right:** With a strong macroeconomic outlook and ongoing population growth, Western Sydney is well positioned from an economic point of view to deliver additional net jobs growth. Further, the region enjoys a current willingness by conservative Governments at all levels to consider and invest in Western Sydney
- **Our jobs imperative is also a social imperative:** Many workshop participants made strong connections between the imperatives of access to jobs, and social progress. The related connection between these two imperatives was of course transport. For example, how better access to transport can improve social progress across Western Sydney via better access to jobs

- **We need valuable professional jobs:** Not only did stakeholders comment that Western Sydney needed more jobs, but that we need more professional, creative and knowledge service jobs for the future
 - **Leverage Global Sydney:** One of Western Sydney's greatest opportunities is our proximity to Australia's only global City, Sydney. Linking our economy to the economic drivers of Global Sydney presents one way of diversifying our economy into global markets
 - **The jobs not done yet:** With one million more people expected to live West of Homebush by 2031, Western Sydney's population will grow by almost 50% in just over 15 years. However, this growth doesn't guarantee success. In fact most workshop or focus group participants drew attention to problems related to this growth, and potential missed opportunities if we are not prepared as a region
 - **The need for industry planning:** The creation of jobs in Western Sydney requires clear and well thought out industry plans. Plans should be specific to Western Sydney, reflective of current trends and influencing factors, and align with national industry policy. The blueprint will pick industry winners where analysis indicates the best prospects for job creation exist
 - **Centres, corridors and precincts are important:** Western Sydney is a growth economy. Within this context, key centres, corridors and precincts will have increasingly important roles in delivering liveability, connectivity and amenity that will attract businesses and skilled workers to the region
 - **Leveraging our multicultural diaspora:** Over 35% of Western Sydney residents were born overseas. This strength was continually identified as a unique resource we could and should draw upon as a region to create new economic trade opportunities
 - **The return of manufacturing (did it ever leave?):** Western Sydney's history is inexorably linked to manufacturing. So too, is its future. Providing 15% of all jobs in the region, it's our biggest employer.
- Developing the regional competitiveness of this industry will be a key focus of the blueprint. Already Deloitte is working with manufacturing service providers to develop a plan for growing manufacturing jobs in Western Sydney
- **The rise of the health and education economy:** Combined, health and education provide 21% of all jobs in Western Sydney. Between 2001 and 2006 the sector created over 16,000 additional jobs in Western Sydney. Shaping Future Cities Designing Western Sydney has already brought together stakeholders from the regions five Health and Education Precincts to develop a *Western Sydney Plan for Growth* for our five Precincts in this sector. This Plan will be featured in the blueprint
 - **A greater tourism, international education and cultural economy:** As a region, visitation to Western Sydney is growing faster than any other region in NSW¹. Visitors coming to Western Sydney typically stay with friends and relatives, or visit for work and education purposes. These new markets represent great opportunities for Western Sydney
 - **Shifts to the West benefit Sydney:** When property or other assets relocate from inner city locations to Western Sydney these transfers provide overall net benefits to Sydney. This is due to the release of land, or assets in inner city locations for 'highest and best uses' that also benefit Western Sydney
 - **High and low value add industries (they're all important):** Stakeholders often supported the understanding that large numbers of jobs could be created in *both* high value add industries such as professional services and manufacturing, along with lower value add industries such as logistics, retail and routine services
 - **Organic verses induced growth:** Stakeholders noted that Western Sydney will probably grow the majority of its future jobs through *organic growth*, while to reach a target of 200,000 more jobs by 2020 will require additional jobs growth to be *induced* by specific interventions

¹ See reports 2 and 4.

- **The elephant in the room:** Despite a magnificent economic outlook for Western Sydney, issues of extreme social disadvantage still persist in the region
 - Few of the region's plans connect our disadvantaged residents with local career and employment opportunities, particularly in entry level and lower skill occupations. And there's a very good reason for this, it's an extremely difficult and complex issue to address. The blueprint will look at this issue specifically to ensure local jobs created from the blueprint can be better accessed by our resident workers
 - In addition, Western Sydney's unemployment rate sits on average 1%-2% above the national average. In pockets of Western Sydney, unemployment is as high as 20%, representing some of Australia's most disadvantaged locations. These pockets have been referred to as the 'shadow lands' of Australia, with large numbers of residents effectively locked out of participating in the economy, or society more generally
 - Disadvantage is most prevalent amongst our Indigenous Australians, youth, and female populations, with our most vulnerable often concentrated in a small number of suburbs. These groups in particular will require specific strategies to support their transition to greater social and economic participation
- **In the end it's really all about labour markets:** Without the right people, with the right skills, ready at the right time, Western Sydney's ambition to create more jobs will be constrained by potential labour supply shortages. Already, stakeholders have cited labour shortages in key industries such as health, manufacturing and trade based industries. This issue is so important that we have dedicated one-third of our draft recommendations to the issue. For an excellent overview of the challenges facing Western Sydney's labour markets see: <http://www.uws.edu.au/cws/policy>

2.3 Synthesising the noise

From our engagement and consultations to date we have developed the following set of frameworks and approaches for use in the final blueprint. This section

describes the process Deloitte went through in arriving at these proposed frameworks and approaches.

What's shaping us? Policy and economy

In Report 3 we reviewed '10 Plans Shaping Western Sydney'. Many of these plans provide good groundings for the development of Western Sydney. An observation from many stakeholders was that while these plans are good, they offer high level macro perspectives on how jobs *could* be created. Further, what was identified as missing from these plans were ways of actioning them into initiatives that created jobs in Western Sydney.

The other perspective provided on the '10 Plans Shaping Western Sydney' was that these plans produced a lot of talking, but delivered little action. In some plans major contradictions were identified.

A key point of the blueprint will be to provide direction to many of these policies in terms of what's important in regards to creating an additional quantum of jobs in our region over the next 5, 10 and 20 years.

In Report 3, following several phases of stakeholder workshops and focus groups, we summarised five broader 'forces' shaping the region. These included:

- **Labour Force Skills:** The opportunity to further educate, skill and develop our labour force skills to attract businesses and investment to Western Sydney
- **Population:** The opportunity to leverage our growth and diversity to develop new industries and job opportunities in our region
- **Infrastructure:** The opportunity to leverage our big infrastructure projects to position Western Sydney for success
- **Urban Renewal:** The opportunity to improve liveability, density, services and job opportunities in our regional cities and urban transformation precincts
- **Industry Restructure:** The opportunity to adapt our industries to take advantage of our natural advantages and global trends.

These have now been synthesised into three lenses for thinking about the region's job creation task. These will be the lenses through which the blueprint's recommendations will be considered.

Our three lenses: People, Place and Industry

We propose three simple lenses for businesses and policy makers when considering Western Sydney.

Underpinning the below three lenses are 'regional platforms for growth' necessary to set the region up for success. These platforms will be explained further at the end of this chapter.

Chart 2.1 People, Place and Industry

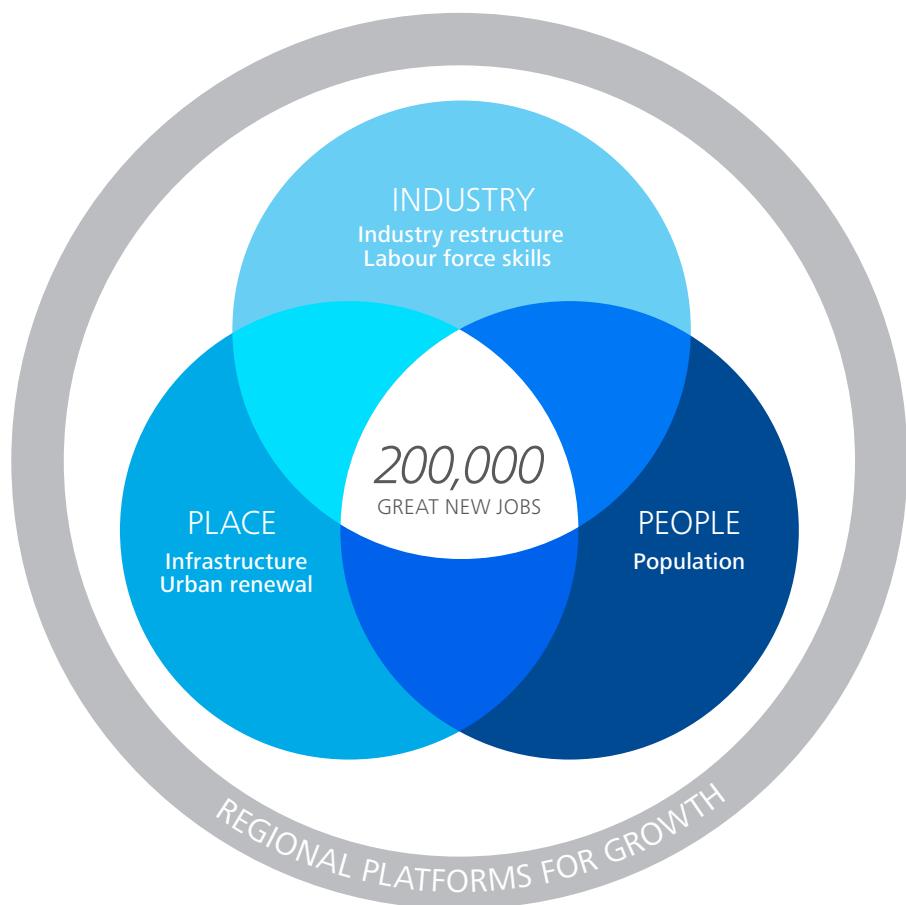
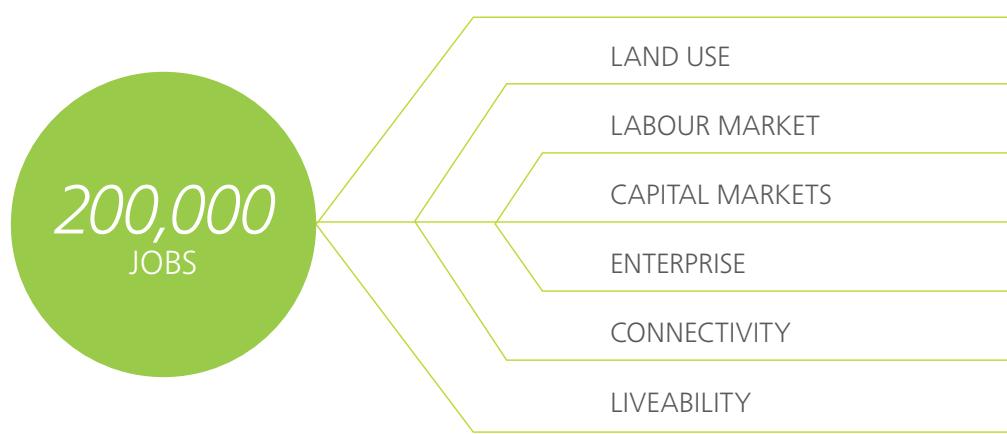


Chart 2.2 Levers of economic growth



Who creates jobs? The economy does

While feedback from stakeholders regularly identified the role of Government in delivering jobs in Western Sydney, the role of individuals, community, business and industry were more widely discussed in regards to how the region will create jobs.

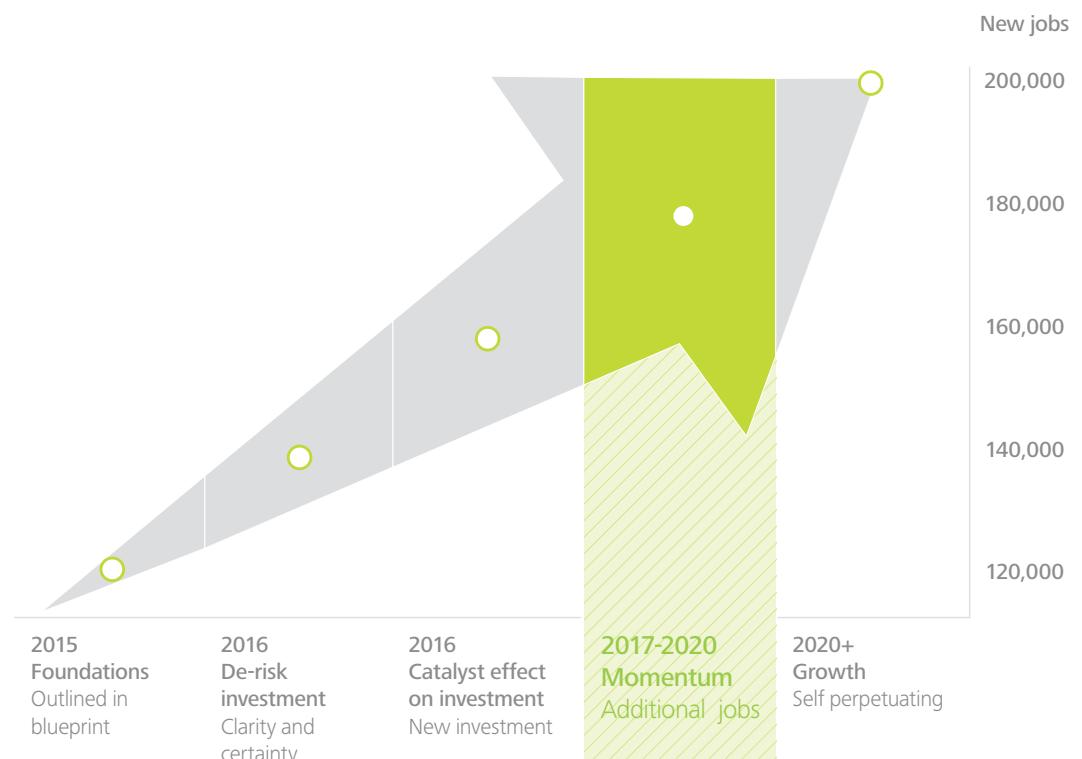
Overwhelmingly, the concept of liveability and connectivity were identified as 'must haves' in any plan for growing Western Sydney. These were considered important because of their role in attracting skilled and mobile labour markets that demand the amenity through which broader economic activity will be

facilitated. Further, the consensus was that the Government's role is to de-risk investment and put in place platforms to enable growth, but that it's the private sector's role to invest and realise the potential.

Adding the concepts of liveability and connectivity to traditional economic factors of economic production we arrive at the following six factors we propose adopting in crafting the new blueprint.

Consideration of each of the factors, or 'levers of economic growth', will be considered in the blueprints recommendations.

Chart 2.3 The economic process of job creation



200,000 jobs, seriously?

A strategy needs a target

Our target of creating 200,000 great new jobs in Western Sydney by 2020 is ambitious. This is 200,000 additional jobs within just 5 years. To put this into perspective, Western Sydney grew just under 100,000 jobs for the 5 year period either side of the Global Financial Crisis (2006 – 2011).

Purely by maintaining an historical rate of net jobs growth, over the next 5 years Western Sydney will likely grow up to 110,000 – 120,000 additional jobs. This could be achieved by simply applying the historic rate of jobs growth to a slightly larger economy.

However with a more optimistic macro outlook, combined with Western Sydney's planned infrastructure delivery program, Western Sydney could potentially

grow between 120,000 and 130,000 additional jobs by 2020, in the absence of any intervention.

So, Shaping Future Cities Designing Western Sydney's challenge is how to create 70,000 – 80,000 jobs above a 'normal growth' scenario. More importantly is how we create *great* additional jobs for the region's current and future resident workers.

As described above, the blueprint will initially aim to set foundations that will support the de-risking of investment in key industries and places across Western Sydney. This will be achieved from greater clarity, certainty, and promotion of the region's strengths. This process will lead to incremental yet significant increases in investment across the region that will continue to build momentum up to and far beyond the next 5 years.

But where will all the workers come from?

The above process assumes that as 'above normal' growth occurs in *addition* to 'normal growth', that the supply of worker numbers (and other inputs) will be able to expand to meet new levels of economic growth and demand. Our blueprint will look to address this issue by a range of labour market adjustment strategies that aim to utilise the region's existing labour market capacity. Increased labour demands will also (most likely) be met by workers residing outside of Western Sydney, and that's okay.

That's great, but what's the strategy?

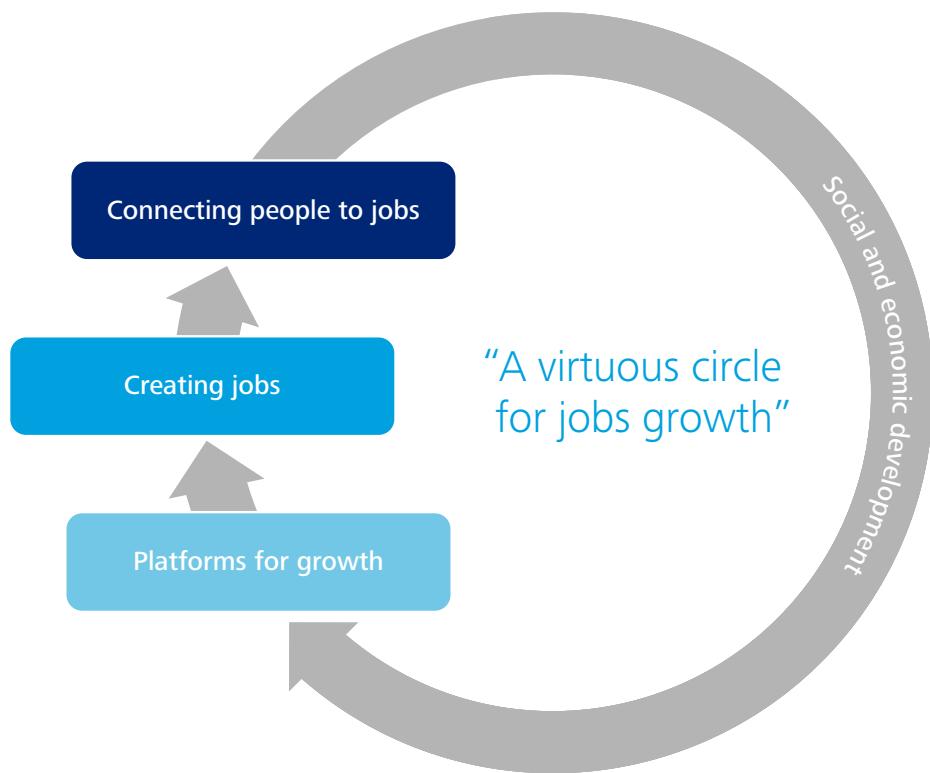
Achieving 200,000 great new jobs in Western Sydney by 2020 will require a strategy. Like any effective strategy, simplicity is often the key. As demonstrated

in Reports 2-4 stakeholders persistently referred to three categories of response.

These included broad region-wide initiatives that address big issues. Secondly, the need for industry specific plans in the right places. Thirdly, the need to address both social disadvantage and low levels of labour force skill preventing elements of our working aged population from gaining employment.

We have taken these observations and thought about them as part of our strategy for creating jobs. As a result, the following diagram depicts our strategic framework for creating jobs. It's a virtuous circle that will result in a new self-perpetuating cycle of growth, investment and jobs in Western Sydney.

Chart 2.4 Framework for creating jobs



Introducing draft recommendations

As outlined on the previous page, the blueprint will include detailed recommendations according to the three categories of response. Recommendations will be calls to action for business, community, individuals and government to play differing roles in creating 200,000 great new jobs in Western Sydney by 2020.

Recommendation categories include:

Platforms for growth: Like any blueprint, our blueprint will include a set of foundations, or platforms upon which other strategies are enabled. Platform strategies will also be the spring boards, or tickets to play that other strategies leverage. They will be strategies that transcend the region, and position it more broadly for growth.

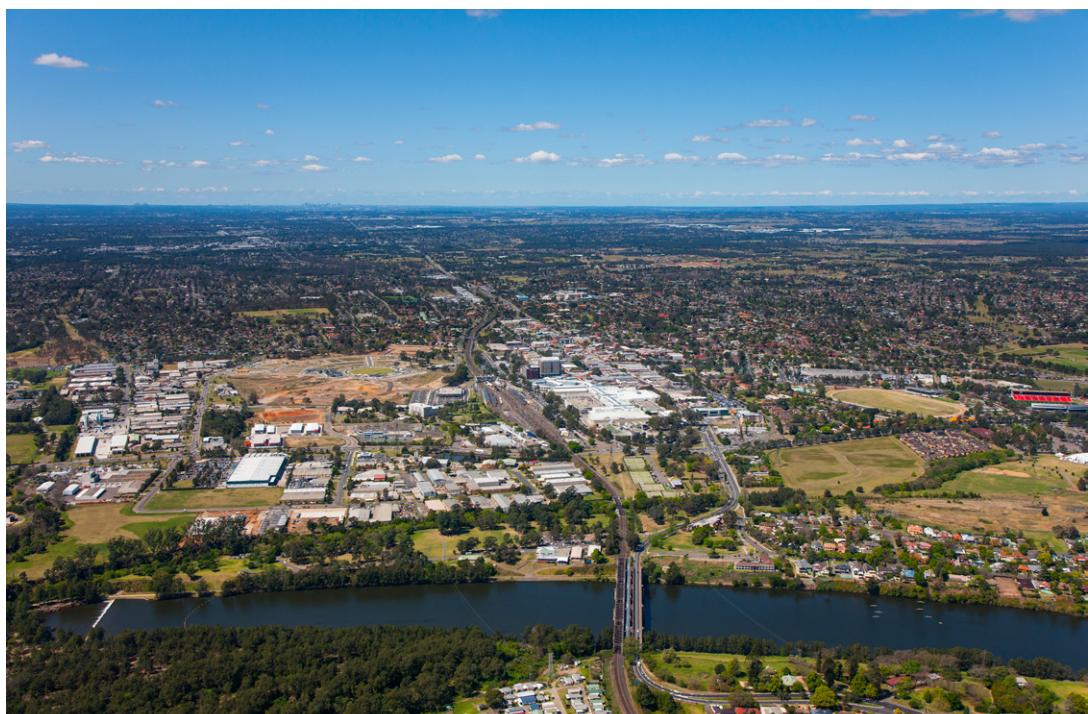
Creating jobs: The goal of the blueprint is the creation of jobs in Western Sydney. Recommendations will focus

on the specific industries and places where the best opportunities for jobs growth are expected to occur. These recommendations will include interventions that directly lead to better investment and job outcomes in the region.

Connecting our people to jobs: Ensuring Western Sydney's labour market is adequately prepared to take advantage of local job opportunities requires interventions that prepare our resident workers for the jobs of tomorrow. This final set of recommendations will be critical in connecting growing local job opportunities to the people that live in Western Sydney.

There's no silver bullet!

Success will come when stakeholders work together with passion and persistence over a long period of time according to a great plan.



Iconic view of Sydney from outer Western Sydney courtesy of Penrith Business Alliance 2014.

Platforms for growth

Strategy	Context and perspectives	Draft recommendation area
1. A Western Sydney Economic Vision	<p>A smart vision that unites the region</p> <p>As part of a new Western Sydney narrative we need a clearly articulated vision of what our economic future looks like, and how we will get there. Shaping Future Cities Designing Western Sydney aims to be this Vision. The blueprint will include an outline of the economic geographies and imperatives necessary to transform the region, and have wide stakeholder support.</p>	<ul style="list-style-type: none"> That our top 100 leaders come together to sign off on Shaping Future Cities Designing Western Sydney as the regions blueprint for growth. Charter signing event as part of initial launch.
2. A new narrative for Western Sydney	<p>Western Sydney's story is changing</p> <p>Our region is achieving success, and with this comes the opportunity to develop and articulate a new voice. We now need the narrative to add to this voice, a narrative that every person in Western Sydney can speak.</p>	<ul style="list-style-type: none"> Develop a common, rationally optimistic story about Western Sydney that can be used to drive the development of the branding and marketing of Western Sydney.
3. New ways to govern and advocate for Western Sydney	<p>The concept of Soft Power</p> <p>Western Sydney has a range of regional leadership and advocacy efforts. When harnessed, our leaders have been effective in driving change and gaining the attention of public and private investment. However fierce local parochialism often stifles regional progress.</p>	<ul style="list-style-type: none"> Local Government reform packages to push for popularly elected local leadership as a mechanism to ensure greater stability of decision making through the exercise of 'Soft Power'.
4. A Western Sydney Coordinating/Development Authority	<p>A Western Sydney Coordinator General</p> <p>The growth and development of Western Sydney needs "Olympic" scale thinking and coordination. An entity that has the teeth and ability to cut through the red-tape and deliver investment in the region. Heading up this entity would be a Coordinator General empowered to deliver, and be accountable to Government. This entity could support the Greater Sydney Commission but with greater responsibilities including jobs growth, urban amenity and housing.</p>	<ul style="list-style-type: none"> That a Western Sydney Coordinating/Development Authority be established for Western Sydney.

Strategy	Context and perspectives	Draft recommendation area
5. Leverage our multicultural diaspora	<p><i>Over 35%, or 700,000 residents were born overseas²</i></p> <p>A range of Australian and international business groups already connect our region to overseas economies.</p> <p>Further developing Western Sydney's diaspora links through areas such as export development, micro-business formation and advantages in language.</p>	<ul style="list-style-type: none"> • Development and implementation of new strategies to leverage our multi-cultural diaspora links, including which global cities Western Sydney should focus expanding its diaspora linkages with.
6. Western Sydney Airport	<p><i>The Western Sydney Airport could be a game changer for Western Sydney</i></p> <p>While the airport could be a decade away, what can be done now to set Western Sydney up for future economic advantage?</p>	<ul style="list-style-type: none"> • A 24-hour, curfew-free airport connected by fast rail to Sydney CBD • Development of an economic and investment attraction plan to ensure the new airport becomes a major economic enabler for Western Sydney.
7. A 40 year infrastructure plan	<p><i>What will Western Sydney look like when it's finished?</i></p> <p>While cities have 'beginnings, but no endings', long term certainty and clarity around infrastructure location and timing will signal where private investment should start forming.</p>	<ul style="list-style-type: none"> • Work with Western Sydney stakeholders, including Government to develop a long term infrastructure plan for the region. Plan would need to consider a wide number of infrastructure types (particularly local social infrastructure) required to build a world class city.
8. Western Innovation Corridor	<p><i>Well planned economic corridors create advantages other interventions cannot</i></p> <p>UWS has developed a spatial economic metaphor titled the 'Western Sydney Economic Corridor'. The Corridor includes a range of magnet infrastructure that could be leveraged to create significant future opportunity for the region.</p>	<ul style="list-style-type: none"> • A comprehensive 'case for investment' be developed in partnership with relevant Councils and other relevant organisations for the Corridor • Listing and prioritisation of the Western Sydney Innovation Corridor in all relevant NSW Government policies.
9. Western Sydney Urban Renewal Program	<p><i>Our centres are the hearts of our communities</i></p> <p>Strong feedback was received on the importance of the regions city centres and urban corridors in delivering the density, liveability and amenity that will attract creative workers.</p>	<ul style="list-style-type: none"> • An overarching Urban Renewal program for Western Sydney that identifies the places and mechanism for growing our key urban centres and corridors. A key consideration given to new mechanisms to fund and deliver urban infrastructure.
10. Smarter Cities	<p><i>A smart city uses technology to improve the sustainability, efficiency and management of public services</i></p> <p>There is even an International ISO Standard (37120) for smart cities.</p>	<ul style="list-style-type: none"> • Identification, support and development of five major centres in Western Sydney that could achieve smart cities status within five years.

Creating jobs

Strategy	Context and perspectives	Draft recommendation area
11. Grow catalyst industries	<p><i>Specialisation in industries where our comparative advantages meet global opportunity</i></p> <p>We found our best prospects for jobs creation exist in the following industries (or those directly linked to):</p> <ul style="list-style-type: none"> • Health and education • Advanced manufacturing • Food manufacturing (including agribusiness supply chains) • Professional services • International education • Tourism, leisure, hospitality • Cultural industries. 	<p>Recommendations will be framed in terms of:</p> <ul style="list-style-type: none"> • Where to invest • Future skills required • How to participate • SME development • Barriers to growth • Links to relevant industry and government policy.
12. Grow enabling industries	<p><i>Population driven industries and those closely linked to key sectors could also deliver significant jobs growth</i></p> <p>These include:</p> <ul style="list-style-type: none"> • Finance services (personal wealth management) • Construction • Transport and logistics • Personal and amenity services • Research/innovation • New and niche industries. 	<p>Recommendations will be framed in terms of:</p> <ul style="list-style-type: none"> • Where to invest • Future skills required • How to participate • SME development • Barriers to growth • Links to relevant industry and government policy.

Strategy	Context and perspectives	Draft recommendation area
13. Support jobs in places where they are growing	<p><i>What will each of Western Sydney's key economic locations specialise in?</i></p> <p>We are suggesting the following hierarchy of where we will focus job creation initiatives:</p> <ul style="list-style-type: none"> • Centres <ul style="list-style-type: none"> – Parramatta + our 3 Regional Cities • Precincts <ul style="list-style-type: none"> – 5 Health and Education Precincts (HEPs) • Corridors <ul style="list-style-type: none"> – Western Sydney Innovation Corridor – Olympic Corridor • Key employment zones <ul style="list-style-type: none"> – Norwest to Sydney Business Park (existing) – Key manufacturing zones (existing) – Airport enterprise zone/ Aerotropolis (future) – Agribusiness (potential). 	<ul style="list-style-type: none"> • Preliminary focus of recommendations will be to provide definition around the economic function of each centre, precinct or corridor to assist future agglomeration of Western Sydney. <p>Key places strategies include:</p> <ul style="list-style-type: none"> • Precincts <ul style="list-style-type: none"> – Health and Education Precinct Growth Program (currently being developed with key stakeholders for inclusion in the blueprint) • Corridors <ul style="list-style-type: none"> – 'Western Sydney Innovation Corridor' (case for investment see Recommendation 8) – 'Olympic Corridor': looking at new models of finance and delivery – Bankstown to Liverpool corridor • Centres <ul style="list-style-type: none"> – New infrastructure/amenity/ liveability/funding approaches • How to address fragmented ownership and other barriers to growth • Key employment zones <ul style="list-style-type: none"> – Local employment/infrastructure/ transport planning for Western Sydney's key Precincts and Corridors.
14. 'Manufacturing Lighthouse'	<p><i>The majority of future value-add in Australian manufacturing will occur in pre and post manufacturing processes</i></p> <p>In partnership with Deloitte, a group of Western Sydney manufacturing service providers have come together to consider how future manufacturing is supported in the region.</p>	<ul style="list-style-type: none"> • A 'Manufacturing Lighthouse' in Western Sydney to; develop market opportunities for manufacturing, and enhance local procurement of local major infrastructure projects.

Strategy	Context and perspectives	Draft recommendation area
15. Plus One	<p><i>What if every business in Western Sydney employed just one more worker?</i></p> <p>Over 5 years, this would result in over 150,000 – 160,000 more jobs in Western Sydney.</p>	<ul style="list-style-type: none"> A Plus One campaign to be led by local business groups that focus on developing an enterprising culture among all our businesses. To be linked to existing government and industry support programs.
16. Industry innovation program	<p><i>Innovation drives jobs growth. Innovation can also be fostered through formal public- private industry based consortiums that form to solve a problem</i></p> <p>Building on the Commonwealth industry policy initiatives Western Sydney could develop its own ‘industry innovation program’ to build jobs in areas we have emerging comparative advantage.</p>	<ul style="list-style-type: none"> Development of an industry innovation program for Western Sydney that develops public – private industry consortiums aimed at developing the competitiveness of local industry.
17. 100 micro-infrastructure initiatives	<p><i>We have the big transport infrastructure in planning or under construction. However there's hundreds of micro infrastructure projects across Western Sydney that would support jobs growth</i></p> <p>If Western Sydney’s critical micro infrastructure projects could be identified and prioritised against their ability to create jobs, then cases for funding could be established. Micro projects may include local transport, social and cultural infrastructures.</p>	<ul style="list-style-type: none"> Identification and economic evaluation of micro Western Sydney infrastructure projects that would, if combined, unleash the economic potential of Western Sydney.

Connecting our people to jobs

Strategy	Context and perspectives	Draft recommendation area
18. Future skill shortages mapping	<p><i>We can't address a problem we don't understand</i></p> <p>Understanding where jobs will emerge in Western Sydney is important. Equally important is having local workers with the right skills to take up new work opportunities. At a national and state level research is conducted on future skills shortages by occupation. Understanding the nature of Western Sydney's future skill shortages will assist development of new training and education initiatives.</p>	<ul style="list-style-type: none"> Major annual research to be commissioned and published that provides five year forecasts on Western Sydney's skills shortages by occupation and industry.
19. Promoting careers	<p><i>Better information about all the great careers out there</i></p> <p>We found in Western Sydney parents often discourage youth from pursuing trade based careers in industries such as manufacturing, construction and logistics. This was particularly apparent in immigrant families. Industries perceived as being 'innovative' more easily attract job/career seekers.</p>	<ul style="list-style-type: none"> Development and promotion of better information to job/ career seekers on the region's future career opportunities Western Sydney job information (such as safety standards and other requirements) be available in languages relevant to Western Sydney's multicultural community.
20. Human capital	<p><i>Supporting agencies that help disengaged residents get work ready</i></p> <p>In some pockets of Western Sydney extreme disadvantage persists. In many places this is a multigenerational problem. Community organisations broker and deliver many of the services that support communities and individuals most at risk of slipping into lives of disengagement.</p>	<ul style="list-style-type: none"> That the blueprint calls upon greater government and NGO funding for Western Sydney organisations that support the most disengaged to become engaged in work.

Strategy	Context and perspectives	Draft recommendation area
21. Support the transition from school to work	<p><i>If young people get a small number of positive experiences in a given field or occupation, there is an extremely high chance they will become positively engaged in a life of work and participation.³</i></p> <p>Supporting young people navigate the tricky path from school to work can't be addressed by focusing on our Schools, TAFE Institutes, or Universities.</p> <p>The solution lies in the business community engaging with young people by providing the positive experiences required to make motivated choices about career and education options.</p>	<ul style="list-style-type: none"> Ensure that each year, ten local businesses are connected and working with every High School in Western Sydney to provide the advice, mentorship and experiences to young people on the work opportunities of the future. <p>(This program to link with the wide range of not-for-profit and government funded programs that currently support school to work transition in Western Sydney)</p>
22. Winning with talent	<p><i>Attracting the creative class to Western Sydney</i></p> <p>How do we leverage our talent base, to attract more talent to Western Sydney? How do we also get our talented people starting businesses and creating jobs?</p>	<ul style="list-style-type: none"> Seek to expand the Global Talent Hub initiative led by The Committee for Sydney and NSW Department of Industry to include a greater focus on Western Sydney (this program will work to attract and retain talented workers to Western Sydney).
23. Focus efforts in areas of high disadvantage	<p><i>Growing long term unemployment has high opportunity costs for Western Sydney</i></p> <p>Almost every discussion about development of a new blueprint for Western Sydney commented on what became referred to as the 'middle 50%' of Western Sydney that is not currently fully participating in the workforce.</p>	<ul style="list-style-type: none"> An annual 'Western Sydney Jobs Summit' to bring leaders and relevant stakeholders together to focus attention on issues of disadvantage, and 'people centred' mechanisms to address economic challenges facing areas of high disadvantage.
24. Major projects to deliver training opportunities	<p><i>Infrastructure – training partnerships</i></p> <p>Major projects such as Barangaroo and the North West Rail Line have successfully partnered with WSI TAFE to provide new training opportunities for long term unemployed.</p>	<ul style="list-style-type: none"> Major Western Sydney infrastructure projects should include employment and 'skills exchange' programs that support long term unemployed, as a prerequisite of Tender.

³ Mann, A (2013) EducationandEmployers.Org

Strategy	Context and perspectives	Draft recommendation area
25. Build STEM skills	<p><i>The future is STEM</i></p> <p>Science, Technology, Engineering and Mathematics (STEM) play a critical role in Australia's ability to innovate, expand, and remain a competitive force globally.</p>	<ul style="list-style-type: none"> • Creation of a STEM development program funded by Western Sydney industry for kids from Year 5 through to Year 9. That the Museum of Applied Arts and Sciences (MAAS) be involved in the development of this initiative as a partnership project.
26. Refocus public transport planning on Western Sydney	<p><i>Sydney's transport planning to be focused on Western Sydney, specifically to connect jobs and address social disadvantage</i></p>	<ul style="list-style-type: none"> • Setting of objectives that aim to ensure our areas of most disadvantage can access key employment centres within 15 to 30 minutes by public transport. That Parramatta and Sydney CBDs be accessible within 15 minutes by train, along with Penrith and Liverpool CBDs accessing Sydney CBD within 30 minutes.

Where to from here

3.1 Next steps

Summit Event to prioritise draft recommendations

The Summit is inviting leaders to come together and help us discuss, refine and prioritise recommendations according to importance.

Prioritisation will be done from the perspective of the attendees point of view, and will assist us to prioritise recommendations in the final blueprint.

Final Blueprint (including detailed action plans)

Following the Summit, Deloitte Access Economics will produce the Final Blueprint. Included in this will be detailed actions plans.

We may be in touch with you to comment, advise or assist in refining the detailed action plans.

Socialising the draft blueprint

As we are finalising the Blueprint we will be socialising it with selected stakeholders such as Government, business, institutions and community representatives. We ask for your assistance in socialising the draft blueprint.

Launch in November by Deloitte, NSW Government and stakeholders

The Final Blueprint will be launched in November 2015, date to be confirmed.

Summit Agenda

8:30 am	Registration commences
9:00 am	Welcome – Why are you here today?
9:10 am	Introduction – The opportunity before us
9:20 am	Overview of work so far – How the blueprint is shaping up
9:40 am	NSW Minister for Planning speech
9:55 am	Opportunity to ask questions of Minister
10:10 am	Morning Tea
10:30 am	Presentation on " <i>Platforms for growth – Recommendations</i> "
10:45 am	Forum discussion on recommendations
11:15 am	Presentation on " <i>Creating jobs – Recommendations</i> "
11:30 am	Forum discussion on recommendations
12:00 pm	Presentation of " <i>Connecting our people to jobs – Recommendations</i> "
12:15 pm	Forum discussion on recommendations
12:40 pm	Lunch
13:10 pm	Summary of recommendations presented
13:20 pm	Vote of thanks
13:25 pm	Next steps
13:30 pm	Formal event ends
13:30 pm	Coffee and networking

Venue:

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