INTRODUCTION

Over the past 12 months, the Dialogue has worked closely with our Partners and stakeholders to put forward the policies, initiatives and projects that we feel can make a positive difference to Greater Western Sydney (GWS).

We also recognise that with a new NSW Government, managing a much tighter budget, the economic context is a lot different to what it was five or 10 years ago.

While many of the region's key infrastructure needs, whether they're transport, cultural, health or community projects, haven't tapered off, one of the key take-aways to emerge from this process, was that the future success of the region won't be measured solely by the amount of dollars that are tipped into these critical building blocks.

Building off this feedback, part of the focus of our program this year is centred on how we can continue to shine a light on the economic, social and environmental factors that will influence GWS' growth. Some of this will include exploring how our 'care economy' functions, and better understanding the gaps that need to be filled in order to meet future demands.

We also want to continue to elevate the role of our local centres, particularly when it comes to meeting the changing needs of our communities, and specifically, looking at how, in partnership with councils, industry and government, we can set new standards when it comes to how these areas are planned and designed.

One of the highlights for the forthcoming year, and arguably the most significant project we've ever undertaken, will be the *Beyond the Boom* initiative, which will examine 'what comes next?' for Greater Western Sydney.

After 10+ years of the "Boomtown" narrative that has dominated perceptions of, and decision making about the region, and seen a massive investment in its 'spine', this new piece of thought-leadership will seek to establish an updated vision for Greater Western Sydney – a new growth narrative that reflects its modern identity and its place in the world for the coming decade and beyond, with more emphasis on its social and economic fabric, and its sustainability, not just its physical infrastructure.

We're lucky to already have an impressive group of thought-leaders and champions involved in delivering this project and over the next 12 months we plan on rolling out an extensive stakeholder engagement program, and continue to collaborate with our audiences, across all sectors, to inform our thinking and shape our advocacy.

Adam Leto
Executive Director



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THE WESTERN SYDNEY LEADERSHIP DIALOGUE

The Dialogue is a not-for-profit, regional think tank, leading a conversation about Greater Western Sydney.

We facilitate interaction between key opinion leaders, across industry, government, academia and the community, to inform public policy debate and to advance a regional agenda through research, analysis, advocacy and events.

Policy & Projects

BEYOND THE BOOM

Beyond the Boom is a landmark thought-leadership and public policy initiative that will facilitate discussion, and help us better understand the opportunities, and challenges, that will shape the future of Greater Western Sydney.

A new State Labor Government, and a relatively new Federal Labor Government, provides a timely inflection point to review the work and outcomes of the past 10 years and start thinking about what the next quarter of a century will look like in the dynamic growth region. With the opening of Western Sydney Airport, there's a real risk of falling into a "mission accomplished" mindset.

Beyond the Boom will aim to cast a new narrative for Greater Western Sydney for the next generation of growth that consolidates on the last one and sets new metrics for success.

The *Beyond the Boom* program has been designed as a way to engage with key stakeholders and thought leaders in the region, those with a historic link to GWS, as well as leaders in government, community, industry and academia. It aims to support and inform government's own thinking on economic and social development, as well as an engagement tool to ensure external regional stakeholders have some agency in their own Greater Western Sydney future.

At the heart of this engagement, the Dialogue is seeking to work with these groups to better understand the drivers, issues and opportunities that will frame the region's future identity, structure and purpose. Our initiative will involve a deep dive into issues of particular policy relevance in a handful of discreet but not mutually exclusive content streams. The project – delivered by the Dialogue team and commissioned external consultants – will address a range of pressing issues within these subject areas with key findings and recommendations targeted at city-shaping agencies and political leaders.

As part of this program, the Dialogue will work collaboratively with government and has established both a project steering committee, and an Eminent Persons Group (EPG), chaired by Professor Peter Shergold AC and Minister for Western Sydney, the Hon. Prue Car MP, to provide strategic oversight. Other members of the EPG include Jennifer Westacott AO, Professor Michelle Trudgett, Geoff Roberts AM, Lindy Deitz and Jim Betts.



TRANSPORT INFRASTRUCTURE

JOB GENERATING ROAD PROJECTS IN THE AEROTROPOLIS

While the NSW and Federal Governments have publicly noted the challenges of juggling much tighter budgets than years gone, the Dialogue is keen to ensure that they don't pull too hard on the infrastructure investment handbrake.

It's unlikely that we will see any additional mega projects approved in the short-term, but the Dialogue is eager to see firm commitments to road projects that will make a material impact in the creation of jobs and economic value, particularly within the Aerotropolis and the Western Sydney Employment Area. Without a transparent, staged and fully funded program of works over the coming years, there are clear risks that major investments in these precincts could be lost interstate. The priority aspects of the job generating road projects package are as follows:

MAMRE ROAD STAGE 2

Stage 1 is underway and has been funded, however a lack of agency coordination on Stage 2 is jeopardising investment in the Mamre Road precinct as prospective tenants look toward lower costs and greater planning certainty in other jurisdictions.

SOUTHERN LINK ROAD

This will provide a vital link between the Western Sydney Employment Area at Eastern Creek/Horsley Park and the emerging industrial jobs hub of the Mamre Road Precinct.

BADGERYS CREEK ROAD

Badgerys Creek Road will be essential to the success of Bradfield City, as it is the only carriageway that will provide access to the new CBD in the medium-term. If Badgerys Creek Road isn't upgraded, the Eastern Ring Road and north-south Aerotropolis Connector will need to be fast-tracked; an option that will be approximately five-times more expensive.

ELIZABETH DRIVE UPGRADES

A series of upgrades to Elizabeth Drive must be delivered over the next 5-10 years to make it fit for purpose as a future link for high volumes of commercial traffic.

FERRERS ROAD UPGRADE

There is growing local traffic demand along Ferrers Road and a need for upgrade works to accommodate such, influenced by intensifying land uses around Eastern Creek and Huntingwood.

LUDDENHAM ROAD

The Dialogue is calling for a coordinated strategy to fund, stage and deliver upgrades to Luddenham Road to accommodate future traffic growth and land uses.



SYDNEY METRO

With the NSW Government carrying out an independent review of the whole Sydney Metro program, led by Dialogue Patron, Mike Mrdak AO, we plan to engage with our Partners and stakeholders to ensure land use, urban renewal and accessibility issues are not overlooked.

A preliminary review report, to inform the NSW Budget process is expected to be finalised in the middle of the year, with a final report due by the end of 2023.

The Dialogue is committed to ensuring the NSW Government follows through with its existing commitments and would like to see the following future links prioritised:

BRADFIELD TO GLENFIELD VIA LEPPINGTON LINE

The Dialogue has called on the NSW Government to expedite the delivery of a metro extension from Bradfield to Glenfield via Leppington. There is a significant need to connect communities living in the Macarthur region to WSI and the Aerotropolis, and to connect Sydney's two international airports by rail.

CENTRAL RIVER CITY METRO - KOGARAH TO THE HILLS VIA BANKSTOWN AND PARRAMATTA

The lack of north-south connectivity through the Central River City has historically held back the potential of the region. The "Central City Metro" is a strategic mass transit corridor that would fundamentally change the jobs and living density of GWS and provide new economic opportunities to centres like Bankstown and Hurstville. Across the Dialogue's network of Partners and stakeholders, this project is most often cited as the most important medium-long term transport priority for Greater Sydney, and one which will fundamentally change the city's economic geography.

The Dialogue believes the Government should commission a special investigation into route options and staging for this project, much in the same way the public consultation process for the F3 to M2 (now NorthConnex project), in 2002, initiated a pathway to the eventual delivery of that project.

BANKSTOWN TO LIVERPOOL METRO EXTENSION

The Dialogue has called on the NSW Government to expedite planning and provide clarity on a timeline for the delivery of the Bankstown to Liverpool metro extension. Recent updates to the TfNSW *Future Transport* plan and the *State Infrastructure Strategy* have not provided any further clarity on progress or likely timing of this project. In the interim, consideration should be given to changes in the operations of the existing heavy rail line to provide for an express shuttle service between the two cities, giving Liverpool and surrounding commuters access to the SW Metro station at Bankstown.



PLACEMAKING, AMENITY, TOURISM & CULTURE

The pandemic years have triggered a substantial shift in the way people access and value their neighbourhoods, most notably in the emergence of the 15-minute local centre as the dominant strategic planning paradigm, rather than a sole focus on the 30-minute city. Accordingly, placemaking has taken on an elevated importance within our planning and transport agencies, complementing the work of local councils and developers.

A sustained focus on outcomes in this space is vital, as is well-located, affordable and accessible housing, as well as the "inclusivity" of places in the provision of culturally sensitive design and cultural infrastructure; a major and often-overlooked element.

TOWN CENTRE UPGRADES

Beyond the one-off injection of local amenity project funding via the WestInvest initiative, there will be an ongoing need to support the delivery of town centre upgrades across the region so they can continue to be safe and accessible, and meet the evolving needs of local communities.

A contestable urban amenity fund for collaborative placemaking projects conceived and delivered by Councils and key stakeholders, with a recurrent funding stream, should be established to support optimal place outcomes and small-scale urban renewal in the town centres of GWS.

GREATER WESTERN SYDNEY'S ABORIGINAL ART GALLERY

There is an obvious need for a world-class Aboriginal art gallery in Metropolitan Sydney. The location of the gallery should be subject to decision by the GCC's First Nations Advisory Panel, and stakeholder engagement with GWS Aboriginal communities. The Dialogue suggests that Blacktown, home to the largest urban Indigenous population in Australia, would be an ideal location for such, preferably somewhere accessible to the traditional M4 tourist route between Circular Quay and the Blue Mountains.

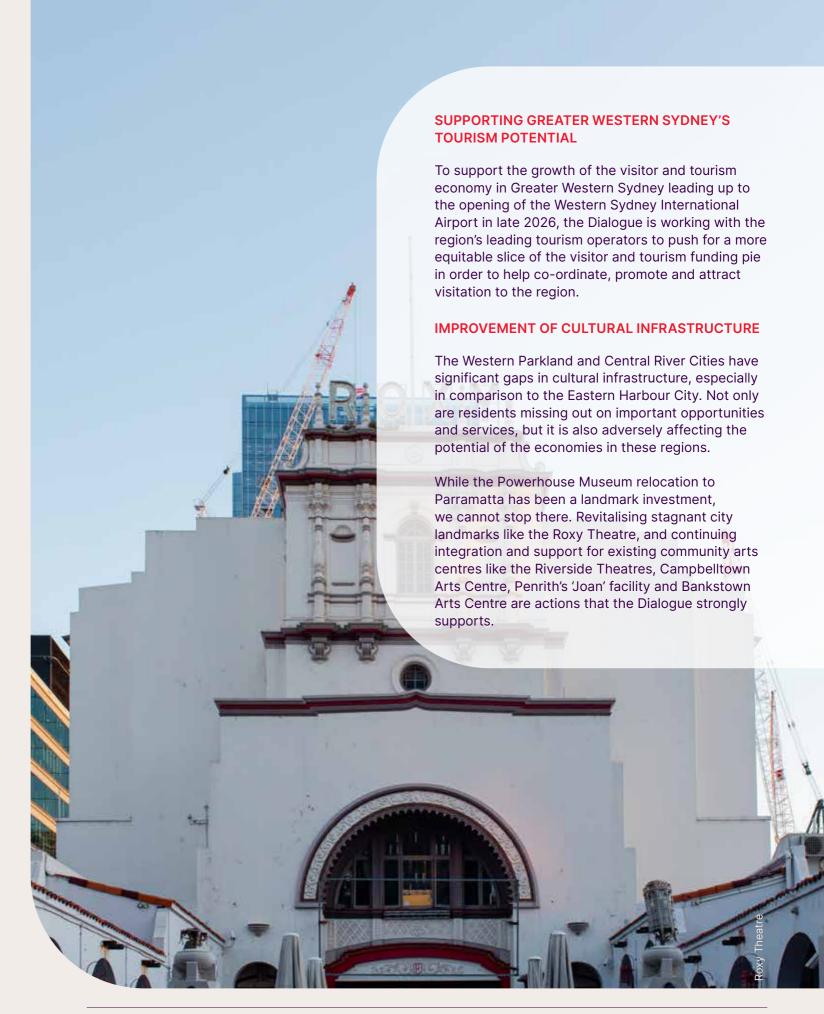
RECREATIONAL WATER

In 2020, the Dialogue kicked off its campaign to improve the water quality of the rivers of the region and help ensure residents in some of the hottest parts of the city have better access to recreational and swimmable spaces.

Over the past three years the Dialogue has continued to push for a coordinated approach to managing and cleansing Greater Western Sydney's urban rivers systems, led by Sydney Water.

The Dialogue has also recommended:

- Setting a clear timeline towards opening up certain sections of the region's rivers for recreational use;
- Implementing a 'River Watch' program, similar to the 'Beach Watch' initiative;
- Funding the 'blue-grid' priority projects identified by the Greater Cities Commission; and
- Government support to open Western Sydney Lakes to the public.



SUSTAINABILITY

We know that parts of Greater Western Sydney are affected by a variety of environmental factors, including that they suffer disproportionately from the urban heat island effect, and that the region has been repeatedly battered by the effects of climate change over the last five years. It is imperative that accommodation for the region's growing and current population is managed innovatively and sustainably, otherwise, these issues and others will compound with disastrous results. We note that Sydney Water has led government on the transition toward region-based water cycle solutions and climate-independent water supply initiatives. These are critical projects to ensure new residential and job generating precincts, particularly in and around the Aerotropolis, can be delivered as sustainably as possible.

SUSTAINABILITY & CLIMATE RESILIENCE OF THE BUILT ENVIRONMENT

The demise of the Design and Place State Environment Planning Policy (SEPP) in 2022 was a setback for the sustainability and amenity of the built environment in GWS, particularly in high-growth communities. While the SEPP may have been too wide-reaching to implement altogether, the Dialogue argues that elements of it are vital to our future resilience to climate change, and that inaction and preservation of the status quo on this issue is simply not an option. The Dialogue plans to continue to work with the NSW Government, councils and industry to examine regulatory measures to ensure the GWS built environment is resilient.

ATTRIBUTING VALUE TO GREEN INFRASTRUCTURE

During consultation with its stakeholders, the Dialogue has heard that, while enthusiasm for implementing greening/cooling processes and technologies at a local level is high, the business case for green infrastructure is not yet a well-established concept, which often stymies collaboration between private infrastructure providers, developers, and planning consent authorities. This fragmented pathway for collaboration is adversely affecting the implementation of projects that would not only progress the NSW Government's sustainability goals for the region, but also limits the growth of jobs and technology advancements in this space.

The Dialogue will look to continue to argue for increased collaboration between the NSW Government and industry to develop and publish frameworks that support the creation of business cases that incorporate the provision of green infrastructure and to also consider implementing a pricing and funding mechanism for green infrastructure projects.

WATER RECYCLING TARGETS

The Dialogue has urged the NSW Government to take stewardship and recognise the vast benefits of water recycling. There are a wide variety of benefits to increasing our water recycling ability, including easing our dependence on unpredictable rainfall and retaining a vital 'cooling and greening' tool in our local communities. The Dialogue is supportive of a target of 100 Gigalitres/20% of recycled water in Sydney's water use 'budget' by 2030.



SOCIAL & AFFORDABLE HOUSING

The Federal Government has put housing at the top of its agenda, and the NSW Government has also upped its ambition to deliver new affordable housing. It is therefore an opportune time to examine the policy settings at all levels of government that can help streamline planning, investment and delivery of new social and affordable housing.

Some of the policies that the Dialogue would like to see introduced, include:

- Establishing a new state-wide target and strategy to increase the supply of social and affordable housing stock (from 4% to 10%);
- Transfer of 30,000 social housing properties to the community housing sector in contestable units;
- Mandated inclusionary zoning on government owned land and for re-zoned/developable land around new Metro stations; and
- Accelerated planning pathways for new residential developments that deliver social and affordable housing.

SOCIAL PROCUREMENT

While we are seeing some positive and encouraging developments in the way social procurement is integrated in public spending decisions and the approach by government, industry and the wider community, more can be done to secure a higher dividend.

The positives in this space are too big to miss. Dialogue Partners are increasingly eager to engage with the value-generating potential of the social enterprise sector. Success in this space would see benefits across a range of sectors, with international examples showing that, with the right policy settings, leveraging social procurement could return 9-30% of the project's dollar spend in social value.

EDUCATION

OPTIMISING SCHOOL FACILITIES

NSW public schools are caches of highly valuable social infrastructure which should be used to address gaps in social outcomes through targeted programs of unlocking facilities for community use. Opening school libraries in areas of high concentrations of socioeconomic disadvantage can increase access to computers and the internet and alleviate pressure on local government libraries.

Allowing playground and green space access in the afternoons and evenings (not just the weekends) in high-and-medium-density communities will improve residents' access to high-quality open spaces. In regions like the Central River City where there are very limited opportunities to provide additional green infrastructure to communities, increasing the quality and utilisation of existing spaces is important.

URBAN SCHOOL PILOT PROGRAM

The Dialogue is supportive of plans to maximise public land and to explore innovative ways to deliver school infrastructure, particularly in high-density areas in the region. This could include examining opportunities for the NSW Government to work in partnership with retail, commercial and residential developers to deliver mixed-use schooling facilities, especially in the Central River City, that can not only meet education demands, but also address other social, housing and community needs.





HEALTH

THE CARE ECONOMY

The care sector is the fastest growing job generator in the national economy and GWS has seen above trend growth over the last decade. Reforms to aged care, and a sharpening focus on the role of childcare and early education in productivity growth are placing the needs of the care economy higher and higher on the state and federal policy agenda. With a growing cohort of Dialogue Partners directly involved in, or interested in this substantial component of the GWS economy, in 2023, we will be examining where and how we can advance the common interests of these Partners in recognition of the critical role they play in our community.

INFRASTRUCTURE AND PLANNING

Urban planning for future health is vitally important to the future of the region, and the Dialogue broadly supports any efforts to improve active transport links, food deserts and obesogenic environments.

In addition to improving community health through urban planning, ongoing commitments to the primary and secondary health infrastructure of our booming region also need to be firmly layered into the fabric of the region. Communities of Greater Western Sydney experience significant inequalities in health outcomes in comparison to the rest of Sydney.

High-quality, appropriate and accessible health services will be an integral part of supporting the residents of this fast-growing region.

The Dialogue is supportive of calls for additional funding for Fairfield Hospital and strongly behind plans for a new private hospital The Royal Parramatta, based in Sydney's second CBD.

BANKSTOWN HOSPITAL

The NSW Government has committed \$1.3b to redevelop the existing Bankstown Hospital on a new site.

Despite the pre-election commitment from the former Premier Dominic Perrottet to base the new facility adjacent to the current site, the Dialogue maintains that a future Bankstown Hospital should be located in the Bankstown CBD, to help drive an integrated health, education and innovation offering, with strong links to the nearby Western Sydney University campus and to act as a catalyst for further industry investment and downtown activation.



Initiatives

COLLABORATIVE LEADERSHIP PROGRAM (CLP)

Building off the back of the success of the inaugural program, this year's CLP program will once again feature a hand-picked cohort of our region's existing and emerging leaders, with candidates drawn from the private, public and community sectors. They will experience a deep immersion in local communities and institutions and be exposed to the state and nation's eminent leaders. The program will deliver technical training in collaborative culture, thought leadership, regional advocacy and community engagement, and will generate a stellar professional network for graduates.

Chaired by the former Chief Commissioner of the Greater Sydney Commission, Lucy Hughes Turnbull AO, the Panel of Governors includes eminent Australians with a significant stake in Greater Western Sydney's future, with distinguished backgrounds in business, public sector administration, construction, education and planning.

CAMPBELLTOWN HEALTH & EDUCATION PRECINCT (CHEP) COLLABORATION

Now in its fourth year, this Collaboration has been set up with the key stakeholders and landowners in the area to examine the opportunities to generate investment (both private and public sector) in related facilities and to support future jobs growth.

Following the opening of Campbelltown Hospital Stage 2 late last year, along with a number of other significant developments well-underway, including the Macarthur Medical Research Centre, GenesisCare cancer care facility and WSU's Sports & Health Centre for Excellence, as well as the neighbouring Justice Precinct, momentum is building.

The key objectives of the group include:

- Support the delivery of quality clinical services and research that responds to current and future health and education needs of the region;
- Facilitate a deeper coordination, ensuring the precinct and its key stakeholders are united in their understanding of the vision, key strategic issues and objectives; and
- Take a leadership position on key policy issues, engage key stakeholders and raise the precinct's profile.

EAST LONDON STUDY TOUR 2024

Following on from the success of our first study tour of East London in 2019, the Dialogue will once again bring together some of the region's leaders in urban design, education, business, community, sports, arts and culture, to closely examine one of the world's most ambitious urban regeneration programs.

Five years on from our first adventure, we think the time is right to dissect the many parallels between East London and Greater Western Sydney's growth agendas, which will include a deep-dive into population growth, game-changing transport projects, government and corporate engagement with multicultural communities and industry attraction.

Planning for this tour has already commenced and we expect to have more information available for our Partners and interested stakeholders towards the end of 2023.

VOICE TO PARLIAMENT

Australians will go to the polls later this year to participate in a referendum which will decide whether an Indigenous Voice to Parliament will be enshrined in our Constitution. The Voice was called for by the *Uluru Statement from the Heart* in 2017. It is a simple and practical form of recognition intended to bring about meaningful change to the lives of Aboriginal and Torres Strait Islander people by solidifying their voice in the discussions about the laws and policies that directly affect them.

The Dialogue is resolutely in support of the Voice to Parliament and has committed to working with the Government to support the 'yes' vote and help bring about this historic change for Australia and its First Nations peoples.

Greater Western Sydney is home to one of the largest, urban Aboriginal and Torres Strait Islander population in the nation. The diverse communities of First Nations peoples are deeply embedded into the fabric of the region, and the Dialogue's stance is that meaningful, ongoing consultation with these communities is vital for Greater Western Sydney's future.

GWS COMMUNITY FUND

The Dialogue provides professional and in-kind support to worthy Western Sydney charity and community groups, operating across a range of sectors. Organisations that are currently included within the fund, are:

- Bankstown Poetry Slam
- Clontarf Foundation
- Foodbank Australia
- Public Education Foundation
- Refugee Talent
- Rev. Bill Crews Foundation
- Savannah Pride
- Story Factory
- Western Sydney Community Forum

WESTERN SYDNEY LEADERSHIP DIALOGUE SCHOLARSHIP

Administered through the Public Education Foundation, this Scholarship has been established to support public school students in the region, specifically, those who are faced with challenging personal or financial circumstances.

The majority of this year's recipients come from South-West Sydney and were presented with their scholarships at the Public Education Foundation's awards night. In addition to the scholarships, more than 20 students were also provided with free laptops as part of this year's program.

Since its inception in 2018, the Dialogue has provided more than \$70,000 in scholarships for senior students in their final two years of high school and offered both financial and professional assistance.



Events

NSW PRE-ELECTION PARTNERSHIP FORUM

Held in March, this year's Partnership event focussed on the looming State election, with both Government and Shadow Ministers invited to participate. It provided a platform for each side to outline their key policies for Greater Western Sydney, a region that both leaders had identified as critical to their respective campaigns. The event, delivered with our Partners' agendas in mind, also helped the Dialogue present its election ambitions across infrastructure and services.

IGNITE INNOVATION SUMMIT

Ignite GWS will bring together the region's big business, bright minds and emerging enterprise to discuss the new precincts, technologies, innovations and industries that will grow jobs and ignite an economy.

Held for the first time last year, and headlined by the Minister for Enterprise and Investment, and the NSW Treasurer, GWS Ignite examines the industry opportunities to emerge post-pandemic and looks at how we can work smarter, more efficiently and collaboratively, and without relying too heavily on public sector spending, to grow jobs and spark economic activity.

GWS FUTURE HEALTH FORUM

Hosted in partnership with the region's three health districts (Western Sydney, South Western Sydney and Nepean-Blue Mountains) this forum explores the opportunities to grow service and industry capability, especially in the areas of medical research, advanced manufacturing and digital services, while also exploring the role our health and education precincts play as catalysts for economic and urban renewal.

BOOMTOWN! PROPERTY & INFRASTRUCTURE SUMMIT

The annual Boomtown! Property & Infrastructure Summit showcases major projects and examines the planning, funding, governance and policy issues which underpin a wave of economic development impacting Greater Western Sydney. This year's event will once again focus on the policy levers and project investments contributing to the future growth of the cities of the Greater West and bring together national experts, legislators, contributors and critics.

THE 'JOURNOS' FORUM

Bringing together Sydney's leading political, property, transport, infrastructure, health, education and arts journalists from print, online and broadcasting, this unique forum will put a GWS lens on the issues making headlines.

Dialogue Partners will get invaluable newsroom and media insights, and have the opportunity to ask the reporters themselves what makes a story and how their business can best fit into the narrative. The first Journos Forum will be held in the final quarter of the year.

BOARDROOM EVENTS

The Dialogue's ever-popular boardroom Leadership Luncheons have provided our CEO network and our Partners with the opportunity to obtain 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 than most corporate gigs (no more than 25 hand-picked guests per event), we have hosted a 'who's who' of quest speakers, ranging from State Premiers and Ministers, corporate icons, major media players, toplevel 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 Leadership Luncheons have often been the starting point for the Dialogue's policy and advocacy campaigns.

















Western Sydney Leadership Dialogue

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If you would like to know about partnering with the Dialogue, please email info@westernsydney.org.au requesting our company credentials or an event sponsorship prospectus.



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