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Deloitte.

Shaping Future Cities Designing Western Sydney

Report 1 – Western Sydney's prosperity potential
March 2015



Over the next century, Australia's cities will play increasingly important roles in shaping the nation's economic prosperity.

With one in ten Australians already living in Western Sydney – already the country's fifth largest city in terms of contribution to GDP – and one million more expected by 2031, the region is poised to become one of our great urban areas over the next few decades.

However, with this growth come challenges. While some of these are common to Australia and the world, others are unique to Western Sydney. And central to creating a better future for Western Sydney is the role jobs will play in addressing the region's challenges.

Deloitte is seeking to facilitate the creation of a master plan for the economic transformation of Western Sydney: a vision that unites multiple stakeholder perspectives on how to transform and restructure the region, with a view to creating 200,000 new jobs by 2020. This is an ambitious target, as official forecasts suggest far fewer jobs will be created in the next five years. However, a strong focus on job creation will help unite the myriad challenges Western Sydney must address to build a thriving and resilient economy, and one that has the capacity to generate the new jobs the region needs.

Building the Lucky Country

At Deloitte, we believe that it's not enough for Australia to ride our luck. We also have to make it. To drive debate, and action, around issues critical to Australia's future prosperity, we launched our *Building the Lucky Country: Business imperatives for a prosperous Australia* series of reports in 2011. While these four reports consider future economic challenges and opportunities for Australia, they also provide many insights for Western Sydney and its pursuit of growth and jobs.

The series includes:

Building the Lucky Country #1 – *Where is your next worker?* focuses on ways businesses and government can deal with skill shortages and a retiring workforce.

Building the Lucky Country #2 – *Digital Disruption – Short fuse, big bang?* explores the disruptive impacts technology is having on Australia's productivity, and how businesses and government can make the most out of changing times.

Building the Lucky Country #3 – *Positioning for prosperity? – Catching the next wave* highlights the multiple areas business and government should focus on to ensure Australia's long term growth potential is realised.

Building the Lucky Country #4 – *Get out of your own way – Unleashing productivity* focuses on how the removal of red tape – by governments as well as what businesses impose on themselves – can drive productivity improvements and deliver significant economic benefits.

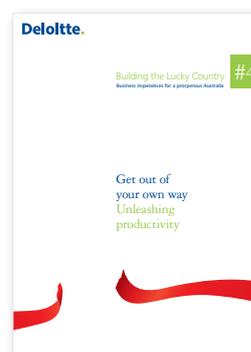
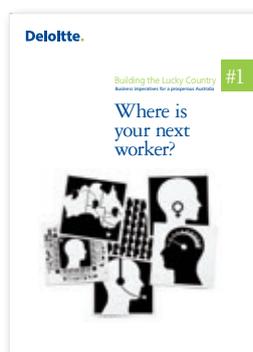
Shaping a future Western Sydney

Now, and for the first time, we are extending these approaches to these nation shaping issues, challenges, debates and solutions to a specific region – Western Sydney, which presents so much potential in terms of liveability, jobs and growth. This paper provides a short summary of each of our *Building the Lucky Country* reports, and then connects each to the unique challenges facing Western Sydney.

While not yet a comprehensive set of imperatives facing Australia or Western Sydney, the Building the Lucky Country series provides a ready platform to generate discussions about how Western Sydney creates 200,000 new jobs by 2020:

- Which sectors should the region focus on to deliver the greatest prosperity potential?
- Where will Western Sydney's future workers come from? And which initiatives should be embraced to best attract them?
- How can government at all levels, and business, reduce the red tape that is holding back productivity?
- How should new technologies be embraced, and how can disruptive threats be turned into opportunities?

These – and hopefully others identified as a master plan is developed – can help the design and delivery of the region's growth potential.



Australia has a problem

Rising retirement rates among baby boomers and falling commodity export prices have Federal Treasury warning that, unless things change, growth in the nation’s living standards will halve compared with decades past.

There are only three drivers that can affect big changes in Australia’s living standards:

- The world gives Australia another pay rise (which it did with the mining boom)
- A bigger share of the population works
- Workers become more productive.

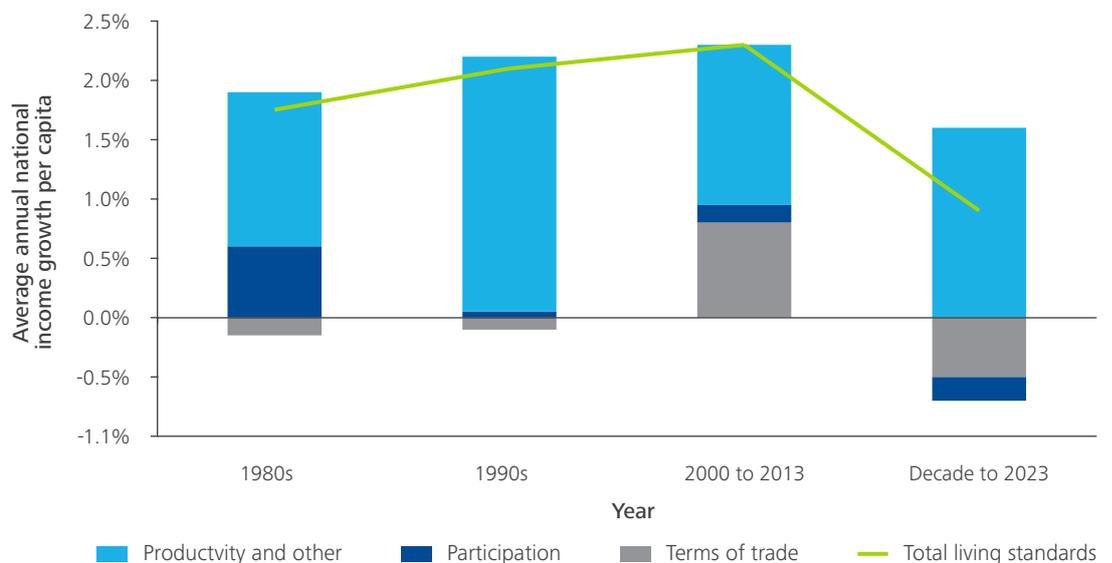
Improving productivity – the extent to which workers become more efficient – is particularly critical. However, Australia’s productivity performance over the past decade has been pretty poor.

Accordingly, Treasury, and the likes of the Reserve Bank and the Productivity Commission, have been spelling out a compelling message – that with export prices easing and baby boomers retiring, either productivity must boom or our growth in living standards will trail well behind what we have become used to.

Drivers of living standards

Chart 1.1 assumes Australia can improve its recent productivity performance, with gains in the coming decade matching the average of the last 30 years. This in itself would be an improvement on the past decade. Yet, even with this lift in productivity performance, overall growth in living standards will fall to less than half of what we have been used to.

Chart 1.1: Drivers of living standards



Source: Federal Treasury, Deloitte Access Economics

Western Sydney's problems are unique...

Western Sydney faces these macro-economic challenges in the same way as the rest of the country. Yet productivity at the regional level, and the city's ability to contribute to the national economy, are also challenged by some unique, and limiting, factors. These include:

- **Urban geography** – that has historically resulted in jobs being created at the eastern edge of the Sydney metropolitan area, and homes built on the western edge.
This geography significantly restrains Western Sydney's productivity.
- **Economic structure** – that sees the region endowed with lower value-add sectors such as manufacturing and retail, and other sectors, such as construction and tourism susceptible to external shocks.
This economic structure sees fewer jobs created in Western Sydney, and greater fluctuation in unemployment.
- **Social disadvantage** – that characterises the region via pockets of high socioeconomic disadvantage and skill shortages in some communities, contrasted with some of Australia's highest rates of economic prosperity in others.
Pockets of disadvantage represent opportunities to increase levels of workforce participation and access to growing opportunity, along with creating a socially cohesive region that more evenly distributes the economic benefits that come with growth.

...and our responses need to be unique too

How we address these macro and micro-economic challenges has been the subject of much debate over the past few years. Different local governments naturally champion their own constituents and yet Parramatta, Liverpool and Penrith cities all suffer from an exodus of their citizens to work in the east.

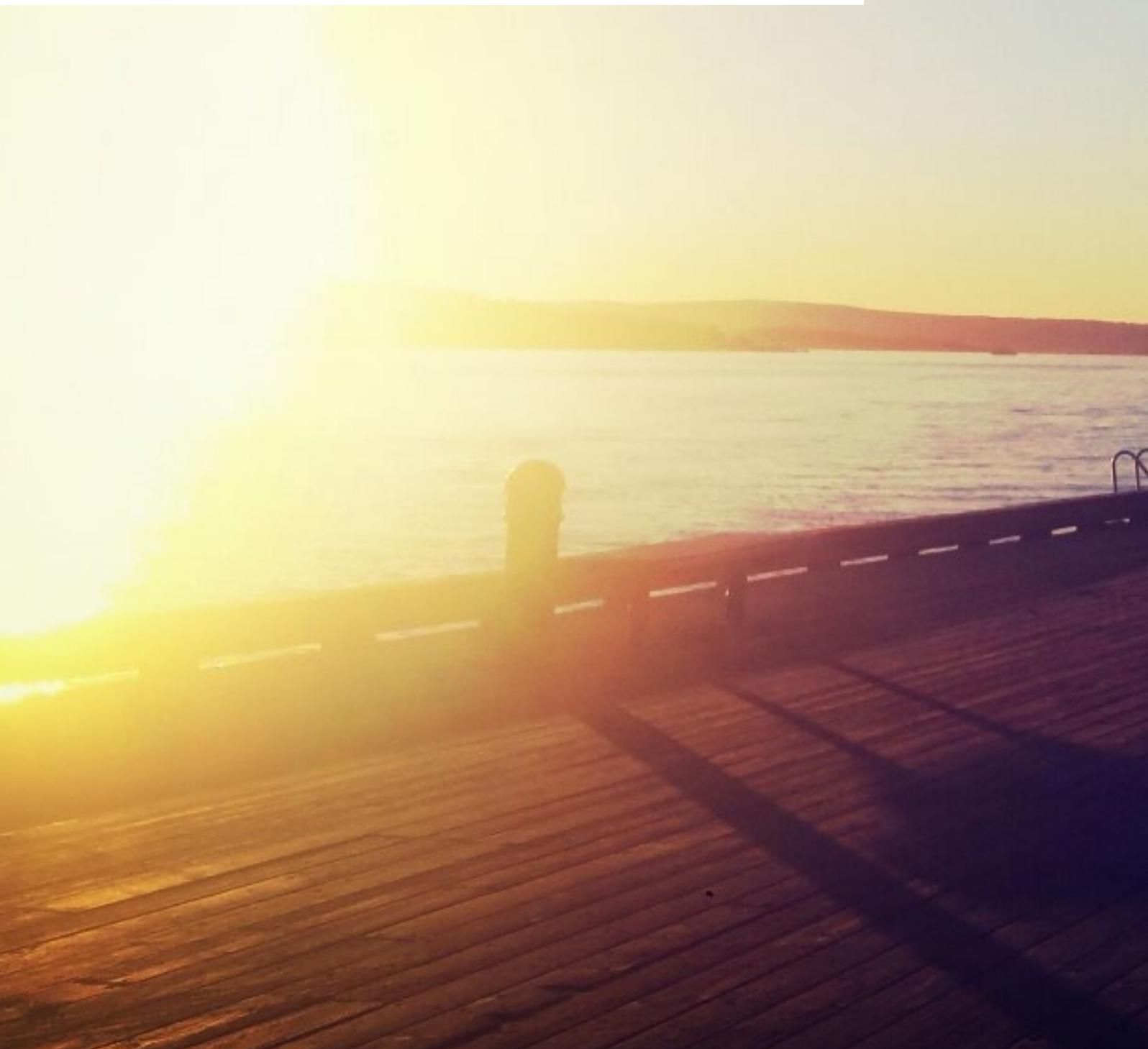
We need to collectively address this jobs deficit to truly accelerate Western Sydney's growth potential. A focus on working together to create 200,000 great new jobs by 2020 can be the catalyst that helps unite the myriad challenges Western Sydney must address to build a thriving and resilient economy – and demonstrate that the region is a key driver of NSW's continued growth, not a poor cousin to the Sydney CBD.

The rest of this document draws on Deloitte's *Building the Lucky Country* reports to start posing some of the questions we need answering to solve the jobs question, with a view to uniting all stakeholders behind a master plan for Western Sydney: a bi-partisan blueprint that unites the multiple perspectives on how to make our region great, underpinned by an economic action plan to make it happen.

Just how can we create
200,000 great new jobs in
Western Sydney by 2020?

Sectors that can deliver future prosperity

Australia gets its biggest breaks – its largest wealth-creating waves – when we find ourselves at the intersection of global opportunity and national advantage. *Building the Lucky Country #3 – Positioning for prosperity? Catching the next wave* – explores how we can position Australia, and its individual sectors and businesses, for future prosperity.



The current wave

Led by China, half the world began an 'industrial revolution' that saw its hunger for Australia's commodity exports boom. That boosted prosperity for the simple reason that we had what the world wanted.

Although the mining boom isn't ending, it has re-shaped Australia's industrial landscape. The prices the world is paying for Australian commodities remain a multiple of where they were before the latest upward surge. Yet they are already below their peaks and the consensus among economists is that they'll go even lower still. Mining will no longer be the main driver of Australian growth.

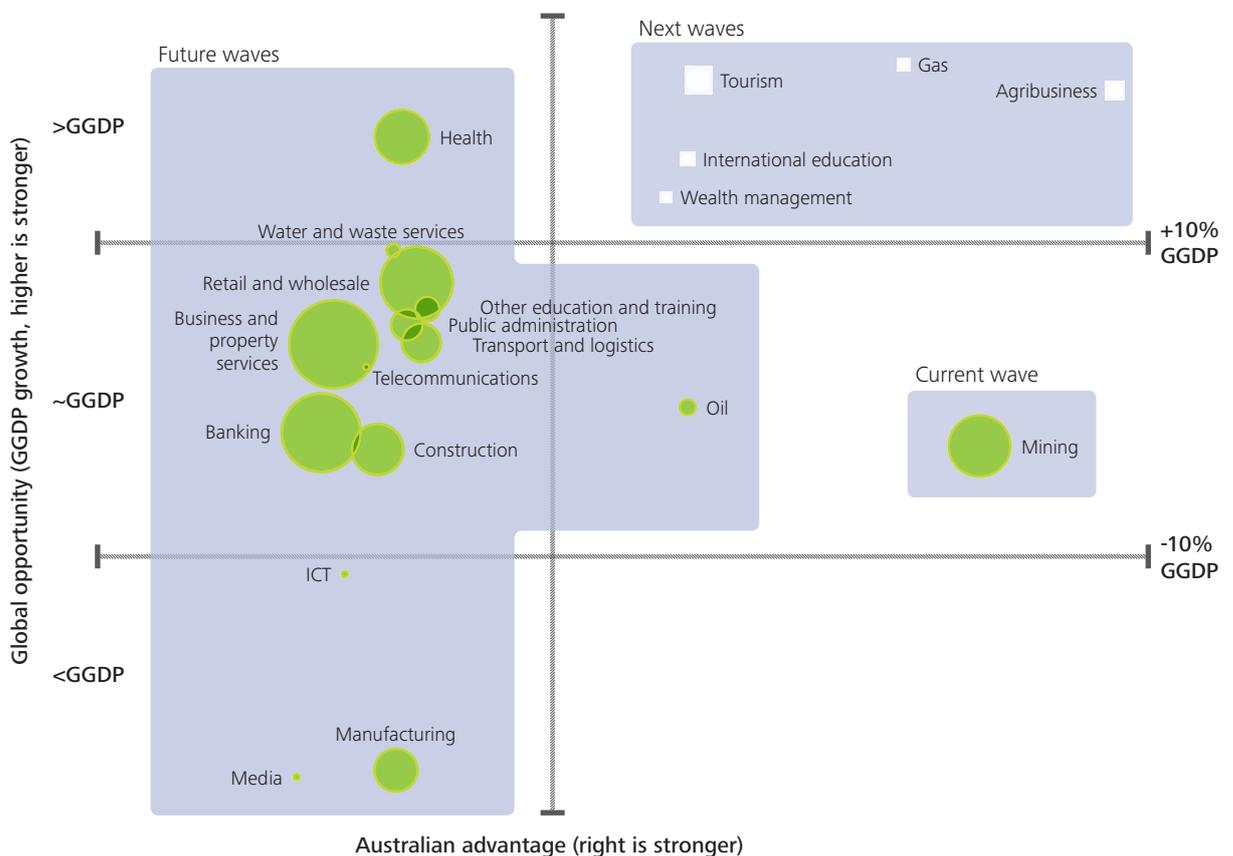
The next and future waves

As Australia looks to diversify its economy from mining, the good news is we have at least five big-picture advantages running in our favour:

- World-class resources in land, minerals and energy
- Proximity to the world's fastest growing markets in Asia
- Use of English, the world's business language
- A temperate climate
- Well-understood tax and regulatory regimes.

Looking at global growth trends and Australia's areas of advantage, it's clear that some of our most important next and future waves of prosperity are likely to be derived from six sectors in the upper most quadrants of Chart 1.2.

Chart 1.2: Australia's current, next and future waves of growth 2011-33



Source: Deloitte Access Economics

These next and future waves are:

- Agribusiness – as people buy Australia’s fresh produce, including proteins
- International education – as students seek to study in an English-speaking country
- Tourism – as people seek space, nature, holidays and luxury experiences
- Gas – as the world demands more of our resources to run homes and cities
- Wealth management – as organisations and individuals tap into Australia’s expertise.
- Health – as Australia’s population ages, increasing the demand on health services.

Exceptional growth in these six sectors could add about \$250 billion to the national economy between 2013 and 2033. That would equate to an additional \$25 billion in GDP in 2033 (in today’s dollars) – or a boost of about 1% in an economy turning over \$2.6 trillion (also in today’s dollars).

These sectors hold out not only the promise of new waves of growth – they offer us a way to diversify beyond mining’s boom and bust, and highlight the sectors Australia needs to focus on to position itself for prosperity.

Where are Western Sydney’s next waves?

The good news is that, excluding gas, Western Sydney has advantages in five of these sectors. While several macro drivers underpin growth in each, the common denominators are Asia and an ageing population. And the even better news is that Western Sydney already has competitive edges in some of these sectors.

Tourism

Australia has long lauded its natural wonders, wide-open spaces, distinctive landmarks, fine food and wine, and sophisticated urban centres in order to lure foreign visitors. This strategy has largely worked. In 2012–13, international visitor arrivals increased another 5% and those guests spent \$19.3 billion in Australia.

Since the GFC, Western Sydney has been the stand-out performer in domestic and international visitation to NSW. While most other parts of NSW have seen declines in visitation, Western Sydney has actually seen more visitors arrive every year.

Chart 1.3 Visitor growth in Western Sydney 2010–2014

	International	Domestic overnight	Domestic day trip	Total
Western Sydney	13.4%	10.5%	6.8%	7.8%
Eastern Sydney	2.5%	4.4%	3.0%	3.3%
Sydney total	3.3%	5.7%	4.2%	4.5%

Source: Tourism Research Australia.

This growth in visitation now means Western Sydney accounts for 20% of all overnight visitors coming to Sydney, representing 14.7 million visitor stays per year. They spent \$2.4 million in 2013 up 12% from the previous year. We now also see over 7 million people making day trips to the region, accounting for over a third of total domestic day trips to Sydney.

Another unmistakable characteristic of tourism to Western Sydney is the growth in visitors arriving from Asia. In 2005 Western Sydney welcomed around 40,000 visitors from Asia per year, roughly on par with the number of visitors from New Zealand. By 2014 the number of Asian visitors had grown to 140,000, compared with just 60,000 from New Zealand.

Western Sydney is developing key tourism assets and experiences which have the potential to attract a greater proportion of the world's visitors, particularly from China.

But how do we get more visitors to come, to stay longer, and to spend more in Western Sydney?

Chart 1.4: International visitors to Western Sydney by origin



Source: Tourism Research Australia

International education

Teaching foreign students is Australia's fourth-biggest export earner, generating \$15 billion a year in income and employing about 100,000 Australians. Its future potential is also enormous as the emerging economies of today will become the knowledge economies of tomorrow.

The total international education market is worth \$2.4 billion in NSW, over a third of all international visitor expenditure (TRA 2011). For China, education is the second largest reason for visiting NSW.

Most major Australian Universities and private education providers are active in Western Sydney, with the University of Western Sydney (UWS) and TAFE NSW Western Sydney Institute standing out.

Both of these institutions have active international student businesses. TAFE NSW Western Sydney Institute's international student enrolments grew by over 30% between 2006 and 2011, and many private education providers are eyeing lucrative international student markets. UWS is also exploring how it grows its international student intake from its current level of less than 10%, to a larger share of total enrolments.

UWS, The University of Sydney and NSW University all have clinical schools based in Western Sydney hospitals which attract significant international student enrolments. The region's health and education precincts are also attracting private investment in student and key worker accommodation.

Western Sydney's institutions, cultural diversity, and tourism success positions it to take advantage of this next wave. But how do we make Western Sydney the number one destination in NSW for international students?

Agribusiness

As incomes rise in emerging economies, so too does kilojoule intake and, more importantly, a switch to protein. The latter will power a dietary shift from grains and cereals towards meat, dairy, fruit and vegetables. Simply put, the world is on the cusp of a leap in demand for higher-value food products.

Australia has a lot to offer that our competitors are hard-pressed to match:

- Lower dollar – an expectation that the Australian dollar will settle at closer to U.S.80 cents in the longer term
- Fresh produce – higher-income consumers in the developed world will demand fresh produce
- Gains from innovation – as a dry continent, Australia has much to gain from any technological advances that enable farmers to increase yields from poor soils.

The Western Sydney region has traditionally been Sydney's 'food bowl', with a diverse agricultural sector supplying a large proportion of Sydney's food requirements.

Fertile land, a reliable water supply and infrastructure means that the region is well placed to take advantage of growing demand both domestically and abroad. The majority of agricultural operations in Western Sydney are made up of family-owned and operated farms, as well as commercial businesses with larger land holdings.

Western Sydney boasts one of the largest equine sectors within Australia, poultry meat production and processing is a major industry, and the region has been successful in starting 'agri-tourism' ventures such as farm gate trail initiatives that assist local farmers to diversify income.

Urban farms have been trialled in our parklands that pick up on the growing trend to grow fruit and vegetables in suburban back yards, and other small community urban spaces. Agribusiness opportunities are now being discussed around Sydney's second airport, and universities, research organisations and industry are increasingly focused on food security, along with animal and plant related research.

However, there are tensions between Western Sydney's sprawling urban footprint and scarce arable land resources. One solution is to improve the economic value of agricultural lands through productivity improvements that intensive agribusiness offers. The region is already partnering with international groups to explore how this can be done through large commercial-scale hothouse agribusiness opportunities.

But what is Western Sydney's place in this wave? How can the region best leverage opportunities in agribusiness?

Wealth management

The world is getting richer and older, and as it does, the demand for wealth management services is increasing. In Asia for example, three billion people are expected to join the middle class by 2030, while the region will account for more than half the world's financial assets by 2050.

Australia has many comparative advantages in wealth management – from having a trusted reputation and an effective superannuation savings model, to a financially skilled workforce and direct cultural ties with most of the world.

Of these advantages, Western Sydney has a unique position through its cultural ties. People with ties to half of the world's nations live in Western Sydney, and one-third of its population was born overseas, with India and China the most common countries of birth after Australia. This gives Western Sydney an edge when navigating the cultural-business landscapes necessary to export services overseas, and an edge that could also help attract the foreign capital needed to support growth.

Wealth management is a more tailored service than other financial or business services. This means Western Sydney could compete through providing tailored wealth management services that others may not be able to, or fail to adapt to. This places the region on a more level playing field compared to Sydney, Singapore and Hong Kong, all of whom will be competing to service this next wave.

Health

Australia is getting older and incidences of chronic lifestyle-related diseases are growing. We are not alone in this regard. Just as baby boomers changed the nature of Australian schools in the 1950's and 1960's, so too will they create a wave of change for the health care sector, and the aged care sector more particularly. Changes in our diets and lifestyle choices are leading to increases in many preventable diseases.

These changes mean that the health and preventive care industries find themselves poised for strong, sustainable growth.

Western Sydney is well-placed to take advantage of these opportunities. In fact, health is already the largest provider of jobs in the region. This strong foundation will help drive further economic transformation, including:

- A population large enough for new health businesses to start up
- A large base of existing professional experts who can take up and exploit new health innovations
- Complementary medical research infrastructure that can conduct trials and other collaborations to grow new health innovations and industries.

But what wealth management services will Western Sydney deliver, and how and where will they be delivered?

- Multiple emerging medical precincts where researchers, entrepreneurs, clinicians and investors are already mixing and collaborating
- Two of the southern hemisphere's largest hospital precincts
- Four recognised health and medical precincts at Westmead, Liverpool, Campbelltown and Penrith, and teaching hospitals already linked to most of Australia's top medical schools
- A population over-burdened with preventable lifestyle diseases where new health applications can be promoted
- An existing life science, medical and device sector from which further growth can be leveraged
- Supportive state and federal tax and research incentives that encourage health innovations and investment
- A natural environment conducive to health and wellbeing
- Government and private sector focus on medical research and health infrastructure investment, particularly around the region's hospitals.

Building construction and the role of infrastructure

Western Sydney has always played infrastructure catch up. However its growth is now an undeniable catalyst for infrastructure investment by governments and the private sector.

Projects such as Sydney's second airport, WestConnex, and the North West and South West rail links will transform Western Sydney. So too will numerous other infrastructure projects being planned across the region in areas such as transport, utilities, sport, recreation, and culture. Combined, these plans will create a great platform for the growth of Western Sydney, and will help facilitate even greater interest and visits from tourists.

Given the region's anticipated growth, the building and construction sector will continue to be a big sector of employment in Western Sydney. Opportunities in building and construction will be driven by both our large infrastructure programs, and natural demand for new homes, offices and community facilities.

However infrastructure only enables improvements in growth and productivity. Consumers, businesses, and to an extent government, define where our next waves of opportunity will come from.

But how does Western Sydney build on its existing strengths to develop a larger, more internationally competitive health and wellness economy?

Where will future Western Sydney workers come from?

Building the Lucky Country #1 – Where is your next worker? – explored the impact of an ageing population on jobs.



The next few years will see skill shortages proliferate. Labour turnover will rise and so will wages. In the past, this mix has pushed interest rates and the Australian dollar higher.

Our geographical position, close to some of the world's most populous countries positions Australia for future growth. At the same time, the country has adopted policies that have seen migration rates slump – just ahead of the biggest surge in retiree numbers the nation has ever seen.

These factors combine to create a perfect storm of labour shortages, as the demand for workers has the potential to exceed supply. As a result, Australia's economy will face labour shortages.

While we can forecast only so far into the future regarding what skills Australia requires, one thing is certain – as the commodities boom continues to slow, opportunities to leverage it for the benefit of Australia's industrial structure will erode. When it ends, the more equipped with skills our workers are, the more readily they will be able to adapt to the changes required of them.

This means that, in the future:

- Competition will be for workers rather than jobs
- An employee already working for an organisation will be more valuable than someone new
- Allowing an employee to retire without exploring the option to keep them for longer may result in wasted (and costly) opportunity

Businesses and governments need to recognise that their next worker:

- May come from India or other countries – offshoring is a viable solution for business to free up other resources for highly skilled opportunities
- Is waiting for a visa – skilled migrants can provide an instant dividend, plugging the gaps in Australia's skills needs
- Is still being educated – competition for graduates will increase significantly as the number of students exiting education is projected to stay stagnant through to the early 2020's
- Is in the crowd – crowdsourcing can be more valuable to Australia than any other advanced nation on earth
- Is retired or about to retire – Australia has many reasons to encourage mature age workers to remain productively employed for as long as they want
- Is juggling work and family – female workforce participation needs to increase
- Has the ability – many overlooked potential workers, including people with disabilities, Indigenous Australians and immigrants with qualifications from unfamiliar institutions, could make a major contribution to solving the looming skills shortage
- Is Interstate – businesses will need to consider relocating staff from other states where necessary
- Is not needed – unlocking productivity should be a priority for organisations
- Is in the mail room – many businesses overlook the potential of their own people
- Is knocking on their door – businesses need to find the balance between retaining older workers and providing the opportunity for the next generation of leaders to ascend
- May currently be on cruise control – the performance of any organisation depends on having an engaged workforce.

Where will Western Sydney's 200,000 new workers come from?

Building the Lucky Country #1 points out that, in the future, competition will be for workers not jobs.

For Western Sydney this means the challenge will be attracting workers to both fill vacancies, and create the demand that will drive and deliver growth. In this sense, supply creates its own demand. This idea redefines the public debate around jobs in Western Sydney from one where thinking about workers now comes first, and jobs second.

Within 12 months, and on any given week day, over 300,000 workers will leave Western Sydney each morning for work, predominately in eastern Sydney. At the same time, almost 100,000 will enter Western Sydney. If this jobs deficit is addressed through the creation of 200,000 new jobs, where will these workers come from? There are four possibilities, all of which will need to be considered:

- Local workers – existing residents and commuters work locally
- Population – attracting more working age residents to live in Western Sydney
- Participation – improving the proportion of working age residents willing to work
- Commuting – more people travelling to Western Sydney for work.

Chart 1.5: Western Sydney daily worker flows (2016)



Source: NSW Bureau of Transport Statistics.

But how will Western Sydney use its latent human resources to attract enough workers and grow?

How do we embrace new technologies and opportunities created by digital disruption?

Thirteen Australian industries comprising 65% of the Australian economy are facing significant digital disruption. *Building the Lucky Country #2 – Digital disruption – Short fuse, big bang?* – explores digital's transformative reality.



Australia's business and government leaders don't need to look far into the future to see the new wave of digital disruption headed towards them. It's already here, transforming the way companies and agencies operate and how they engage with their customers.

In some ways, today's innovations – broadband, smartphones, the cloud, the ability to analyse complex data sets, social media and other tools that make it possible to 'digitise' business processes – are just extensions of the computing and online advances of the past few decades. Yet it's a mistake to simply see the digital revolution as a function of technology, rather than one of business evolution.

However, digital also opens up unprecedented possibilities. These innovations are changing economies and markets, and reinventing relationships between organisations, suppliers and customers – they are changing society. We refer to this change – positive and threatening – as 'digital disruption', and consider both the scale of the residual impact of digital – what we call the 'bang' – and how soon those industries will be affected – the length of the 'fuse'. The sectors we have identified as confronting the biggest impacts are highlighted on Chart 1.6.

Chart 1.6: Deloitte's Digital Disruption Map 2012



Sectors such as finance, retail, media, and information and communications technology have a short fuse and can expect a big bang. At the other end of the spectrum, miners, construction groups and many manufacturers have longer fuses and face less incremental disruption to their business.

Education and health, while set to experience profound changes, have a longer fuse and potentially a greater opportunity to plan their response.

We also considered how digital disruption varies within industries. For example, retail trade businesses generally face a relatively short fuse and an average magnitude of digital disruption.

Responding to digital disruption

Once an organisation arrives at a better understanding of the extent to which digital disruption will change its operations and outlook – and when – the next step is to decide how to respond.

We see three primary responses leaders can implement, both to minimise threats posed by digital disruption and, just as importantly, to maximise their organisation's digital potential. These are:

- Recalibrating cost structures – making changes in terms of people, supply chain and overheads to better control costs and compete with digitally-powered, low-cost newcomers
- Replenishing revenue streams – building new sources of revenue across segments, geographies and business models as legacy streams dry up in the wake of digital disruption
- Reshaping corporate strategies – reconsidering assets, risk and corporate agility to position the organisation for success in the increasingly digital world.

The way forward for Western Sydney

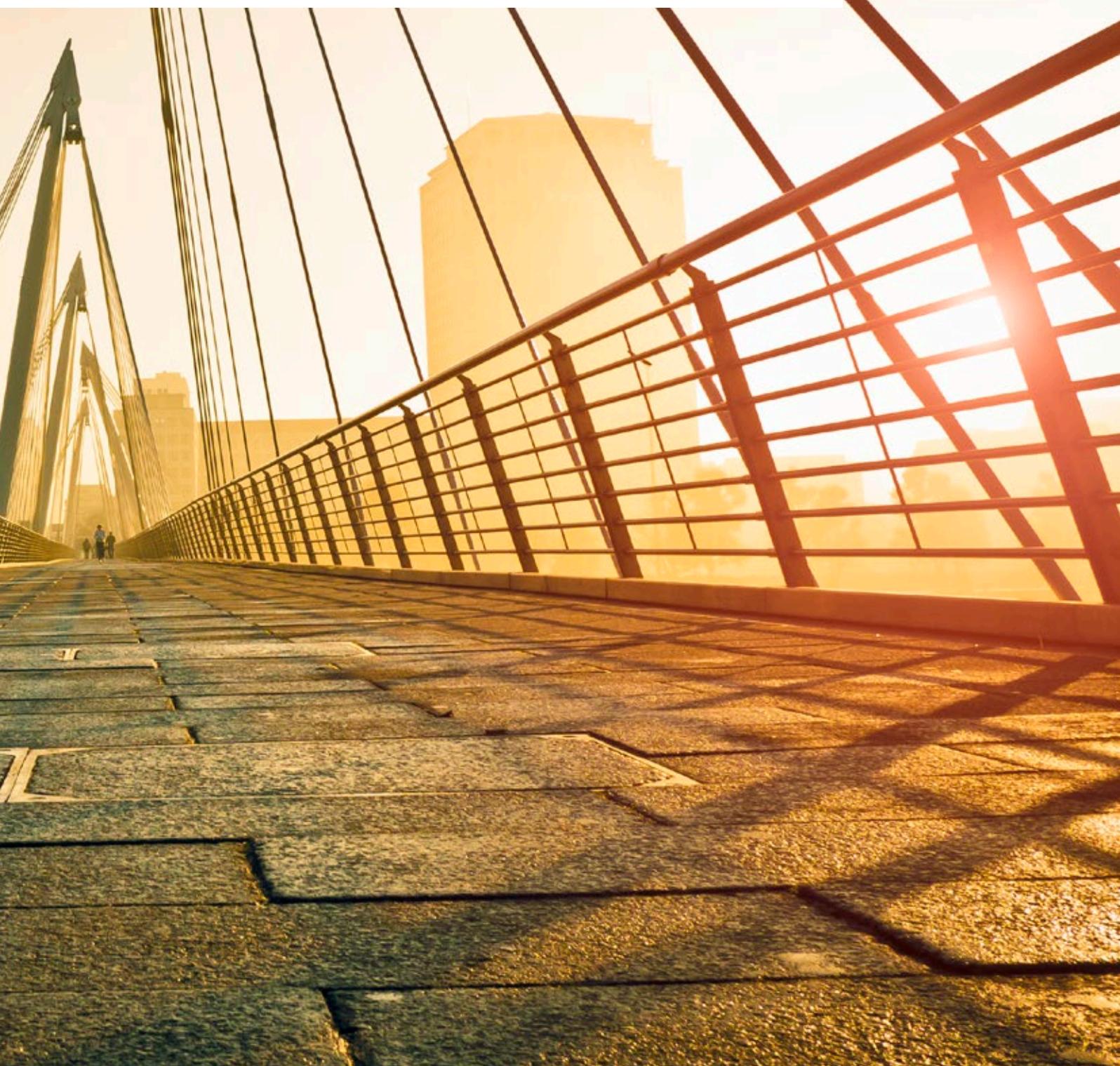
Which sectors in Western Sydney are most exposed to digital disruption? Which ones are ready to take advantage of it?

Western Sydney's health sectors will experience a big bang, but with a long fuse. The digital delivery of health services will be beneficial to the aged care and an ageing population, and technologies such as patient monitoring devices, in home telecare and healthy eating apps have all been trialled first in Western Sydney.

But what are the digital impacts that will present unique challenges and benefits for Western Sydney? And how will the region take advantage of disruptive opportunities?

How do we reduce the red tape holding back our productivity?

Australian productivity is falling. The good news is that there's a rich source of barely tapped efficiency savings we can turn to: setting better rules for ourselves. And the even better news is that this bucket of productivity potential is much bigger than most people realise.



Building the Lucky Country #4 – Get out of your own way – Unleashing productivity – identifies the costs to corporates and the nation of self-imposed red tape.

We've discovered that we're not only dramatically increasing the cost of governing our economy, but that – worryingly – the largest source of growth in rules and regulations is actually the private sector. We tend to blame government for bureaucracy's drag on our productivity, but the dollars locked up by businesses in complying with self-imposed red tape are double those associated with government regulations.

Our survey of corporate Australia shows that the time required for employees to comply with self-imposed rules has become a crippling burden. Middle managers and senior executives are chalking up 8.9 hours a week complying with the rules that corporates set for themselves, with other staff spending 6.4 hours.

All up, these rules cost \$21 billion a year to administer, and generate a stunning \$134 billion a year in compliance costs. When combined, the costs of administering and complying with public and private sector rules equate to a lazy \$250 billion a year.

The cost of our rules is much bigger than it needs to be because our rule-makers – both government and business – often try to achieve the unachievable. They set rules that are too prescriptive, overreact to momentary crises, let new rules overlap with existing rules, don't listen to those most affected, and don't go back later to check how well – or how badly – their rules are working.

For the nation to be 'open for business', individual organisations need to unlock the profit potential they have tied up in their own red tape. So we have identified some concrete steps businesses can take to unleash their people, and hence their productivity:

- Cleanse – slash the stupidity and ask staff to list the dumbest things they are required to do as a result of their company's own rules. Then stop doing them
- Challenge – companies should stop asking 'What could go wrong?' and focus on 'What must go right?', then challenge their rules in that light. What are their rules really trying to do, could they be improved, and are they cost-effective? If not, there may be more to dump
- Create – foster a culture focused on performance rather than compliance, and ensure the organisation's rule-makers are aligned to its business goals
- Change – companies should change the way new rules are set and old ones are audited to better link rules with strategy and risk appetite
- Capitalise – make the most of these changes to realise the business' full potential.

Following these steps will allow a company's people to generate extra profits while better controlling the risks that really matter. And we will see little growth in living standards until corporate Australia stops tying itself up in unnecessary red tape and politicians commit to tackling some much-needed economic reforms.

In other words, it's time for Australia to get out of its own way.

But what are the most effective things businesses and governments in Western Sydney can do to get out of their own way?

How do we move forward together?

To help us start answering the questions in this document, and the ultimate question of how to create 200,000 great new jobs by 2020, Deloitte invites all those with an interest and a stake in the future economic success of Western Sydney to join us.

Together, we can discuss and analyse those issues that will be critical in ensuring a co-ordinated and timed approach to the variety of projects and activities that will inform a master plan for Western Sydney.

This will be an ongoing and consultative process and, like most good things, will take time to get right. But by making a start today, Deloitte believes we can work together to facilitate the opportunities needed to help shape the future success of Western Sydney, for enduring prosperity.

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