

STARTING A DIALOGUE

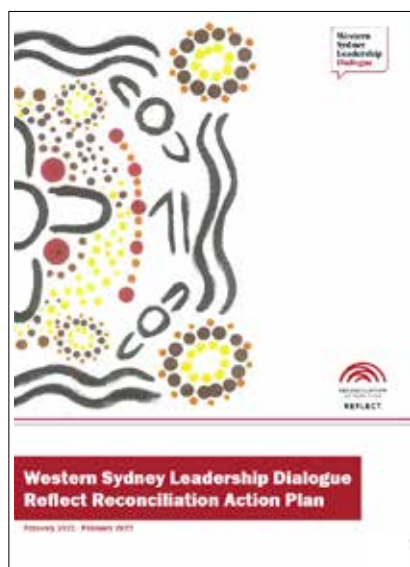
SINCE 2015

Western
Sydney
Leadership
Dialogue

ACKNOWLEDGEMENT OF COUNTRY & RECONCILIATION ACTION PLAN

The Western Sydney Leadership Dialogue acknowledges and honours the Aboriginal People who have lived on this land and continue to live on this land.

We respectfully acknowledge the Traditional Custodians of the land, and we pay respect to Ancestors and Elders, past, present, and future.

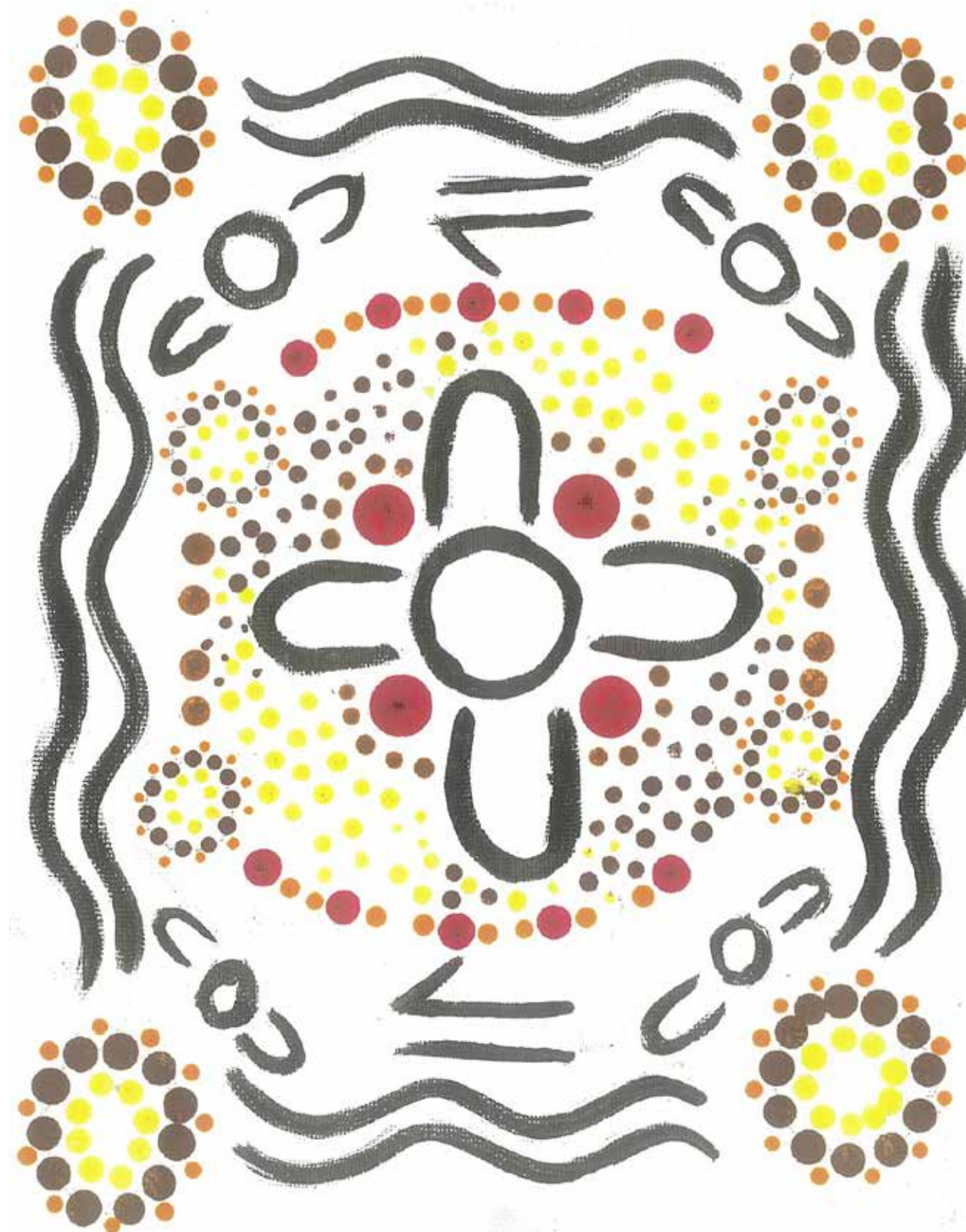


We recognise that there are more than 30 First Nations represented in Greater Western Sydney (GWS), and that GWS has the largest population of Aboriginal people in Australia, represented by the Darug, Eora, Dharawal and Wiradjuri peoples.

We also recognise the significant role of the Local Aboriginal Land Councils, which provide economic support to the current Indigenous communities of the region, most specifically the Deerubbin Local Aboriginal Land Council, the largest Aboriginal organisation in Western Sydney and one of its largest private land owners.

With the support of Kimberwalli and Deerubbin, the Dialogue developed its first Reconciliation Action Plan (RAP) reflecting our desire to contribute to a meaningful approach to reconciliation with local First Nations communities.

We are working to develop closer relationships with Aboriginal communities as part of our own listening and learning, and our ongoing commitment to reconciliation.



Aboriginal artwork Bianca Groves, a Dunghutti girl living in Western Sydney attending Quakers Hill High School.

A MESSAGE FROM THE CHAIRMAN



Christopher Brown AM
Chairman
Western Sydney
Leadership Dialogue

The Western Sydney Leadership Dialogue was established in 2015 as a way to shine a light on the key issues in the region, to spark and nurture a national conversation about the West and to help ensure it is better equipped to shape its future.

I'm proud to say that six years on from its launch by NSW Premier Mike Baird, the Dialogue's record of success is significant. We've been campaigning for infrastructure investment to end the tyranny of distance, smarter and better training for our kids, a focus on cultural and environmental amenity to make our communities healthier and appropriate governance regimes to ensure that transparency, competency and inclusion is the mantra of Greater Western Sydney.

However, it is the partnerships we have forged and the collaboration we have enjoyed that has been the highlight of our first six years. Along the way we have created platforms and events to showcase and reward regional success and to bring support to areas where we need to do so much more.

Our awards, summits, media activities, policy seminars, study tours, boardroom gigs, delegations and youth initiatives have helped Western Sydney to tell its story and to influence our national boardrooms, newsrooms and Cabinet Rooms.

Over the years, much like the region, the Dialogue's role has evolved.

We are proud of the work we've done in lobbying for airports, roads, rail lines, hospital beds, schools, TAFEs and unis, museums, stadia and office towers to help this 'boomtown' flourish. However we are also now focused on access to clean and recycled water for our communities to play in and to drink, to address the regional shame of diabetes, domestic violence, housing pressures, youth unemployment and to guarantee a permanent smart jobs legacy from the billions of dollars of shiny new infrastructure we are welcoming across the region.

We need to know that the cities that this hardware helps to build, and rebuild, are places where we empower women, advantage First Nations people, celebrate diversity, boost skills, repair our rivers and fix heat islands to ensure our economic growth comes with a deep social return. Our own mantra is that everything we do is best done in partnership with others. This doesn't mean that we are not prepared to stand up and lead on issues, but it does recognise that we are at our best when we are collaborating with industry, government, academia and the community. It's always been the Western Sydney way.

It has certainly been a very busy six years of collaboration in Greater Western Sydney and we have lots to look back on with pride – but we have an awful lot more to do. We will work with our partners, be guided by our eminent Patrons and bring the public and private sector together, to help make the Central River City and the Western Parkland City the best they can possibly be.



Hon. Mike Baird AO with Christopher Brown AM



Christopher Brown with Deng Adut



The Dialogue Team - 2020



The Dialogue launches at ANZ Stadium in 2015

A MESSAGE FROM THE EXECUTIVE DIRECTOR



Adam Leto
Executive Director
Western Sydney
Leadership Dialogue

In its first six years the Dialogue has not only helped play a key role, bringing a voice to the important issues in Greater Western Sydney, but also laid a valuable platform to help inform its future.

In addition to the work we've done in advocating for the necessary building blocks to support the region's growth, we're proud of our efforts in bringing together diverse groups to share ideas and generate change. Much of this success is the result of the hard-working, talented, Dialogue team, which not only drive our annual program of events, thought-leadership and collaboration, but has helped embed a culture of partnership and participation.

It is this collaborative approach, one which values public, and meaningful engagement, that's at the core of the Dialogue, and one we see as critical as we look at what comes next.

In many ways, the challenges we've faced in recent times, COVID-19, the bushfires, the floods, all of these crises, have in a way, also presented opportunities for Western Sydney.

We're now starting to see not just stronger awareness, but clear actions designed to improve liveability and urban heating in the region.

The COVID-19 pandemic has seen us look inwards towards the opportunities for industry growth, especially when it comes to advanced manufacturing. What better place to start than in Greater Western Sydney – the one-time manufacturing capital of the nation.

Traditional manufacturing hubs in places like Bankstown, Smithfield, Lidcombe – combined with the emergence of new-tech industrial sites within the Aerotropolis – provide a real opportunity for the region to combine the new with the old, to leverage the research and education links being delivered by our universities and TAFE to deliver the jobs of the future.

While growing smart jobs remains a top priority, just as important is providing support, services and opportunities for our young people, our migrant and Indigenous communities and those without the same level of access to housing, education or even the internet, things that many of us take for granted.

A key focus for the Dialogue as we enter into this next phase, which will see unprecedented levels of public and private sector spending roll in, is ensuring that its communities, at all levels, share in the value that it's set to deliver – a big challenge – but one we're keen to embrace.



Hon. Rob Stokes MP with Adam Leto at Boomtown 2019



Premier Mike Baird launching the Dialogue in 2015



Dialogue Patrons Peter Shergold & Kerry Schott



Minister Ayres at the Dialogue's Launch

DIALOGUE PATRONS

The Dialogue's esteemed Patrons have provided high-level oversight and direction to our program of activities, especially when it comes to policy development.

Widely respected across politics, finance, infrastructure and academia, this eminent group brings a special skill-set to the Dialogue and have a special interest in the development of Greater Western Sydney.

The Dialogue is grateful for the guidance and wise counsel that our Patrons have offered over the past six years and look forward to their ongoing support.

We recently welcomed Lucy Hughes Turnbull AO and Mike Mrdak AO to the board, replacing founding Patrons, Hon. Nick Greiner AC and Hon. Craig Knowles AM, who have taken on roles as Consuls General in New York and Auckland.



Dr Kerry Schott AO with Cameron Clyne



Prof. Peter Shergold AC



Founding Patron Hon. Nick Greiner AC



Cameron Clyne

Board Member, WSU Foundation

Former Group CEO, NAB

Director, Whitlam Institute

Cameron Clyne was Group Chief Executive Officer of National Australia Bank (NAB) from January 2009 until August 2014. He recently retired as Chairman of Rugby Australia.

Prior to NAB, Cameron was a Partner at PriceWaterhouseCoopers, where he led the financial services consulting practice across Asia.

Cameron grew up in Western Sydney and was educated at St Dominic's College Penrith.



Mike Mrdak AO

Former Secretary, Commonwealth Department of Infrastructure & Transport

Chairman, NEC Australia

Mike Mrdak holds a number of non-executive and advisory roles. He is the non-executive Chair of NEC Australia, a tenant of the Aerotropolis and a long standing global Japanese technology company that is a leading edge provider of IT services, digital communications and digital smart technology in transport and safety.

Mike had a 32 year career with the Australian Public Service between 1988 and 2020 and now serves on a range of boards.



Dr Kerry Schott AO

Chair, Energy Security Board

CEDA Board of Governors

Former Chair, Sydney Metro

Kerry was Managing Director of Sydney Water from 2006 to 2011. Before that, Kerry spent 15 years as an investment banker, including as Managing Director of Deutsche Bank and Executive Vice President of Bankers Trust Australia. She was the founding Chair of Moorebank Intermodal Company and a former Director of NBN Co.

She has been awarded an Order of Australia and Honorary Doctorates from the University of Sydney and Western Sydney University.



Prof. Peter Shergold AC

Chancellor, Western Sydney University
Chair, NSW Education Standards Authority

During his time in the Australian Public Service (APS), Peter Shergold established the Office of Multicultural Affairs, headed the Aboriginal and Torres Strait Islander Commission (ATSIC) and Comcare, and was appointed the Australian Public Service Commissioner. He served as Secretary of the Department of the Prime Minister and Cabinet among other Canberra leadership roles.

Peter served at the Co-ordinator General for Refugee Resettlement in NSW and sits on the board of the UNHCR Australia.



Lucy Hughes Turnbull AO

Founding Chief Commissioner, Greater Sydney Commission

Chair, The Dialogue's Collaborative Leadership Program

Lucy Hughes Turnbull AO is an urbanist, businesswoman and philanthropist with a longstanding interest in cities, and technological and social innovation.

Lucy was the first female Lord Mayor of the City of Sydney from 2003-4 and in 2011 she became an Officer of the Order of Australia for distinguished service to the community, local government and business. She has served as a board member of multiple cultural and not for profit institutions and was the founding Chief Commissioner of the Greater Sydney Commission.

Founding Patrons



Hon. Nick Greiner AC

Consul-General to New York

Former Premier of NSW

Founding Chairman, Infrastructure NSW

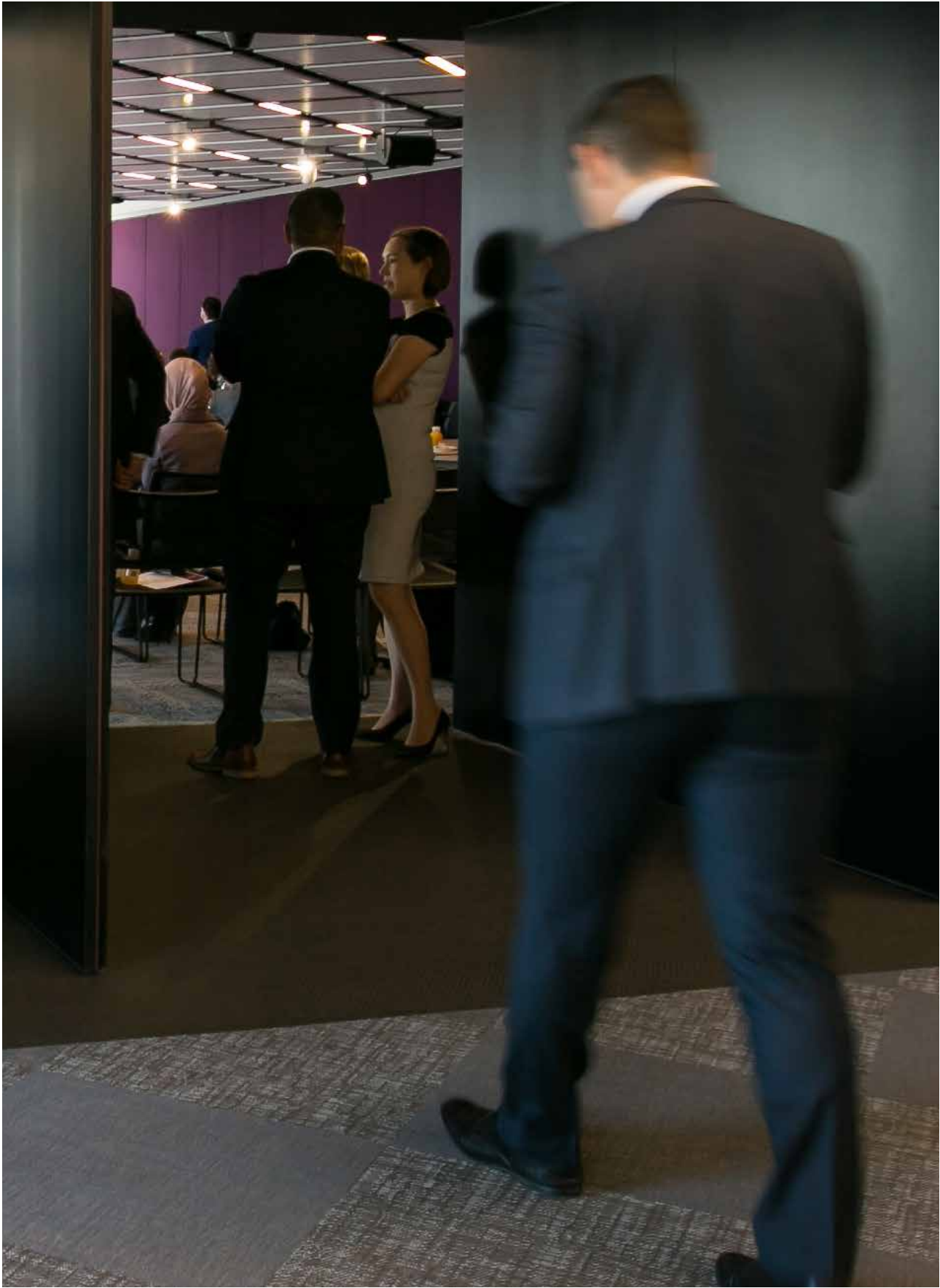


Hon. Craig Knowles AM

Consul-General & Senior Trade Commissioner, Auckland

Former NSW Minister for Planning & Health

Director, Children's Medical Research Foundation, Westmead



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STARTING A DIALOGUE



In 2015 NSW Premier Mike Baird launched the Western Sydney Leadership Dialogue at ANZ Stadium in front of over 120 regional leaders.

It was founded by Christopher Brown, a proud son of Parramatta, who recognised the need for a leadership network that could raise awareness about the issues impacting the region, influence policy outcomes and celebrate its successes.

“Western Sydney is now on the radar more than it has ever been, but with that profile comes the need for an informed and co-ordinated approach to ensure the region’s vision is understood and well-supported,” Mr Brown said.

“Fortunately, the Dialogue not only represents a diverse range of views but is also about demonstrating leadership and action on key issues, and through our ongoing program of events, initiatives and partnerships, we’ll be positioned at the forefront of change in the region.”

Mr Baird said on the day: “The Dialogue represents a united voice for Western Sydney and by opening up the region’s conversation to NSW’s major stakeholders, will ensure the area is well-placed to meet future aspirations and provide a strong platform for future leaders.”



“The Dialogue represents a united voice for Western Sydney and by opening up the region’s conversation to NSW’s major stakeholders, will ensure the area is well-placed to meet future aspirations and provide a strong platform for future leaders”

**Hon. Mike Baird,
March 2015**



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EVENTS

OUT THERE SUMMIT

The *Out There* Summit, the Dialogue's flagship policy and community event, was held for the first time in 2016 on the Western Sydney University campus, featuring then NSW Premier, Mike Baird, and Prime Minister, Malcolm Turnbull.

With a focus on social policy its key aim was to bring forward great new ideas for the region – and set the debate for regional investment, growth, governance and social inclusion. *Out There* has brought together leaders, educators and decision makers to champion a broad range of issues impacting the education sector and the region.

Since that first event, which also featured a stirring address from local Sudanese lawyer, and refugee, Deng Adut, it has helped drive the discussion on population growth, economic development and how to future-proof the region. *Out There* has been used as a platform to promote big ideas such as Western Sydney hosting the Commonwealth Games and relocating NSW Parliament to Parramatta.

The *Out There* Summit also plays host to the Pemulwuy Prize, which is awarded to an outstanding individual or group for exceptional regional advocacy and the Lachlan Macquarie Lecture, which has been delivered by then-Prime Minister Malcolm Turnbull, NSW Premier Gladys Berejiklian, WSU Chancellor Prof. Peter Shergold AC and YouTube (WooTube) sensation and renowned educator, Eddie Woo.



Hon. Malcolm Turnbull MP at *Out There* 2016

Highlights from past *Out There* Summits:

Bankstown Poetry Slam being awarded the inaugural Pemulwuy Prize by Prime Minister Malcolm Turnbull

Rousing speeches by league legend Gus Gould, Sudanese leaders Deng Adut and Mayor Chagai and WSU Chancellor Prof. Peter Shergold AC

Aussie icon and entrepreneur, Dick Smith arriving via helicopter to discuss the challenges of population management

Hollywood star (and Bankstown boy) Bryan Brown AM performing on stage with Bankstown Poetry Slam founder, Sara Mansour

Generating significant awareness and media coverage of key issues such as obesity and diabetes, education and river activation

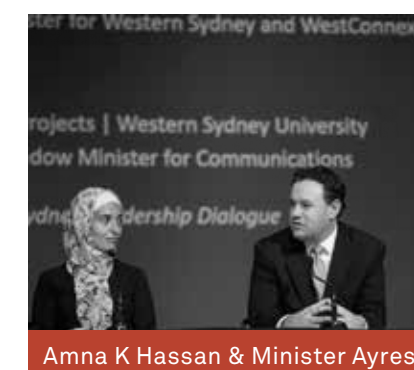
High energy performance by '320' from Punchbowl Boys' High



High school band '320' performing at *Out There* 2019



Out There Summit 2018



Amna K Hassan & Minister Ayres



Premier Berejiklian in 2017



Hon. Sarah Mitchell MLC 2019



Hon. Rob Stokes MP in 2018



Phil 'Gus' Gould AM



Out There Summit 2019



Dick Smith at *Out There* 2018



Storyteller-in-Chief, Bilal Hafda

BOOMTOWN PROPERTY & INFRASTRUCTURE SUMMIT

The BOOMTOWN! Property and Infrastructure Summit provides a platform for government and connected agencies to outline their policy agenda, and the projects, that are helping fuel the economic development of Greater Western Sydney.

Through the generous support of Transport for NSW and Department of Planning, Industry & Environment, the event brings together national experts, legislators, contributors and critics to discuss how we can better plan, finance and deliver the major projects that will shape the future of the region.

In more recent times, the event has also included the *Boomtown Project of the Year Awards*. On each occasion, the Awards' night has attracted a sell-out crowd of 500+ guests, and recognises the outstanding projects, policies, and individuals who have helped make a significant contribution to the region.



Hon. Andrew Constance MP at BOOMTOWN!

Highlights from past BOOMTOWN! Summits:

Hon. Mike Baird's speech at the inaugural Awards Dinner, one of his first public events since quitting politics

Hon. Joe Hockey and Hon. Anthony Albanese MP discussing their respective roles in securing the go-ahead for the Western Sydney Airport

Transport Minister Andrew Constance introducing the concept of value-sharing as a way to fund future infrastructure projects

SMH columnist Peter FitzSimons AM taking on the NSW Government over its stadia strategy

Transport for NSW outlining its vision for the future of public transport the *2056 Future Transport Strategy*

Hosting the region's first live major conference in 2020 during a pandemic-impacted year and welcoming 300, well-spaced guests to the event

Geoff Roberts' presentation of his 10 big ideas to re-energise Greater Western Sydney



Peter FitzSimons AM



'Big Questions for Big Thinkers' at BOOMTOWN! 2020



Infrastructure Minister Fletcher at BOOMTOWN!



Premier Berejiklian in 2019



Urban planning panel in 2019



Chris Dore grills Bowen & Ayres



'Stadium Wars' debate in 2018



Faith Halliday's Faster Rail panel



DPC Secretary, Tim Reardon



A 2020 socially distanced event



Dr Tim Williams centre stage



Hon. Anthony Albanese MP with John Stanley

FUTURE FORUM SERIES

The Western Sydney Leadership Dialogue’s *GWS Future Forum* series was established to examine how the Government can work with industry and the community to develop real and consultative policy solutions to some of the region’s major economic, demographic and environmental challenges.

The workshop style forums have provided an opportunity for public sector organisations to understand and respond to the major policy challenges in Western Sydney, and work with industry, the community and its peers in the public sector to ensure the region remains liveable, sustainable and productive.

- Past forums have focused on:
- Innovation precincts
 - Domestic violence
 - Community infrastructure
 - Local government reform
 - Social disadvantage
 - Brand and reputation
 - Urban heating & sustainability

Future Forum is presented in partnership with:



Our Future Forum speakers have included executives from:

- Aboriginal Centre for Excellence, Kimberwalli
- AECOM
- Bankstown Sports Club
- Campbelltown City Council
- Cancer Council NSW
- Celestino and Sydney Science Park
- City of Canterbury Bankstown
- City of Parramatta
- City of Sydney
- Committee for Sydney
- Create NSW
- Crystal Lagoons
- Deerubbin Local Aboriginal Land Council
- Deloitte
- Department of Premier & Cabinet
- Domestic Violence NSW
- Endeavour Energy
- EY
- Goodman Group
- Greater Sydney Commission
- Health Infrastructure NSW
- Infrastructure Australia
- Landcom
- Lebanese Muslim Association
- Lendlease
- Liverpool City Council
- NAB
- Open Cities Alliance
- Penrith City Council
- School Infrastructure NSW
- Sydney Coliseum at West HQ
- Sydney Motorsport Park
- Sydney Water
- TAFE NSW
- The University of Sydney
- Uber
- UrbanGrowth NSW
- Western City & Aerotropolis Authority
- Western Sydney Business Chamber
- Western Sydney Business Connection
- Western Sydney Community Forum
- Western Sydney Diabetes
- Western Sydney Local Health District
- Western Sydney University
- WSP
- YMCA

A SAMPLE OF RECENT FUTURE FORUM POLICY THEMES



EAST LONDON UK STUDY TOUR



The Cohort

In 2019 the Western Sydney Leadership Dialogue led a study tour of 36 public and private sector regional leaders to East London to learn how the UK managed one of the most ambitious urban regeneration programs in the world.

The former industrial wasteland, Blitzkrieg target, migration dumping ground and its disadvantaged urban communities east of the Tower Bridge have been transformed over the past 30 years into vibrant, outward-looking precincts that are now a model urban renewal example.

Our study tour showed us that the private sector can be more than just an ATM to pay for housing and transport projects and that goodwill, big thinking and leadership from business can help build public acceptance of major reform and help ensure better outcomes. It also reminded us that many Australian corporate leaders fronted these UK partnerships and helped transform this community.

The other major learning was how important it is to keep skills training and local employment and procurement at the core of the urban reshaping program if we are to achieve lasting advancement for Western Sydney.



Discovering 'Here East'

Steering committee:

Christopher Brown AM | Chairman, Western Sydney Leadership Dialogue

Leanne Bloch-Jorgensen | Head of Thought-Leadership & Insights, NAB

John Burton OBE | Managing Director, Urban Regeneration, Lendlease

Professor Barney Glover AO | Vice-Chancellor & President, Western Sydney University

Amanda Larkin | Chief Executive, South Western Sydney Local Health District

Charles Moore | Chief Executive Officer, Sydney Olympic Park Authority

Kerryn Vine-Camp | Executive Director, Western Sydney Unit, Commonwealth Department of Infrastructure, Transport, Cities and Regional Development

Dr Tim Williams | Australasia Cities Leader, Arup

Delegates:

Richard Alcock AO | Chairman, Western Sydney Local Health District & Vice Chairman, Global Banking & Markets, Bank of America Merrill Lynch

Peter Anderson | Executive Director, Communities Plus, NSW Land and Housing Corporation

Kirsten Andrews | Chief of Staff to the Vice-Chancellor and Director, Government Relations, The University of Sydney

Clr Khal Asfour | Mayor, City of Canterbury Bankstown

David Borger OAM | Executive Director, Western Sydney Business Chamber

James Carey | Director City Futures, City of Canterbury Bankstown

Joseph Carrozzi | Partner, PwC

Rev. Bill Crews AM | Founder & Chairman, Exodus Foundation

Caitlin Francis | Partner, EY

Rebecca Grasso | Director City Growth, Campbelltown City Council

Faith Halliday | Special Advisor, Western Sydney Leadership Dialogue

David Harding | Leader - Transport Developments, Arup

Scott Langford | Group Chief Executive Officer, SGCH

Lakshmi Logathassan | Department of Infrastructure, Transport, Cities and Regional Development Graduate Scholarship Recipient

Andrew Loveridge | Customer Executive, Emerging Sectors, Business and Private Banking, NAB

Dr Andy Marks | Assistant Vice-Chancellor, Strategy & Projects, Western Sydney University

Stephen McIntyre | Chief Executive Officer, Wentworth Community Housing

Stuart Nisbett | Executive Director, Archerfield Partners

Bill Parasiris | Executive Director, Estate & Commercial, Western Sydney University

Andrew Phong | NAB Graduate Scholarship Recipient

Peter Pickering | Vice President, Finance & Resources, Western Sydney University

Peter Poulet | District Commissioner - Central City, Greater Sydney Commission

Theo Psychogios | Partner, Deloitte

Billie Sankovic | Chief Executive Officer, Western Sydney Community Forum

Avendra Singh | Partner - Construction and Projects, Squire Patton Boggs

Brett Towers | Director, Marketing & Partnerships, Western Sydney Leadership Dialogue

Alexander Wendler | Executive Director Placemaking and Real Estate, Transport for NSW

Greg Whitby AM | Executive Director, Catholic Education Diocese of Parramatta



Canary Wharf



Old Royal Naval College



Australia House



The River Thames



University of East London

BOARDROOM EVENTS



The Dialogue's ever-popular boardroom dinners and lunches have provided our leadership network and partners with the opportunity to get a rare insight into the trends, intel and people that are helping shape Greater Western Sydney's major projects, develop its precincts and examine its policy areas.

Deliberately less formal, and more intimate (no more than 25 people per event) than most corporate gigs, we have hosted a 'who's who' of guest speakers, ranging from State Premiers and Ministers, corporate icons, major media players, top-level bureaucrats and leaders in tourism, sport and the arts.

Importantly, and where the true value of these events lie, is the opportunity that it provides for our region's leaders to network, share ideas, and collaborate. A 'meeting place of the minds' our boardroom lunches and dinners have often been the starting point for the Dialogue's policy and advocacy campaigns.

Boardroom events hosted:

2015
Hon. Stuart Ayres MP, NSW Minister for Police, Sport, Minister Assisting the Premier on Western Sydney
Paul Whittaker, Editor, The Daily Telegraph
Luke Foley MP, Leader of the NSW Opposition
Cameron Clyne, Dialogue Patron & ex-Group CEO NAB
Darren Goodsir, Editor in Chief, SMH & Sun Herald
Prof. Barney Glover AO, Vice-Chancellor, University of Western Sydney
Dr Kerry Schott AO, Chairman, Moorebank Intermodal Company
Kerrie Mather, Chief Executive Officer, Sydney Airport Corporation
Hon. Nick Greiner AC, Dialogue Patron & former NSW Premier & Treasurer
Clr. Ned Mannoun, Mayor of Liverpool
Carolyn McNally, Secretary of NSW Department of Planning & Environment
Jim Betts, Chief Executive Officer, Infrastructure NSW
Alan Joyce AC, Chief Executive Officer, Qantas Airways
Jamie Briggs MP, Federal Minister for Cities and Built Environment
David Pitchford, Chief Executive Officer, Urban Growth NSW
Hon. Andrew Constance MP, NSW Minister for Transport & Infrastructure
2016
Tim Reardon, Secretary, Transport for NSW
Peter Duncan AM, Chief Executive Officer, RMS NSW
Hon. Paul Fletcher MP, Federal Minister for Major Projects
Hon. Rob Stokes MP, NSW Minister for Planning
Hon. Andrew Constance MP, NSW Minister for Transport & Infrastructure
Hon. Gladys Berejiklian MP, NSW Treasurer, Minister for Industrial Relations, Deputy Leader
Hon. Stuart Ayres MP, NSW Minister for Trade, Tourism, Major Events & Sport, MP for Penrith
Paul Whittaker, Editor in Chief, The Australian
Hon. Angus Taylor MP, Assistant Federal Minister for Cities & Digital Transformation
Sarah Hill, Chief Executive Officer, Greater Sydney Commission
Simon Smith, Secretary, Department of Industry, Skills and Regional Development
Professor Peter Shergold AC, Chancellor, Western Sydney University

2017
Hon. Stuart Ayres MP, Minister for Western Sydney, WestConnex, Sport
Hon. Anthony Albanese MP, Shadow Federal Minister for Infrastructure
Christopher Dore, Editor, The Daily Telegraph
Hon. Andrew Constance MP, NSW Minister for Transport & Infrastructure
Luke Foley MP, Leader of the NSW Opposition, Shadow Minister for Western Sydney
Lisa Davies, Editor of Sydney Morning Herald
Geoff Roberts AM, Deputy Chief Commissioner, Greater Sydney Commission
Gary White, Chief Planner, Department of Planning & Environment
Mark Scott AO, Secretary, NSW Department of Education
Jon Black, Managing Director, TAFE NSW
Ken Henry AC, Chairman, NAB
Blair Comley, Secretary, Department of NSW Premier and Cabinet
2018
Hon. Victor Dominello MP, NSW Minister for Finance, Services & Property
Michael Daley MP, Deputy Leader of the Opposition, Shadow NSW Minister for Planning & Infrastructure
Jodi McKay MP, Shadow NSW Minister for Transport, Roads, Maritime and Freight
Hon. Brad Hazzard MP, Minister for Health & Medical Research
Sam Sangster, Chief Executive, Health Infrastructure NSW
Hon. Stuart Ayres MP, NSW Minister for WestConnex, Western Sydney & Sport
Hon. Rob Stokes MP, NSW Minister for Education
John Brogden AM, Chief Executive Officer, Landcom
Ian Ferrier AM, Chairman, Goodman Group
Bob Johnston, Chief Executive Officer, GPT Group
Rodd Staples, Secretary, Transport for NSW
Jim Betts, Chief Executive Officer, Infrastructure NSW
Hon. Dominic Perrottet MP, NSW Treasurer & Minister for Industrial Relations
Michael Pratt AM, Secretary, Treasury & Industrial Relations
Dr Steven Kennedy, Secretary, Department of Infrastructure and Regional Development
Geoff Roberts AM, Deputy Chief Commissioner, Greater Sydney Commission
Lucy Turnbull AO, Chief Commissioner, Greater Sydney Commission

Peter Poulet, District Commissioner – Central City, Greater Sydney Commission
Hon. Bill Shorten MP, Leader of the Federal Opposition
Hon. Andrew Constance MP, NSW Minister for Transport & Infrastructure
2019
Sam Sangster, Chief Executive Officer, Western City & Aerotropolis Authority
Hon. Jason Clare MP, Shadow Federal Minister for Trade and Investment
Hon. Michelle Rowland MP, Shadow Federal Minister for Communications
Hon. Victor Dominello MP, NSW Minister for Customer Service
Jim Betts, Secretary, Department of Planning & Industry
Sir Rod Eddington AO, Chair, Infrastructure Partnerships Australia
Hon. Rob Stokes MP, NSW Minister for Planning & Public Spaces
Dr Sarah Hill, Chief Executive Officer, Greater Sydney Commission
Stuart Ayres, Minister for Jobs, Investment, Tourism & Western Sydney
Hon. Andrew Constance MP, NSW Minister for Transport & Roads
Dr Jon Lamonte, Chief Executive, Sydney Metro
Lisa Davies, Editor, Sydney Morning Herald
Elizabeth Koff, Secretary, NSW Health
Rebecca Wark, Chief Executive, Health Infrastructure NSW
Tony Shepherd AO, Chairman, GWS Giants
2020
Rodd Staples, Secretary, Transport for NSW
Alexander Wendler, A/Chief Development Officer, Transport for NSW
Hon. Sarah Mitchell MLC, NSW Minister for Education & Early Childhood Learning
Anthony Manning, Chief Executive, School Infrastructure NSW
Hon. Gladys Berejiklian MP, Premier of NSW
Geoff Roberts AM, Chief Commissioner, Greater Sydney Commission
2021
Elizabeth Mildwater, Chief Executive Officer, Greater Sydney Commission
Geoff Roberts AM, Chief Commissioner, Greater Sydney Commission
Hon. Paul Fletcher MP, Minister for Communications, Urban Infrastructure, Cities and the Arts
Hon. Stuart Ayres MP, Minister for Jobs, Investment, Tourism and Western Sydney
Hon. Gladys Berejiklian MP, Premier of NSW

* Titles correct at time of event

3 SPEECHES

The Western Sydney Leadership Dialogue is proud to present a collection of orations that have been delivered at our events over the years, including the annual Lachlan Macquarie Lecture.

LACHLAN MACQUARIE LECTURE

The Lachlan Macquarie Lecture is presented by a prominent citizen each year, outlining their personal vision for Greater Western Sydney. Lachlan Macquarie was a British military officer and colonial administrator who served as Governor of NSW (1810 – 1821) and believed the future of the colony was in Western Sydney.

Through the years, these lectures have been delivered by then-Prime Minister Malcolm Turnbull, Premier Gladys Berejiklian and Western Sydney University Chancellor Professor Peter Shergold, and as you will find in the pages that follow, their visions for this most dynamic region are centred around opportunity, talent and ambition.

In naming the annual oration after Lachlan Macquarie the Dialogue recognises the controversial role the Colonial Governor played - as a driving force in shaping the region's physical form and his support for convict rehabilitation but also with some tragic outcomes for local Aboriginal communities.

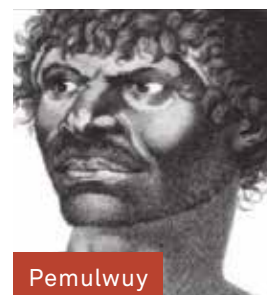
PEMULWUY PRIZE

The Dialogue also annually awards the Pemulwuy Prize to those who display outstanding advocacy for the West. This award honours the famous Indigenous warrior who led his people in guerilla war against the soldiers and free settlers in Western Sydney as they suffered the impact of colonisation.

It is our hope that by recognising the historic and controversial contribution of both men we can engage in truth-telling and reconciliation as Greater Western Sydney continues to face the challenges of city shaping, racial harmony and equitable economic and social development.



Governor Macquarie



Pemulwuy

HON. MALCOLM TURNBULL MP PRIME MINISTER OF AUSTRALIA

LACHLAN MACQUARIE LECTURE | 2016

After a successful career as a barrister, journalist and businessman, the Hon. Malcolm Turnbull was elected as the Member for Wentworth in 2004, appointed Parliamentary Secretary to Prime Minister John Howard in 2006, and then elevated to Cabinet as the Minister for Environment & Water Resources. He served as Minister for Communications in the Abbott Cabinet before being elected to lead the Liberal Party as Prime Minister on 14 September 2015.

"Governor Lachlan Macquarie was a builder. He built schools, hospitals, the colony's first bank, the Bank of New South Wales... But perhaps the greatest lesson we can take from Macquarie was his unswerving belief in human capital.

"The next boom is the Ideas Boom, and unlike any other, it can last forever, because it is bounded only by the limits of our imagination and our enterprise, our ability to dream and our determination to work.

"In the knowledge economy, physical proximity and connectivity is more important than ever. We are after all social animals, we are inspired, energised, indeed fascinated by each other, so cities have become more important than ever."



Hon. Malcolm Turnbull MP | Prime Minister of Australia



Out There Summit 2016



Premier Berejiklian at *Out There* 2017

HON. GLADYS BEREJIKLIAN MP PREMIER OF NSW

LACHLAN MACQUARIE LECTURE | 2017

NSW Premier, the Hon. Gladys Berejiklian MP has previously served as NSW Minister for Transport, before serving as Treasurer and Minister for Industrial Relations in the Baird Government.

“It wasn’t always like this. The success of Western Sydney was not always acknowledged. Even a few decades ago, perceptions of Western Sydney were very different to what they are today.

“It is the notion that equality of opportunity can give individuals the choice and freedom to be their best which is the key to the success of Western Sydney. Governments need to enable this with infrastructure spending, health and education.”

“Lachlan Macquarie’s efforts shaped the city we have today. As was the case in the Macquarie era, we intend to continue building and investing in Western Sydney and provide a foundation for successive generations.”



Prof. Peter Shergold | Chancellor, Western Sydney University

PROFESSOR PETER SHERGOLD AC CHANCELLOR WESTERN SYDNEY UNIVERSITY

LACHLAN MACQUARIE LECTURE | 2018

Patron of the Western Sydney Leadership Dialogue, Professor Shergold is the Chancellor of Western Sydney University, the NSW Coordinator-General for Refugee Resettlement, and the Chair for the Forum on Western Sydney Airport. He is actively involved serving on boards in the non-profit sector and is a current Dialogue Patron.

“A 3-D picture of Western Sydney has emerged in the last decade. Three thematic motifs of region have been interwoven into a familiar, if disjointed narrative.

The adjectival triumvirate are: **different, disadvantaged and dynamic.**

“At present, the supply of trained, skilled and educated workers in Western Sydney is rising faster than the call for their services. Can that trend be reversed? It is the answer to that question that will determine whether the scale of probabilities will tilt the region towards disadvantage or dynamism. For an individual who has that power, it is important to give it back to the community.”



Lachlan Macquarie Lecture 2018

Full transcripts and/or recordings of these major speeches are available on the events page on our website:

 www.westernsydney.org.au

EDDIE WOO LEADER, MATHEMATICS GROWTH, SCHOOL OPERATIONS AND PERFORMANCE, NSW DEPARTMENT OF EDUCATION

LACHLAN MACQUARIE LECTURE | 2019

Renowned mathematician and educator Eddie Woo is perhaps best known for his 'Wootube' online tutorials, and during his 2019 address, the Cherrybrook Technology High School teacher spoke about the three important pillars of Western Sydney, education, creativity and diversity.

"Living things can't be assembled, they can only be grown. I view ingenuity, which is the energy that flows throughout all of Western Sydney and will build it into the future, as a seed...and it needs the right environment, it needs to be cultivated. Lachlan Macquarie when he looked over Western Sydney, he did not see a dry and desolate space, he saw an opportunity, a place where seeds can grow and germinate.

"For me, thinking about Western Sydney, education needs to be at the core of how we unlock the potential of our citizens, especially our young people. While academic competence is part of that, so is creativity. We are not just industrious and hard-working, but we are also a creative powerhouse."



Eddie Woo delivers the Lachlan Macquarie Lecture in 2019



Out There Summit at the Bryan Brown Theatre, Bankstown



School Infrastructure NSW



HON. SARAH MITCHELL MLC | NSW MINISTER FOR EDUCATION

OUT THERE | 2019

NSW Minister for Education, the Hon. Sarah Mitchell MLC was the keynote speaker at the Dialogue's *Out There* Summit in 2019 where she outlined the Government's school infrastructure agenda, as well as how 'needs-based' funding has helped teachers respond to the specific requirements of students and local communities.

"We need to think differently about how schools are built and how these facilities are shared. Too often we see them fenced off and almost separated from society...I want to see them opened up to the community. These are community resources and they're there for all of us to use and share.

"Education is what provides opportunity for everyone, no matter who they are or where they come from. There are a lot of schools in Western Sydney that embody that, providing opportunities for students from under-privileged and Indigenous backgrounds...A new city is appearing here in our eyes, and education is central if it is to remain a place of opportunity and prosperity.

"We need to tell the stories about how great our public schools are and make sure we've got the support for our teachers, and also the right programs in place for those kids with high potential, so that they can be their best no matter what school they attend."



Hon. Sarah Mitchell MLC | NSW Minister for Education



Hon. Mike Baird AO | Former Premier of NSW

HON. MIKE BAIRD AO | CHIEF CUSTOMER OFFICER, NAB

BOOMTOWN INFRASTRUCTURE DINNER | 2018

In 2018, former NSW Premier Mike Baird, who officially launched the Dialogue in 2015, was awarded the Patrons' Prize for Excellence in Public Policy at the Dialogue's BOOMTOWN! Infrastructure and Property Conference Dinner, in front of a capacity crowd at the Sofitel Sydney Wentworth.

"Back at the time, a bunch of decisions had to be made. One of the big frustrations was that we didn't have the money to deliver the services, but also the infrastructure (Western Sydney needed).

"There were a whole range of us who were very frustrated about projects not being delivered, and we looked at Western Sydney - so much was promised, but so little delivered.

"And we thought, why not? The facts are compelling.

"As a government there was an opportunity for us to say, if we get this funding together, we can really get cracking on the infrastructure...and what's driving it, is the difference that it makes in people's lives.

"The job in Western Sydney has just started, the true potential will be realised in the next generation. The future of this country will be defined by what happens in Western Sydney over the next 25 years...it's going to be unprecedented. And that's worth fighting for."

DENG ADUT PARTNER, AC LAW GROUP

OUT THERE SUMMIT | 2016

Having come to Australia as a refugee following life as a child soldier in Sudan, Deng put himself through law school and has become a formidable advocate. His life story featured in an advertisement for Western Sydney University, which went viral on the internet accruing more than 2 million views. He now runs a law firm based in Blacktown and is a respected leader in Western Sydney's South Sudanese community.

"I have learned that leaders are not born, they are made.

"And no one else makes a leader; you make yourself. I just looked my bosses in the eye and told them what I wanted to do... And they let me take the lead on that.

"Nothing that comes easily is worthwhile. As I became educated, I realised that education is power. Suddenly, I could help people who were caught in the justice system. I could give a voice to people who couldn't speak the language of the law. And once an individual has that power, it is important to give it back to the community."



Deng Adut at Out There 2016



Luke Foley MP

LUKE FOLEY MP NSW OPPOSITION LEADER

OUT THERE SUMMIT | 2016

Luke joined the Labor Party in 1988 and entered the Legislative Council of NSW in 2010 where he served as Leader of the Opposition in the NSW Legislative Council. In 2015, Luke was elected Leader of the NSW Labor Party. In the same year, Luke took his place in the NSW Legislative Assembly as the member for Auburn.

"The top priority, and indeed every subsequent priority relates to this one: growing jobs. If we're talking about the quality of life, the very liveability for the inhabitants of Western Sydney, a region of 2 million people that will be home to 3 million residents in 15 years' time, we must focus on growing jobs in the region.

"Let's not forget the pockets of disadvantage. Let's not forget the public housing crisis that Labor and Liberal Governments have neglected for far too long. Let's make a commitment today to think about the multigenerational disadvantage in some of those public housing estates in Western Sydney."



Deng Adut with Sara Mansour



Premier Baird with Deng Adut



Out There 2016 at WSU



The Dialogue's Executive Director Adam Leto at BOOMTOWN! 2020



Out There Summit 2017



BOOMTOWN! 2017



Out There Summit 2018

4 ADVOCACY

One of the main aims of the Dialogue, since its inception, has been to advocate on the key issues that impact the region, and provide a loud voice and effective platform, for communities to have their say. Over the past six years, the Dialogue has successfully worked with stakeholders across a range of sectors to generate improved outcomes in the areas of public transport and infrastructure, health, social disadvantage, urban redevelopment and arts, culture and lifestyle.



The Dialogue led the WestLine Partnership campaign in 2015

The Dialogue's advocacy has included:

In 2015 the Dialogue brought together councils, landowners and major stakeholders to successfully campaign for a Light Rail Connection linking Westmead to Sydney Olympic Park. Known as the WestLine Partnership, the group, with the support of Deloitte and former GSC Environmental Commissioner, Rod Simpson, developed a strong business case for the route, which attracted significant media attention and ultimately secured the support of Government. The first stage of Parramatta Light Rail is currently under construction and due to be complete in 2023 and will help stimulate the growth of more smart jobs, homes and development in the region.

The Dialogue has long supported a curfew-free Western Sydney Airport since the project's concept phase, first formalising this support after the Federal Government released its Draft Environmental Impact Statement. However, ongoing community and stakeholder consultation continues to be a high priority for us ensuring a positive outcome for all stakeholders.



Sydney Metro Rail

The Dialogue has been a long-time supporter of TAFE NSW and is keen to ensure our students are skilled and equipped to meet the job and industry demands of tomorrow. As one of our founding partners, the Dialogue continues to promote the value of TAFE as a legitimate, and important non-tertiary option, one which has a critical role in shaping the social and economic future of the region.

The Dialogue has worked closely with another of its founding partners, Celestino to shine the spotlight on the opportunities at its Sydney Science Park development at Luddenham. Upon completion, the project is expected to employ over 12,000 staff, in mostly high-skilled, high-paying jobs, educate 10,000 students in key scientific and technological disciplines, and provide more than 3000 homes. Sydney Science Park is located in the Western Sydney Aerotropolis and the Dialogue has supported its collaborative project approach, which has included a number of MOUs signed, including with the CSIRO, Western Sydney University, The University of Sydney and the Parramatta Catholic Diocese, to develop NSW's first K-12 Stem School.



Geoff Roberts AM



Sydney Science Park

The Dialogue was one of the primary advocates for the creation of a centralised strategic planning authority, and warmly welcomed the NSW Government's decision to establish the Greater Sydney Commission, with its Chair, Lucy Turnbull AO. The GSC's *A Metropolis of Three Cities* report marries closely with the Dialogue's own advocacy work to help create social and infrastructure policy, based on need, and which meets the needs of a growing and changing population.

In 2016, the Dialogue formed the Western Sydney Rail Alliance (WSRA), bringing together a coalition of interested stakeholders from the public and private sector to campaign for an integrated transport and planning solution for the region. With a focus on the north-south corridor from Marsden Park to Campbelltown via the Western Sydney Airport, the group campaigned for a rail link that would address the rapid development of Sydney's north-west and south-west growth areas, boost Western Sydney's town centre densities, support local employment generation and maximise the opportunities that the Western Sydney Airport will deliver. The Alliance submitted a discussion paper to the NSW and Federal Governments, outlining the benefits of the north-south rail connection, as part of its rail options study. In 2018, as part of the Western Sydney City Deal announcement, a north-south rail connection was approved, connecting St Marys to the Western Sydney Airport, and is due to open before 2026.



Artist's impression of the Powerhouse Museum on the banks of the Parramatta River

The Dialogue was an active participant in the great stadium debate and campaigned heavily to ensure Western Sydney, and in particular ANZ Stadium, got its fair share of stadia funding.

In 2017 the Dialogue put forward a case for the 2026 or 2030 Commonwealth Games to be held in Western Sydney. The concept was pitched to then Sports Minister Stuart Ayres at the annual *Out There* event, as a way to not only attract international visitors, but help revitalise urban centres at Liverpool, Campbelltown and Blacktown. The audacious bid attracted nationwide headlines and set up a stoush with regional Victorians who were also vying for the Games.

Western Sydney's ambition to secure world-class cultural facilities saw the Dialogue act as a lead advocate to bring the Powerhouse Museum to Parramatta, despite loud opposition from some inner city campaigners and politicians. Having finally won that fight, the Dialogue is now campaigning for a major Aboriginal art gallery to be located in this region, to attract global tourists and help local communities tell their own story.

The Dialogue worked closely with the Australian Racing Drivers' Club to advocate for permanent lighting at Sydney Motorsport Park to allow for night-time racing and provide greater access to a wider variety of users. In 2018 \$33m of funding for upgrades to the Eastern Creek site were approved by the NSW Government.

In 2018 the Dialogue called on state and federal MPs, and election candidates, to make domestic violence a top law and order priority. The Dialogue put forward a number of recommendations to address the incidence of domestic violence in the region, including the establishment of a Royal Commission to thoroughly investigate the issue and identify how the government, police, courts, the community and private sector can help tackle the problem.

The Dialogue has advocated strongly for the relocation of the SBS studios at Artarmon, to Western Sydney and has initiated a number of public campaigns. This include a press conference in 2019 with Canterbury Bankstown Council and outlined why the nation's multicultural broadcaster should be based in the heart of Australia's multicultural heartland.



Sydney Motorsport Park

The Dialogue's track record of success:

Helped secure bi-partisan Government backing and ongoing community support for Western Sydney Airport.

Successfully campaigned for a light rail connection along the 'Olympic Corridor' from Westmead to Camellia / Sydney Olympic Park.

Focused attention on the diabetes epidemic in Western Sydney and disproportionate lung cancer rates.

Established a coalition of key stakeholders to advocate for more effective rail links to Badgerys Creek in Western Sydney and secured Federal & State Government support for the North-South Airport rail project.

Launched a public campaign for Governments to back a GWS bid to host the Commonwealth Games locally.

Staged the Re-Imagine Campbelltown Forum at State Parliament House to drive South Western Sydney investment.

Worked with local councils, including Parramatta, Liverpool, Blacktown, Canterbury-Bankstown and Campbelltown, to support city centre revitalisation and investment.

Published a series of policy discussion papers including on Governance Reform to address local government and State project delivery vehicles, domestic violence, obesity and water/waste management in Western Sydney.

Actively worked with metro media outlets to promote the region's reputation and showcase local success stories, including the Daily Telegraph's *Go West* campaign and Fairfax's Western Sydney engagement.



Hon. Bill Shorten MP at the Bankstown Forum



Lindy Deitz at Re-imagine Campbelltown launch



Out There Summit panel

THOUGHT LEADERSHIP



Local Government Reform

In 2018 the Western Sydney Leadership Dialogue partnered with the Sydney Business Chamber on a new paper aimed at stimulating discussion about how the region's growth is governed. The paper – *Governance Reform for Growth*, put forward a number of ideas on how to best plan, finance, build and govern the growth centres of Greater Western Sydney.



Domestic Violence

In response to the alarming domestic violence figures in the region, the Dialogue released its discussion paper, *Putting Domestic and Family Violence on the Agenda*, as a way to raise more awareness about the issue in Greater Western Sydney.

NSW Bureau of Crime Statistics data shows that over the last 10 years, crime rates across 17 major crime categories have been in steady decline except for domestic violence assaults, indecent assault and sexual assault, all of which have remained static or, in some areas, have trended upwards. In Greater Western Sydney, rates of domestic, family and sexual violence are unacceptably high, pointing to the need for targeted resources and awareness-building across the region.

The Dialogue worked with a number of social service and local stakeholders before releasing its recommendations that are aimed at addressing some of the issues and sparking further discussion what government, business and the community can do to help.



Mapping Sydney's Latte Line

The data in the *Mapping the Latte Line* report outlines the points of difference between Sydney residents across a range of measures and highlights the need for Government to continue its policy and investment focus on Greater Western Sydney.

The aim of this report was not to reinforce, or dispel, negative perceptions of the region, but rather bring attention to the fact that there is still a divide that splits Sydney, and that it needs to be addressed.

Addressing geographic disadvantage needs to be at the heart of government's planning and investment decisions so that this divide becomes less visible, and eventually disappears altogether.



Greater Western Sydney's Hot Issue

In late 2019 the Western Sydney Leadership Dialogue released its discussion paper, *Western Sydney's Hot Issue*.

Created in consultation with some of the region's leading community, academic and industry stakeholders its recommendations, including new targets for recycled water, were discussed with the NSW Premier at the Dialogue's annual Boomtown! Infrastructure and Property Summit.



Obesity and Diabetes

The introduction of a national sugar tax and targeted state-wide restrictions on junk food advertising, were some of the measures recommended by the Dialogue in its discussion paper, *Western Sydney's Heavy Issue: A Five Point Plan to Tackle Obesity*.

The paper was primarily aimed at highlighting the significant 'obesity deficit' that exists in Greater Western Sydney and the need for urgent political intervention, before the obesity epidemic gets worse.

With more than two thirds of the region either overweight or obese, well above the national average, the flow-on health, social and economic costs are rising markedly.

The report found that people who live in Greater Western Sydney are more likely to struggle with obesity than elsewhere in Sydney; there is limited access to fresh and healthier food options; their cities are less walkable than most other parts of Sydney; and are more than 50 per cent more at risk of acquiring Type 2 Diabetes.

Greater Western Sydney's Hot Issue recommendations:

1. A twin target of 20% / 100 gigalitres of recycled and reused water in Sydney's water consumption budget
2. A waste stewardship approach to reducing the use of non recyclable coffee cups
3. Reviewing regulations and planning instruments to enable Councils to prioritise urban cooling measures
4. A strategy to manage air-con induced peak demand, including minimum thermostat settings in government premises
5. Establishing a new green utility R&D hub in Camellia to harness investment and skill development opportunities

The Central City

In August, 2109 the Dialogue released a major discussion paper *Stuck in the Middle*, which looks at how we can unlock the opportunities in the Central City - the heart of Sydney stretching from The Hills in the north to Georges River in the south, Canada Bay in the east to Parramatta in the west, with the Greater Parramatta and Olympic Peninsula (GPOP) as a central economic anchor.

The paper outlines how over the next 20 years, the Central City will take on half of Greater Sydney's population growth and it needs a plan to coordinate efforts across all levels of government to ensure there is a hefty community dividend flowing from the wave of investment in the region.



Stuck in the Middle: A Central City discussion paper



The Central City

Central City key recommendations:

1. New Governance

Appointment of a Co-ordinator General for the Central City and fit-for-purpose governance locked into a City Deal, that brings three levels of government, industry and the community to the table to accelerate the delivery of an ambitious agenda of reform and investment.

2. Better Connectivity

Funding east-west and north-south transport connections, including a rail line connecting the Hills to Georges River, via Parramatta.

3. Boost employment and skills

Economic development programs that leverage key centres and institutions and plans for the next wave of private sector investments to accelerate job creation. Building on the momentum of arts, sport and cultural investments the recommended relocation of SBS and the ABC to the Central City can stimulate the digital creative sector, creating products and services for both domestic and international distribution.

4. Renewal of public spaces

A regeneration of natural assets, including rivers and green spaces to support liveability, tourism and health outcomes.

5. Housing and community infrastructure reform

Reform for how we plan for and deliver housing and community infrastructure, taking a one government approach to engaging the community, all while streamlining processes and better utilising land to provide more diverse housing options.



Social & Affordable Housing in Greater Western Sydney

Secure, stable and suitable housing for all underpins every aspect of a community's viability. Achieving this has always been a core policy concern in GWS.

The Dialogue's five-point plan has been designed as just that in consultation with our Housing Reference Group; a panel of experts in the sector with lived, working and invested interest in housing within Greater Western Sydney, who have long understood that social and affordable housing is not only a home for the individual and a necessity for the community, it is an investment towards the future of the entire region.

We focus on pushing for immediate and expansive investment in widespread maintenance and renovation works on existing social and affordable housing assets, Government community sector asset transfer, mandatory inclusionary zoning at metro stations, bringing Local Aboriginal Land Councils to the table and creating better visibility of strategic development and partnership opportunities raising awareness about the things that make it so great.



Best of the West

The Dialogue produced this inaugural guide to the region as a way of sharing our insights into the projects, events, activities, natural assets and hidden gems that are helping shape the growth of one of the most dynamic regions in the country.

Launched by NSW Minister for Western Sydney Stuart Ayres, *Best of the West* provides a snapshot of the region, captured in many forms, with the aim of raising awareness about the things that make it so great.



Roxy Theatre, Parramatta

The Dialogue's Five-point Plan for Social & Affordable Housing in GWS:

1. Social & Affordable Housing Maintenance

2. Government -> Community Sector Asset Transfer

3. Mandatory Inclusionary Zoning at Metro Stations

4. Unlocking the Potential of local Aboriginal Land Councils as Key Affordable Housing Providers

5. Better Visibility of Strategic Development & Partnership Opportunities

MEDIA



Minister Constance addresses 'value capture' at BOOMTOWN! 2016

VALUE CAPTURE IS INFRASTRUCTURE MAGIC BULLET

By Christopher Brown AM
Published in the Australian Financial Review
21 October 2015

In the 1980s, then-treasurer Paul Keating famously said "I guarantee if you walk into any pet shop in Australia, what the resident galah will be talking about is microeconomic policy" while few really knew what it meant.

A modern-day equivalent of a little-known economic concept that everyone seems to be talking about is "value-capture", where the private sector contributes to the costs of public infrastructure.

It was kicked along this week when the federal government announced that its ambitious Victorian large projects agenda would feature this unique funding mechanism.

It is also a cornerstone of Bill Shorten's Infrastructure Australia reform package.

Value capture goes by different names in different jurisdictions. American state governments are pioneers and use the term "tax increment financing", while their municipal counterparts prefer "impact fees".

Former NSW treasurer Andrew Constance has been a local champion of a shift in infrastructure financing policy. He broke down his former agency's 50-year obsession against "hypothecation", allowing state developer levies to be quarantined for use in specific projects and not dumped into Treasury's consolidated revenue.

He is now the state's Transport Minister and is promoting the scheme to fund his own projects, but the politically savvy Constance prefers the softer descriptive term "value sharing". Meanwhile, Labor's federal infrastructure spokesman, and urban transport advocate, Anthony Albanese is a fan of "value uplift".

Doing it for years

Of course, while federal and state governments in Australia are recent converts to this partnership approach, local councils have been doing it for years under the banner of “Section 94 contributions”. Other community projects have used “voluntary planning agreements” to fund development.

Despite the disparity in names and models, the concept is a sound one. Essentially, developers – and their eventual customers – share the benefit of increased land values and densities that flow from the provision of rail lines past their planned apartment block, from raised dam walls that allow flood-prone property rezonings or from new power stations that make factories more productive.



Value Capture being explored at BOOMTOWN!



Sydney Metro development



Issue of retrospectivity

There is also the issue of retrospectivity so existing residents don't get an invoice for the new tram that runs past your front door now. Equity demands that all new infrastructure attracts a value capture model and not only those built in safe seats.

If governments want to ensure private sector and community acceptance of this novel taxation scheme they need to prove the infrastructure has gone through a rigorous planning regime and that those footing the bill will have some say in the way in which their money is spent by contractors and public servants.

Done properly, value capture is the magic bullet that might allow us to build the economic and social infrastructure we need for a sustainable path forward – but we need the safeguards to make such a taxation revolution sustainable.

Published in

The Daily Telegraph

WHY WE NEED TO UPGRADE ANZ STADIUM

By Christopher Brown AM
Published in the Daily Telegraph
6 December 2017

Wow. Just when we hoped that throwing \$2+ billion at new facilities would end Sydney's long running 'stadia wars' a new battlefield has opened an ideological chasm across the city. Petitions at fifty paces, threats of contract cancellations, duelling newspaper front pages and political hysteria abounds.

As a long-term advocate for tourism and events, as an adviser to, and huge fan of, rugby league and as a passionate believer in Western Sydney, let me state my position clearly. ANZ Stadium must be rebuilt as a dedicated, world's-best rectangular arena, hosting 75,000 screaming fans in modern seats, with great view lines and high-tech facilities.

I share the frustration of many people in Sydney who ask why we are dismantling a venue purpose-built to house the 2000 Games – but its oval shape was a necessary Olympic athletics demand and unsuited to footy. The NSW Government simply now wants to make it more relevant to a Sydney audience and the hundreds of thousands of visitors who might join us and share their spending-money on local jobs.

Standing in the Government's way is a community that has grown tired of the politics, and the feeling that their tax dollars are being taken for granted. The Opposition has given voice to this frustration. In the face of this angst, the challenge of winning back public sentiment – and trust – is going to be difficult – but all of us who called for new facilities must try.

If a week is a long time in politics, then 18 months must seem like an eternity – just ask Premier Berejiklian.

It was back in April 2016, when then-NSW Premier Mike Baird announced the Government's \$1.6b stadia package. Parramatta would get a new stadium, ANZ would be converted to a rectangular venue and whatever was left in the budget would fund a refurb for Allianz.

Apart from a few raised eyebrows at Moore Park, amongst those who had unsuccessfully lobbied for a new Allianz, this decision had the backing of Cabinet, the major sporting codes, the media and, most importantly, the community.

There were no petitions, no public backlash, no arguments for schools, hospitals or local sports clubs.



ANZ Stadium Redevelopment

Western Sydney, which had been neglected for decades, now found itself in the spotlight and receiving the attention and modern facilities it deserved. It was getting the best footy ground in the world at Olympic Park, in the centre of Sydney, to build on our global sports and entertainment offering.

Importantly, by fixing ANZ Stadium the whole of Sydney was also getting the Olympic Park it wanted – sparking more private investment in retail, education, entertainment, convention and employment assets to make the precinct finally come alive. Demand for the new stadium would also help to prioritise the Metro West high speed rail project between the city and Parramatta.

Western Sydney does need new hospital beds, classrooms and train lines to cope with a doubling of its population by 2050 (as does Regional NSW) and I am delighted to see public support for this.

However, the government's current investment pipeline and healthy budget suggest this community infrastructure is not put at risk by the Premier's backing of both facilities.

It also guarantees that Western Sydney will continue to play host to NRL grand finals for years to come, as well as Socceroos and Wallabies games and other major events including (hopefully) a Commonwealth Games in 2026.

In the meantime, let's hope that the visceral public reaction to the new Cabinet deal is not allowed to eventually cost the people of Western Sydney, and rugby league fans across the State, the world's best rectangular arena at ANZ Stadium. That project and this region really is something truly worth fighting for.

Published in



SYDNEY METRO NORTHWEST SHOWS LIGHT AT THE END OF THE TUNNEL

By Adam Leto

Published in the Sunday Telegraph

26 May 2019

The Sydney Metro Northwest train service will open its doors to its first commuters next week. Here's what to expect when catching the northwest network.

In readying Sydneysiders for one of the biggest, and most ambitious, infrastructure agendas we've seen, the NSW Government has often spoken about being prepared for some "short-term pain".

Its attempts to combat our city's growth demands through investment in roads, rail, airports, hospitals and schools, while at the same time balancing community, business and environmental needs hasn't always been positively received, particularly by those who've had their lives directly impacted by some of these major, city-shaping projects.

Those in the West however, which has been a significant beneficiary of the Government's infrastructure roll-out, understand more than most, that the end can sometimes justify the means, especially if it delivers on the promise of improving liveability, accessibility and productivity.

While getting people to buy-into this big-city vision has proved a challenge, today's launch of the Sydney Metro Northwest, a project that has been under construction for more than five years (it was first announced as a transport priority by then-Premier Barry O'Farrell in 2011), is a clear, tangible sign that the Government's 'build-now' approach is on the right track.

This \$7.3b project which has catalysed the development and growth of precincts along the corridor, in areas within Blacktown and the Hills, is the first stage of the Sydney Metro project, and with further lines promised, linking residents in Western Sydney with better access to jobs, services and education, you can understand why the region is optimistic.



Sydney Metro Northwest

Today's unveiling comes just one month since the Government launched another of its new developments, Parramatta's Bankwest Stadium, which, with only a handful of fixtures under its belt, has already been hailed as one of the nation's premium sporting venues.

The scepticism and concern that once surrounded this impressive piece of sporting infrastructure, has been drowned out by an ongoing chorus of acclaim, with everyone from players, commentators, and punters, singing its praise and applauding its arrival. And when you factor the effect it's had on the local economy, most notably Eat Street, on game days, there's little doubt that this stadium, while still in its infancy, has already kicked a number of goals.

What's pleasing for Western Sydney is that there's still a lot more to come.

The M4 East is expected to be open to traffic in a few months' time, with the NorthConnex tunnel, which hopes to take 5000 trucks off Pennant Hills Road each day, set to open next year.

Work has already started on the Parramatta Light Rail, with Stage 2, linking to Sydney Olympic Park, hopefully commencing in the next couple of years.

While the highly-anticipated Metro West (which will likely also require Federal Government funding support) linking Westmead to the CBD, and the North-South Rail, connecting St Marys to the Western Sydney Airport, are both due to be complete within the next 10 years.

Yes, this means we can expect more construction, more noise, and more disruption.

The hope, however, is that in addition to all of this drilling and digging, these projects also deliver a deep engagement, from the outset, with the communities they're set to impact.

Reassuringly, if today's launch of the Sydney Metro Northwest has shown us anything, it is that there is light at the end of the tunnel.

Published in

The Sydney Morning Herald

REFORMS NEEDED TO PREVENT WESTERN SYDNEY BECOMING A 'SANCTUARY FOR SPIVS'

By Christopher Brown AM
Published in the Sydney Morning Herald
25 April 2018



The public inquiry into the former Canterbury Council has once again highlighted the need for local government reform – the type that can eliminate the potential for corruption, improve service levels, and deliver greater outcomes for ratepayers.

Recent events (coupled with the ongoing soap-opera that follows Auburn's disgraced deputy mayor, Salim Mehajer) have shone the spotlight on the dysfunction and dishonesty that can damage the perception of local government.

This problem is not limited to just Canterbury. In recent years Auburn, Ryde, Botany Bay and Hurstville have all had major cases of corruption exposed by ICAC.

Former NSW premier Mike Baird was on the right track when he kicked off the local government reform process in 2014, with the promise to drag local councils "into the 21st century".

Four years later and all we have are a few boundary changes. What's clearly missing is the "reform" that was going to provide a more dynamic and less-corruptible model of governance.

Recently, the Western Sydney Leadership Dialogue and the Sydney Business Chamber released a discussion paper Governance Reform for Growth, with a number of recommendations to ensure town halls can be incubators of professionalism and best-practice, not sanctuaries for spivs.

The sector needs to be able to attract and retain the best talent. Too many hard-working and professional executives have been burnt by councils – often for simply resisting inappropriate councillor intervention. Tighter measures that regulate against political interference need to be introduced, plus greater protection for whistle-blowers.

Our councillors need to have the support, training and remuneration to do the job. We need to put an end to the days where the local real estate agent, or used car salesman, is responsible for making nuanced, city-shaping decisions in their spare time.

We've called on the introduction of full-time and full-term mayors. We also want councillors to complete formal training.

Such reforms have been tremendous in adding professionalism and probity to the industry superannuation sector. This would help ensure councillors are focused on the boardroom best practice of setting strategy and maintaining budget oversight – rather than meddling in operational matters.

As much as the state government wants to avoid the issue, at some point council amalgamations need to be revisited, especially in Western Sydney, where bigger bodies would be better positioned to employ the skills and resources to meet the growth challenges ahead. It is not OK to resist scale and efficiency in local government simply because state government is afraid of the rise of popular mayors who might threaten local MPs or premiers.

Broader regional collaboration, co-ordination and strong mayoral leadership can produce good outcomes, as the recent Western Sydney City Deal proved and serious consideration on how councils can work together, and for the benefit of the broader city, needs examination.

Many municipal leaders across our city are showing their own resolve to clean up the mess they inherited, including the newly merged Canterbury-Bankstown Council, but they need support.

It would be short-sighted, and dangerous, to simply put the findings of this latest inquiry down to just a few bad apples in the sector. Weeding out these individuals, without attacking the root cause, will not produce long-lasting change.

The fact is, our cities deserve a governance model that can deliver transparency, accountability and results. The state government has restored community support for planning via the Greater Sydney Commission, but its ambition must go further. Accepting the need for meaningful reform is the first step towards building stronger local government and restoring greater confidence in our civic leadership class.

Published in



A CITIES DEAL COULD DO SO MUCH TO COOL THE CENTRAL CITY

By Adam Leto

Published in the Fifth Estate

17 September 2019



Planning Minister Stokes is 'Stuck in the Middle' with Christopher Brown AM

With winter out of the way and warmer conditions now upon us, it won't be long before waves of Sydneysiders start flocking to our city's beaches.

This is especially the case if you happen to live along the coast or within short distance to our famed watering holes, where enjoying a dip isn't an all-day excursion.

It is however a little more challenging if you happen to live in Sydney's west, where the journey to the beaches in the east, north or south, can take anywhere between one to two hours.

Making matters worse, there are areas in Western Sydney that can get up to 10 degrees hotter than their coastal counterparts, meaning those that have a greater need to cool down are forced to either take on the long commute, head out to their local pool or just stay home and pump up the aircon.

The recent announcement of the new Parramatta Pool is welcome, if not long-overdue news for locals although they'll be waiting a few more summers to finally use it.

Another option, and one which has been a policy focus for many Western Sydney councils over the past five years is exploring how we can leverage the region's vast river network to provide locals with lifestyle and leisure spaces that offer a "beachside" experience, without the stress (and sand) and associated travel.

It's an issue that the Western Sydney Leadership Dialogue has also been advocating for, and which was a key feature in our recent discussion paper *Stuck in the Middle* – Unlocking the potential of Sydney's Central City.

The Central City, based on the Greater Sydney Commission's three-city metropolis (the Western Parkland City, the Central River City and the Eastern Harbour City) defines this corridor as an area that roughly stretches from the Hills in the north, through Parramatta, Sydney Olympic Park and Westmead down to Hurstville via Bankstown in the south.

It is home to some of Sydney's major employment centres, including the likes of Macquarie Park, Norwest and Parramatta, and has a major role linking the east with the west – or new Sydney with established Sydney.

Just as significant is that this corridor is also home to some of the city's most crucial waterways, namely, the Parramatta, Lane Cove, Cooks and Georges Rivers. The rivers are a unifying feature of the Central City, but it is difficult to argue that they are a source of local pride and identity, at least not like the Harbour and beaches are for the eastern city.

Small sections of these rivers have been used by locals for decades, and in recent times there has been a growing, concentrated movement involving councils, residents and water authorities to protect and enhance their health, while also trying to increase the amount of spaces that are publicly accessible and swimmable.

Organised, passionate groups such as the Georges Riverkeeper, Cooks River Alliance and the Parramatta River Catchment Group have done a remarkable job, in a relatively short period, to raise awareness and through a co-ordinated approach, help drive change.

But is it enough?

One of the key asks in our *Stuck in the Middle* paper is for the creation of a new City Deal, bringing together the three tiers of government to increase collaboration, focus attention on key city-shaping projects, and attract investment.

We've seen it successfully applied to the Western City, which also has its own General Coordinator, and we want to see this same model applied to the Central City.

Another important feature of the City Deal is the liveability fund, which allows councils to nominate their own projects for federal funding – Campbelltown Council's Billabong Parklands is one excellent example from the Western City – proving that a partnership approach can deliver more than just economic outcomes.

Establishing a City Deal for the Central City, with a strong focus on revitalising the Parramatta, Georges and Cooks rivers, could not only deliver a new, authoritative governance framework to oversee their management, but importantly help secure the funding needed to make our waterways and foreshores cleaner and open for public use.

Western Sydney's rivers were once a popular destination for visitors and swimmers up until the 1950s and restoring these resources to their former glory is going to require a collective effort that extends beyond just the efforts of cash-strapped councils, water agencies and community volunteers.

A City Deal can be the vehicle to open lines of communication across all levels of government, help co-ordinate planning and investment decisions, and deliver project funding.

If we're serious about making the most of Western Sydney's green and blue assets, a City Deal might just be the springboard to rejuvenate our rivers and help make it easier for local residents to make a splash in the coming years.

Published in

The Sydney Morning Herald

WESTERN SYDNEY IS THRIVING, BUT IT BEARS THE BURDEN OF DOMESTIC VIOLENCE

By Christopher Brown AM
Published in the Sydney Morning Herald
7 December 2018



For the best part of this decade Western Sydney has basked in the bright investment-spotlight being shone by our leaders across government, and increasingly our private sector, who recognise the potential and opportunities the region presents.

It makes sense. After all, this is the third biggest economic zone in the country, the growth area that will accommodate the majority of Sydney's population within the next 20 years and is home to the nation's biggest, and most important infrastructure project, the Western Sydney Airport.

Billions of dollars have been poured in to a light rail network, motorways and metro links, not to mention our own museum, stadia, new schools, universities and hospital upgrades. And that's not to mention the hundreds of thousands of homes and square metres of office-space that have been established over this same period.

The region has been referred to as Boomtown – and given the current infrastructure pipeline – it's a title that won't be going away any time soon.

This level of investment, and interest in Western Sydney, along with the economic flow-on-effects, have helped transform the region's traditional 'have-not' status and made it a major focus for Government, at all levels.

All eyes are firmly on Western Sydney, which has not only arrived, but finally has a positive story to tell.

Or does it?

Sitting beneath the bricks, mortar and tarmac, the page three headlines and obligatory MP-ribbon-cuttings that these projects generate, is a deeper issue. One which doesn't receive the same type of attention and won't necessarily be fixed by new roads or office towers.

Domestic and family violence in Western Sydney is unfortunately an all too common occurrence, accounting for nearly 60 percent of all incidents in our city. Over the past five years, a period where we've seen a drop in many of the major crime categories, this type of violence is alarmingly trending in the other direction.

While recognising this is a complex issue, and one that is not exclusive to the region, the Western Sydney Leadership Dialogue recently launched a discussion paper, with the aim of putting it firmly on the radar of our state's political, community and business leaders, particularly in the lead-up to March 2019 elections.

To be fair, the NSW Government has made some positive strides as it attempts to impact attitudes, increase awareness and provide stronger levels of social support. Just last month it announced that its public servants would receive domestic leave entitlements, a great initiative, and one that should be mandatory for all employees.

But despite these new measures it's obvious to many, especially those in Greater Western Sydney, who along with regional NSW has a disproportionate rate of family and domestic violence, that more needs to be done.

Understanding that there is not one single action that is going to suddenly turn around what is a deep, and nuanced area, the Victorian Government, which recently established a Royal Commission to examine the underlying factors, better understand the role of government, business and the community in helping address the problem, as well as put forward a number of recommendations, has perhaps shown a way forward.

It's been more than two years since the findings of the Victorian Inquiry were handed down, and while the actions outlined in the report were never going to result in immediate impacts (although there have been some small wins along the way) if nothing else, it has at least provided a clear path forward.

Like our Victorian counterparts, what we need – aside from a concrete strategy – are leaders that are prepared to recognise that this issue requires a long-term commitment and ongoing investment.

Our state has shown that when it comes to building an economy and the infrastructure needed to support the needs of our growing population, that it is up to the task.

But if Greater Western Sydney is to truly succeed, and it is well and truly on the way, then there needs to be just as much public, and private sector focus on how we build a more resilient, safe and socially cohesive region.

One that values its people, not just its projects.

Published in
The Daily Telegraph

PRODUCTIVE PARTNERSHIPS SHOW THE WAY FORWARD FOR WESTERN SYDNEY

By Christopher Brown AM
 The Daily Telegraph
 6 August 2020



NSW Minister for Education the Hon. Sarah Mitchell MLC

The theme for this year's Education Week is 'Learning Together' which is appropriate given everything our students, teachers and parents have gone through in 2020 – and reflect a new spirit of partnership in Western Sydney in response to the threat of Coronavirus.

Surprisingly, even in the midst of a global pandemic, a deep recession and growing uncertainty around international student numbers, the heads of some of the nation's finest tertiary, skills and schooling institutions are bucking the long-standing trend and working together to get results.

What we're seeing is that the modern learning landscape is being built on collaboration, not competition, outcomes not egos. Productive partnerships that will deliver the skills for our future leaders and the smart jobs and industries that have long been craved. It is the type of cultural shift that the Daily Telegraph's Go West campaign has promoted.

With a region that will house half of Sydney's population within the next decade, and a young, aspirational demographic that represent an influential next-generation voice, this talent pool is deep, and ready to make waves.

And they're now being equipped with the building blocks to help lead a nation out of despair.

The divide between vocational and tertiary learning is fast evaporating, with both sides recognising the value they each bring. Western Sydney University and TAFE are addressing outdated perceptions around vocational education and promoting its critical role in supporting future job growth in the region, especially in areas such as advanced manufacturing, engineering and robotics.

TAFE's plan to win over students will be aided by plans for a 'mega' campus near the Aerotropolis at Kingswood and improved pathways in Western Sydney which is riding an infrastructure boom and where demand for skills is at its highest. With new management in place (and hopefully a new private sector-focused board to follow) this old institution is hitting its straps.

WSU Chancellor, the respected Peter Shergold, who along with David Gonski, is leading a review into TAFE, and has been outspoken on the need for a more integrated approach to our school, VET and tertiary systems, with the ultimate aim of making more students job-ready. Faced with a jobs-deficit of more than 200,000, a figure tipped to rapidly grow, its significance has never been greater.

Few institutions reflect the Learning Together mantra better than WSU. Its CBD growth strategy, highlighted by new high-rise facilities in Parramatta and Liverpool, and a new campus at Bankstown, have re-energised our growth cities, and fuelled better connections between education and enterprise. Its investment in a new research institute within the Campbelltown Health & Education Precinct will move the dial for the Macarthur region.

Sydney University's decision to develop a whole new research-led campus at Westmead is a game changer. Combined with its landholdings at Badgerys Creek and Bringelly, there are even more opportunities to expand on its Western Sydney innovation and employment offering – if local planning agencies do not sanitise its assets by parkland designation.

Nearby, there are also high hopes for the well-publicised "multiversity" a partnership between WSU, UNSW, Newcastle and Wollongong universities within the Aerotropolis – benefiting from the recent success in securing a major CSIRO presence there.

School Infrastructure NSW has recognised the need to respond to Western Sydney's growth, with the impressive 17-storey Arthur Phillip High redevelopment delivering Sydney's newest vertical high school in Parramatta.

Much of this momentum toward smart jobs in the West started with Celestino's ambitious plans to develop Sydney Science Park at Luddenham – now to be linked directly by Metro Rail to the new digital airport under construction just to its south. Science Park will host NSW's first K-12 'STEM school', in partnership with the Parramatta Catholic Diocese, proving that the private sector also has a role to play in this innovation crusade.

These projects and collaborations have inspired a new way of thinking when it comes to how education services are delivered, responding to the needs of Western Sydney kids, and their parents.

In a region where 65 percent of the public school population are from a non-English speaking background and where the number of Indigenous students has been growing three times faster than the area's general student population, these needs are slightly different to other parts of Sydney.

The good news is that our educational leaders, at all levels, continue to demonstrate an understanding that a one-size fits all approach won't get it done, and as they continue to innovate, pivot, and partner, they're proving that more can be achieved by working, and learning, together. It is this dynamic partnership that will see us emerge from Covid stronger than ever.

Published in
The Daily Telegraph

WESTERN SYDNEY AIRPORT: WHY WE SHOULD BUILD A SECOND RUNWAY NOW

By Matthew Benns
 The Daily Telegraph
 8 December 2020



Building a second runway at the new Western Sydney Airport now while diggers are on site rather than after 2050 could save up to \$2 billion and create thousands more jobs

The project is just one of a list of stalled major projects in Western Sydney that a summit of industry and political leaders will be told on Wednesday could reignite the state's COVID hit economy.

"Why put off until tomorrow what we need today – a recession busting infrastructure program that will kick start the state," Western Sydney Leadership Dialogue chairman Christopher Brown said.

"We have got the biggest earth moving project infrastructure at Badgerys Creek at the moment and we are only doing half the job. Let's build the second runway now.

"Let's get tradies back to work and future proof the airport in the spirit of Bradfield who built an eight lane bridge when there were hardly any cars to use it."

Mr Brown said that building the second runway now would save \$2 billion and prevent a great deal of community anguish in 30 years time. "We saw how that played out at Mascot," he said. "Let's for once do the job properly."

Other projects to be outlined at the annual Boomtown summit at the International Convention Centre in Darling Harbour include a new Aboriginal Art Gallery at Parramatta Gaol and an electric bus manufacturing plant.

The summit will be attended by Planning Minister Rob Stokes and Transport Minister Andrew Constance, who announced plans for an entirely electric bus fleet by 2030.

"We need to take up that challenge - unions, bosses and the government working together to remind people that we can build things and what better way to do that than build the fleet of electric buses that will dominate the region," Mr Brown said.

Major infrastructure projects could also drive jobs with work on the Sydney Metro Western Sydney Airport Line from St Marys to Bringelly starting work this year. Mr Brown said that should be extended to Glenfield to boost growth in Liverpool and Campbelltown.

He also called for plans for a fast rail link between Newcastle and Canberra to pass through Olympic Park as part of plans to reactivate the area.

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COMMUNITY PARTNERSHIPS

The Dialogue's relationship with its community partners forms a key part of our purpose. We have provided professional, commercial and personal support for projects such as the Bankstown Poetry Slam, the Western Sydney Community Forum, Savannah Pride's migrant basketball pathway project, Blue Datto and the Story Factory.



Junathean Coady, Graduate at Chifley College, Senior Campus Clontarf Academy

Dialogue Community Fund

The Dialogue has established this Community Fund as a way for it to provide ongoing financial, professional and in-kind support to worthy Western Sydney charity and community groups, operating across a range of sectors.

It is also designed to showcase a variety of regional organisations that should receive support from corporate and government donors - as evidenced by our own contribution of money, time and other resources.

Organisations that are currently included within the fund are:

Bankstown Poetry Slam

Blue Datto Foundation

Celebrate the West

Clontarf Foundation

Public Education Foundation

Refugee Talent

Rev. Bill Crews Foundation

Savannah Pride

Story Factory

Western Sydney Community Forum



BPS founder Sara Mansour with Dr Bryan Brown AM



Blue Datto Foundation activation at Out There 2016



Story Factory's Dr Cath Keenan AM



Rev. Bill Crews AM



Bankstown Poetry Slam

BPS is a not-for-profit community collective that holds poetry slams on the last Tuesday of every month, thanks to the patronage of the Bankstown Youth Development Service (BYDS) at the Bankstown Arts Centre. The first regular poetry slam of Western Sydney, it has gained national recognition as the largest regular gig in the country (regularly heralding over 300 people monthly) and also runs workshops and holds performances in high schools and other organisations.

The Dialogue coaches the BPS team and helps fund its annual Grand Slam, where winners of the monthly slams come together to compete for the major prize.



Blue Datto Foundation

The Blue Datto Foundation is a NSW-based charity that aims to protect the lives of young Australians through innovative road safety education.

Blue Datto's mission is to change the culture of young drivers by altering attitudes and behaviours.

Blue Datto established its education program, 'Keeping Safe™' in Western Sydney and has now expanded across Sydney and into regional areas.

The Dialogue promotes Blue Datto's initiatives to our key stakeholders, provides advice to its management team, and offers financial and in-kind support.



Celebrate the West

Celebrate the West pays tribute to some of the region's most prominent figures, who have also championed their hometown and helped advance our local community.

Over the last 17 years Champions of the West have included Toni Collette, Steve Waugh, Kurtley Beale, Trent Nathan, Ben Quilty and Thomas Keneally.

This annual event raises vital funds for the San Miguel facility in Western Sydney where mothers and their children can seek emergency refuge amid family crisis.



Refugee Talent

Refugee Talent is a social enterprise and online platform that connects refugees with businesses, aiming to ease the difficulties faced by many refugees who struggle to gain local work experience in a new country, despite their qualifications and transferable skills. Refugee Talent offers a digital platform that connects skilled refugees with job opportunities in such a way that benefits both.

The Dialogue offers engagement opportunities for Refugee Talent's management team to connect with regional stakeholders and provides a platform to profile their initiatives through our events program.



Rev. Bill Crews Foundation

The Rev. Bill Crews Foundation provides real and direct assistance to address the cause and effect of homelessness; intergenerational poverty; and unemployment.

The Foundation supports these needs through a combination of education and the direct provision of assistance services like food, social welfare and educational support, including its food truck services in the Liverpool CBD.



Savannah Pride

Savannah Pride is a community of mentors, educators, coaches and students based in Blacktown, aiming to inspire Australian youth through sports and education. Basketball has been the vehicle for this, and the successes both on the courts and in the classrooms are stark.

The Dialogue is proud to support this initiative, and was delighted to present their founder, Mayor Chagai, with the Pemulwuy Prize at the 2018 *Out There* Summit.



Clontarf Foundation

Clontarf helps young men to attend school, finish Year 12 and enter employment.

Using supportive relationships, a welcoming environment and a diverse range of activities, the young Aboriginal and Torres Strait Islander men in our program develop improved self-esteem and confidence which assists them to participate in education, employment and society in a positive way.

During 2019, Clontarf had 8,000 students participate in 119 academies across 6 states and territories, with 636 year 12 participants completing in the program giving Indigenous young men an opportunity to succeed.

Clontarf is present in Western Sydney and making an incredible impact in young Indigenous lives at all Chifley College locations and Cranebrook High School.



Story Factory

Founded in 2012, Story Factory is a not-for-profit creative writing centre for marginalised young people aged 7 to 17.

Story Factory use the power of stories to change lives. Research shows that quality arts-based learning significantly improves social and emotional wellbeing. Story Factory workshops have been designed by creative writing and literacy experts to build literacy, confidence, and creativity: essential skills young people need to shape their future.

They provide programs for students and teachers and are located within the heart of Western Sydney, Parramatta. Working with young people who are marginalised, they give a voice to young people who are not heard as loudly as they should be, due to external circumstances.



Public Education Foundation (WSLD Scholarship)

In 2018, the Dialogue Scholarship Program was established to help local high school students achieve their potential. Run in collaboration with the Public Education Foundation (PEF), 15 scholarships have been provided over the past three years, recognising academic and community excellence, and specifically targeting students who are suffering financial hardship.

PEF is a not-for-profit organisation dedicated to providing life-changing scholarships to young people in public education. They work in collaboration with the schools, communities, business and state and federal governments to provide equity and excellence scholarships for students and educators in public education; and enhance the value and reputation of public education.

The scholarship program recognises students for their dedication to both community life and their studies.



WSCF ZEST Awards

The ZEST Awards, led by Western Sydney Community Forum, showcases Western Sydney's inspiring stories of resilience, strength and innovation.

Premier Gladys Berejiklian, stated "Since 2011, the ZEST Awards have celebrated the achievements of Western Sydney's diverse and dynamic community. It is extremely important to recognise the hard work, innovations and talent of local people who inspire us and remind us that we can all play a part in our region's success."

ZEST promotes a positive identity for Western Sydney, a region populated by extraordinary people who strive to achieve great things for their communities, through their dedicated and innovative work. The ZEST Awards has celebrated more than 950 outstanding projects and individuals from the community.

6 LEADERSHIP INITIATIVES

One of the most important functions of the Dialogue is to foster and nurture a leadership class in Greater Western Sydney to increase the region's presence and influence.

Our Generation West initiative and Collaborative Leadership Program were born from this ambition - to help develop the region's human capital and curate a leadership legacy.

GENWEST

The Dialogue's Generation West youth engagement initiative (GenWest) is a network of future leaders from Greater Western Sydney who are passionate and vocal about social justice issues impacting the region. By working together, GenWest and the Dialogue aim to honour and showcase Greater Western Sydney's rich tapestry of culture and history, while advocating for the region's social and intellectual capital.

It is an initiative that fosters strong, supportive professional networks for these aspiring and inspiring future leaders.

In 2019 the Dialogue engaged with a group of young, passionate individuals with strong ties to the region, providing a youth-driven perspective to inform our advocacy and policy work.

In addition to acting as the Dialogue's youth engagement network panel, these acclaimed youngsters also help support our research, events and other activities.

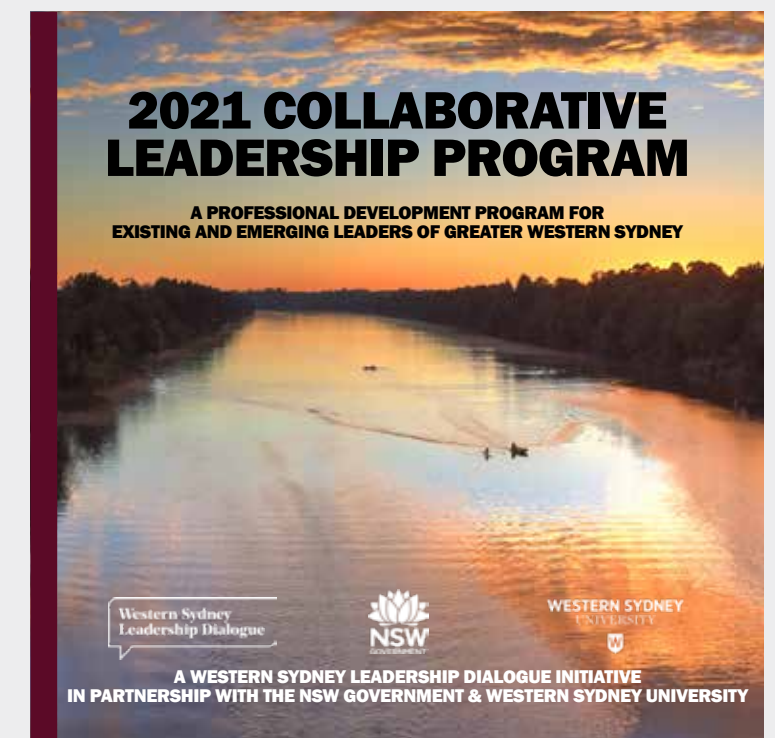


The Dialogue's GenWest



GenWest's Lakshmi Logathassan

COLLABORATIVE LEADERSHIP PROGRAM



The Collaborative Leadership Program (CLP) will invest in the professional development of an invited cohort of existing and emerging leaders from organisations with an interest in Greater Western Sydney (GWS). It is presented by the Western Sydney Leadership Dialogue, in partnership with Western Sydney University and the NSW Government.

Invited participants from the public, private and community sectors will be exposed to unique and immersive community events, receive technical education from WSU and other providers, experience deep dive learning about the economic, social and ecological fabric of the region and meet with inspirational leaders to talk about collaboration, leadership and advocacy.

Graduates of the intensive week-long residential program, based in Parramatta, will receive academic recognition from Western Sydney University and be invited to join a curated alumni program to help develop their collaborative skills and enhance their professional network.

CLP Board of Governors

Chair:

Lucy Hughes Turnbull AO |
Founding Chief Commissioner
Greater Sydney Commission

Richard Alcock AO |

Chair, Western Sydney Local Health
District & Managing Director & Vice Chair,
Bank of America

Monica Barone |

CEO, City of Sydney
Chair, Resilient Sydney Steering
Committee

Tony Shepherd AO |

Chairman, GWS Giants
Chairman, Venues NSW

Prof Peter Shergold AC |

Chancellor, Western Sydney University
Former Secretary, Department of Prime
Minister & Cabinet

Curatorial Reference Panel

Chair:

Theo Psychogios |
Partner, Deloitte Western Sydney

Kirsten Andrews |

Chief of Staff to the Vice Chancellor,
Sydney University

Leanne Bloch-Jorgensen |

Head of Thought Leadership and Insights,
NAB

Amy Brown |

Deputy Secretary, Strategy & Delivery,
Department of Premier & Cabinet

David Harding |

Principal & Leader, Transport & GWS, Arup

Amna Karra-Hassan |

Dialogue Special Counsel on Community
Engagement

Adam Leto |

Executive Director, Western Sydney
Leadership Dialogue

Dr Andy Marks |

Assistant Vice Chancellor, Western
Sydney University

7

CIVIC LEADERSHIP FORUMS

Committee for Liverpool

The Committee for Liverpool acted as a powerful voice for the city, bringing together a stellar group of leaders from across business, three levels of government, health, media, property, education, arts, sport and tourism. It encompassed people with both a life-long connection to South West Sydney and those who have a national and global perspective on city building.

Its primary role was to provide frank advice to the Mayor and the Council about public policy, marketing, development, social equity and governance. Serving in an honorary capacity, it comprised fearless advocates for the city who were highly credentialed and very experienced leaders, assembled to advise the Council on how best to shape the Great South West.



Former Liverpool Mayor Clr. Ned Mannoun

Re-imagine Campbelltown

This forum was designed to bring together a diverse group of stakeholders who share an interest in the economic and social progress of Campbelltown – in advance of the commencement of the Council's 2018 'Collaboration Project' with the Greater Sydney Commission addressing the massive growth taking place in South West Sydney.

It was designed to focus attention on the opportunities that exist in the Macarthur region and provide a strong platform to deliver the City's key messaging regarding the future role of Campbelltown.

It presented a platform to present and test the City's visioning project, its reputation audit and launch of its *Health & Education Precinct* report.



Clr. George Brticevic | Mayor of Campbelltown

Advance Blacktown

The Advance Blacktown forum is a civic leadership initiative started by the Dialogue to further the conversation around Blacktown and the growth this region will see in the coming years. It brings together a diverse group of stakeholders from the Dialogue's network, who share an interest in the economic and social progress of Blacktown.

This platform was designed to allow all levels of Government, NGOs, business, community groups, academia, and industry associations to discuss and work collaboratively on issues that require collective, local solutions. The group acts as a high-level advisory network that contributes expertise, perspective and contacts across a range of sectors to support economic and social development activities in Blacktown.

Parramatta Partnership Forum

To help drive the City of Parramatta's *Future Generation* strategy forward, an independent advisory group, the Parramatta Partnership Forum, was been established. This group was made up of high-level, influential people who believe in Parramatta and combined with the input of the city's diverse communities, promoted awareness and enhanced perceptions of Parramatta across the investment, worker, visitor, residential and student segments.

Canterbury Bankstown Leaders' Forum

The Canterbury Bankstown Leaders' Forum was established to harness external perceptions of the city, generate ideas on how to enhance its profile and external message and to understand the opportunities and challenges influencing growth.

It existed to examine the role of the public and private sector in planning for and delivering major projects that would transform the LGA, including hospital upgrades, funding of both university and TAFE places in Western Sydney and the relocation of SBS Headquarters from Sydney's North Shore to its multicultural centre. It also explored its urban activation, the future of Bankstown Airport and a high speed rail linking North-West Sydney and Bankstown.

Campbelltown Health & Education Precinct

CHEP is a collaboration designed to lead the development of an agreed agenda that examines opportunities to generate investment (both private and public sector) in related facilities within the Campbelltown Health & Education Precinct and support future jobs growth.

This group is brought together to support the delivery of quality clinical services and research that responds to current and future health and education needs of the region.

Its aim is to facilitate a deeper co-ordination of the precinct, ensuring its key stakeholders are united in their understanding of the vision, key strategic issues and objectives.



Advance Blacktown Forum



Re-imagine Campbelltown



Hon. Bill Shorten MP



Hon. Jason Clare MP



Amanda Larkin | SWSLHD

8 DIGITAL DIALOGUE

The Dialogue launched its Digital *Dialogue* series as a way to continue to engage with our audiences during the COVID-19 health and economic crisis. The Digital *Dialogue* platform featured online versions of the Future Forum Series, *Out There* Summit, 'Lounge-room' Zoom events and the creation of unique podcast series, *Western Sydney Unfiltered*, with 52 editions recorded in 2020 alone.



Western Sydney *Unfiltered* is a series of short 'in-conversation' interviews with some of the region's leaders with the aim of exploring the latest news, issues and emerging trends. In tackling the big policies and major projects, these one-on-one sessions with some of our city's big thinkers, bright minds and most influential voices will help keep you in the know with everything that's going on in Greater Western Sydney.

A complete library of Western Sydney *Unfiltered* recordings can be found in the events section of our website: www.westernsydney.org.au

Sample of interviewees:

Richard Alcock AO | Chairman,
Western Sydney Local Health District

Hon. Stuart Ayres MP | NSW Minister
for Jobs, Tourism, Investment &
Western Sydney

John Brogden AM |
Chief Executive Officer, Landcom

Guy Chalkley | Chief Executive Officer,
Endeavour Energy

Roch Cheroux | Managing Director,
Sydney Water

Philip Chronican | Chairman,
National Australia Bank

Cameron Clyne | Dialogue Patron, and
Former Group CEO, NAB

Rev. Bill Crews AM | CEO & Founder,
Exodus Foundation

Sahar Dandan | Program Director,
Lebanese Muslim Association

Steffen Faurby | Managing Director,
TAFE NSW

Prof. Barney Glover AO |
Vice-Chancellor & President,
Western Sydney University

Lisa Havilah | Chief Executive,
Powerhouse Museum

Helen Hamilton-James |
Managing Partner, Western Sydney,
Deloitte

Belinda Hutchinson AC | Chancellor,
The University of Sydney

Sarah Kay | Director, Woods Bagot

Dr Catherine Keenan AM | Executive
Director & Co-Founder, Story Factory

Dan Labbad | Chief Executive,
The Crown Estate UK

Dr Jon Lamonte | Chief Executive,
Sydney Metro

Scott Langford |
Group Chief Executive, SGCH

Amanda Larkin | Chief Executive,
South Western Sydney Local Health
District

Lakshmi Logathassan | Graduate,
NSW DPC

Liz Ann Macgregor OBE | Director,
Museum of Contemporary Art

Sara Mansour | Director &
Co-Founder, Bankstown Poetry Slam

Jo Masters | Oceania Chief Economist,
EY

Hon. Michael McCormack MP |
Deputy Prime Minister & Federal
Minister for Infrastructure, Transport
& Regional Development

Gabriel Metcalf | Chief Executive
Officer, Committee for Sydney

Hon. Sarah Mitchell MLC |
NSW Minister for Education

Paul O'Sullivan | Chair,
Western Sydney Airport

Bevan Paul | Chief Executive Officer,
Parramatta Leagues Club

Tim Reardon | Secretary, NSW
Department of Premier & Cabinet

Billie Sankovic | Chief Executive,
Western Sydney Community Forum

Dr Kerry Schott AO | Chair, Energy
Security Board & Dialogue Patron

Mark Scott AO | Secretary,
NSW Department of Education

Tony Shepherd AO | Chair,
GWS Giants & Venues NSW

Rodd Staples | Secretary,
Transport for NSW

Hon. Rob Stokes MP | NSW Minister
for Planning & Public Spaces

Guy Templeton | President &
CEO Australia/NZ, WSP

Lucy Turnbull AO |
Former Chief Commissioner,
Greater Sydney Commission

Greg Whitby AM | Executive Director,
Catholic Education Diocese of
Parramatta

Dr Tim Williams | Australasian Cities
Leader, Arup



Hon. Malcolm Turnbull AO

29th Prime Minister
of Australia



Joe Barr

Chief Executive
Officer,
John Holland Group



Dr Jim Chalmers MP

Federal Shadow
Treasurer



Lillian Gordon

Head of Aboriginal
Affairs NSW



Dr Sarah Hill

CEO,
Western Sydney
Parkland Authority



Elizabeth Koff

Secretary,
NSW Health



Romilly Madew AO

Chief Executive,
Infrastructure
Australia



Elizabeth Mildwater

Deputy Secretary,
Greater Sydney,
Transport for NSW



Hon. Dominic Perrottet MP

Treasurer of NSW



Geoffrey Winters

Senior Manager
Aboriginal Affairs NSW

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GWS HONOUR ROLL

PATRONS' PRIZES

2021: Awarded to	2018: Awarded to
Tim Reardon, Secretary, Department of Premier & Cabinet	Mike Baird, Former Premier of NSW
For excellence in public administration and reform	For excellence in Public Policy
2020: Awarded to	2018: Awarded to
Rodd Staples, Chief Executive, Transport for NSW	Lindy Deitz, CEO, Campbelltown City Council
For excellence in transport management	Dr Steven Kennedy, Secretary of Department of Regional Development & Cities
2019: Awarded to	Geoff Roberts, Deputy Chief Commissioner, Greater Sydney Commission
Monica Barone, Chief Executive Officer, City of Sydney	For their collaboration in the delivery of the Western Sydney City Deal
Elizabeth Ann Macgregor OBE, Director, Museum of Contemporary Art	2017: Awarded to
Dr Tim Williams, Australasia Cities Leader, Arup former CEO, Committee for Sydney	Hon. Joe Hockey, Ambassador to the United States and former Federal Treasurer
For regional collaboration recognising their collective roles in building links from Sydney's East to West	Hon. Anthony Albanese MP, Shadow Infrastructure Minister and former Deputy Prime Minister
	Honoured for their cross-political partnership to help deliver Badgerys Creek Airport



BOOMTOWN!
PROJECT OF THE YEAR

PEMULWUY PRIZE

2020: Jointly awarded to	2019: Awarded to
City of Parramatta NAB Walker Corporation	Kevin Young, Sydney Water
For 3 Parramatta Square development	2018: Awarded to
2019: Jointly awarded to	Mayor Chagai, Savannah Pride
Sydney Metro North West	2017: Awarded to
Bankwest Stadium	Western Sydney Diabetes Initiative
2018: Awarded to	2016: Awarded to
Inglis Riverside Stables at the William Inglis Hotel	Bankstown Poetry Slam
2017: Awarded to	
Western Sydney University Peter Shergold Building - 1 Parramatta Square	



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