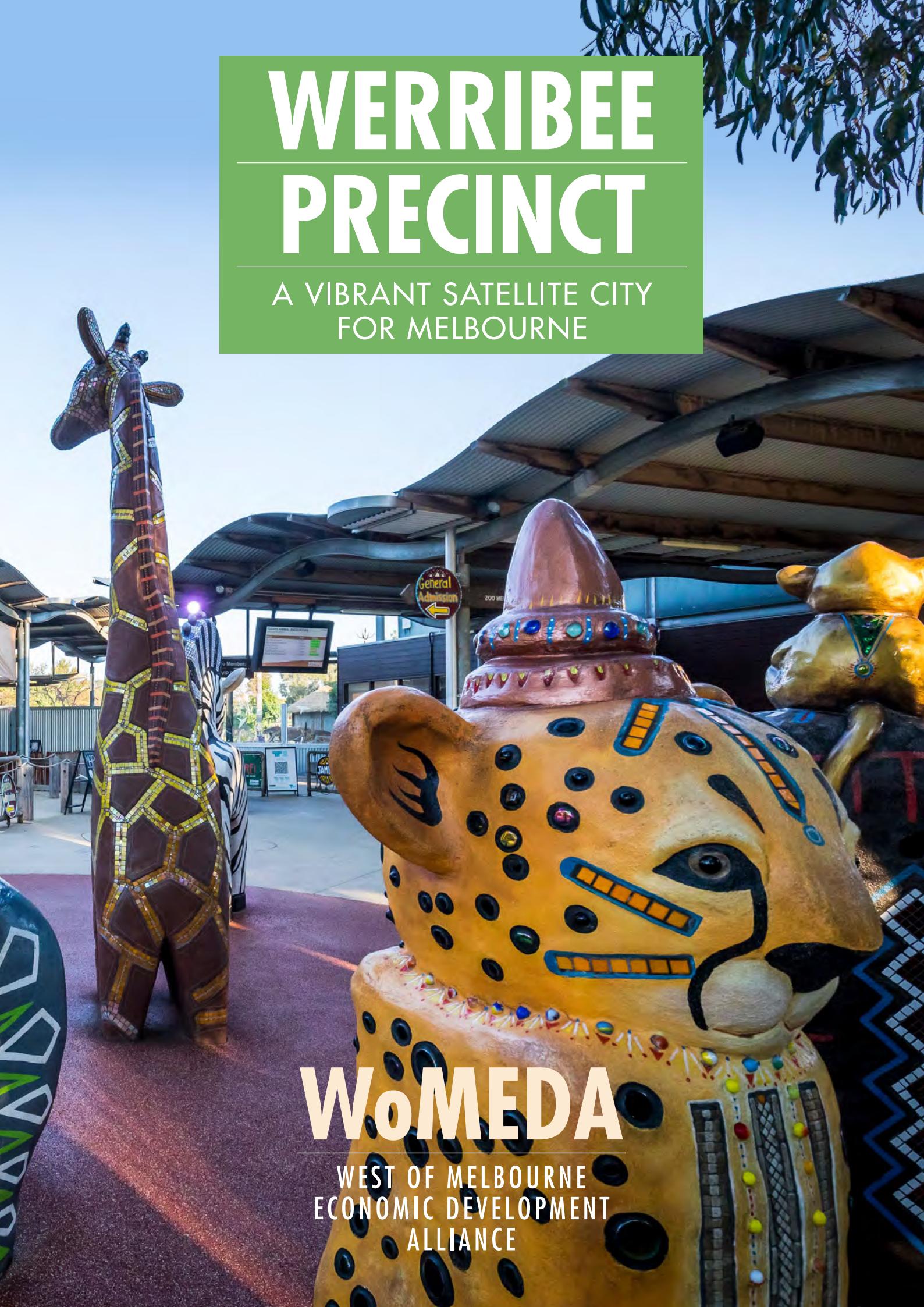


WERRIBEE PRECINCT

A VIBRANT SATELLITE CITY
FOR MELBOURNE



WoMEDA

WEST OF MELBOURNE
ECONOMIC DEVELOPMENT
ALLIANCE



COMMENTS FROM THE CHAIR WEST OF MELBOURNE ECONOMIC DEVELOPMENT ALLIANCE (WoMEDA)

This report on Werribee and Wyndham follows earlier reports in which we have argued for three main employment precincts in the West of Melbourne: Footscray in the inner west; Sunshine in the middle west and Werribee in the outer west.

In this report we have turned our attention to Werribee, which is further from the city than Footscray and Sunshine, but with its huge population growth needs an employment precinct, to enable it to be a satellite city and allow people to work closer to home.

While its economy is much less developed than that of Footscray and Sunshine, the long term need for the satellite city is very compelling and requires a visionary approach. The case for people working closer to home has been further boosted by COVID-19 and we see this as a very timely report.

Footscray as a university town has a strong focus on education, health and sport, as well as creative industries and business services. Its proximity to the city is a distinctive asset that is seeing it develop strongly and now the co-location of the new Footscray Hospital with Victoria University will give it further momentum.

Sunshine in the middle west has gained a big boost from the announcement of the airport-city rail link as well as its designated precinct status and the expansion of the Sunshine hospital and the Victoria University Polytechnic Campus, but we have put forward proposals to give its further development more momentum.

While some of the ideas for Werribee's development, in this report, have similarities with our proposals for Footscray and Sunshine, such as important roles for an expanded hospital and a STEM campus of Victoria University, the focus on the clean economy give it a distinctive focus, as do the further development of distinctive amenities such as Werribee Zoo.

Wyndham will be vitally important to Melbourne and Victoria. Victoria needs Wyndham to be a vibrant satellite city for Melbourne.

The population will near 500,000 by 2040 making it bigger than Canberra, bigger than Geelong, and bigger than Ballarat and Bendigo combined.

Pre-COVID, some 60% of workers commuted out of the region every day for work. We have already seen some of the consequences on our roads and trains. The expected population growth will make this a huge burden in future; for families in time wasted commuting and for public investment in roads and rail.

Development of an employment precinct, providing more local jobs for local people, is a necessary step to help remedy the actual and emerging problems.

We offer this paper as an addition to the ongoing community discussion about Wyndham's future.

This report has been shaped by the Board of WoMEDA but its drafting has been led by Professor Rod Maddock, our lead economist.

It sets out some steps which we think work towards a solution to some of the hardest problems, most notably to that of employment.

Professor Peter Dawkins AO

Chair, WoMEDA

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KEY RECOMMENDATIONS

ONE

Recognise Werribee as a major satellite city within Melbourne.

TWO

Create a powerful heart for the region by developing the East Werribee Precinct as the highest priority. Adopt the "clean economy" theme for the precinct.

THREE

Design the precinct to concentrate on providing high quality services to the broader region:

- Professional services
- Administrative services
- Scientific, technical and educational services.

FOUR

Concentrate new assets in the precinct:

- A major government services concentration
- Significant hospital, medical and care facilities
- A technical university campus
- Relocated and new government research facilities.

FIVE

Impose very high design, deep-green, standards

- Commit to sustainability in design, construction and operation
- Aim to create architectural highlights and keynote buildings
- Develop an integrated transport system
- Build for a post-COVID environment – facilitate remote working.

SIX

Consider carefully the functional integration of the Precinct into the broader Wyndham community.

SEVEN

Be bold: Set clear job targets for 2036

- East Werribee 50,000 new jobs
- Wyndham 85,000 total new jobs.

EIGHT

In addition to services-oriented East Werribee precinct, focus on creating new jobs in the whole of Wyndham

- In tourism, with new facilities complementing existing assets
- In construction, and the nature of local residential building changes
- In logistics, building on current specialisations.

NINE

Facilitate local residents filling many new jobs with a skills development strategy (especially for the young) and a social procurement program for the region.

TEN

Develop complementary strategies to further enhance liveability, healthiness and environmental sustainability, thereby ensuring a positive future for Wyndham and its residents.

ELEVEN

Planning and rezoning should be developed in a way that complements the development of the hubs.



PART ONE

THE VISION: WYNDHAM, A VIBRANT SATELLITE CITY FOR MELBOURNE

1.1 THE VISION: WHAT DOES SUCCESS LOOK LIKE?

Wyndham is well on its way to a population of over 500,000 and a place as one of Melbourne's largest suburban centres. Already it is significantly bigger than Greater Geelong and growing faster. By 2036, it will be bigger than Ballarat and Bendigo combined.

Wyndham is destined to grow into one of the most significant elements of Melbourne.

Werribee, at its heart, is the same distance (25kms) from Melbourne CBD as Parramatta is from Sydney CBD. It has the same capacity to grow into a separate, major commercial, business, service and social hub as Parramatta does for Sydney. That should be the plan.

Nevertheless, the region faces important challenges. Wyndham encompasses the largest area of any Metropolitan LGA (542 sq kms) and has the largest and fastest population growth in Victoria (second in Australia). These pose difficult problems of management and service provision.

More than 44% of households speak a language other than English at home and some two-thirds of employed persons commute out of the LGA to work – currently over 50,000 people and it is on track to exceed 100,000 per day by 2036.

The area suffers some social problems arising from disengaged youth (10% v Melbourne average of 7.5%) in 15-24 age group and some indicators of social capital suggest that there is as yet no well-developed sense of belonging. For example, volunteering is low – 13.9% vs average of 17.5% for Melbourne.

In summary the key challenges are:

- Managing sheer growth
- Integrating its diverse, scattered and heavily commuting community
- Developing a strong heart and integrating a story for the region
- A large number of unemployed
- A large number of discouraged workers
- A significant shortage of jobs for youth
- Overlaid with an immediate problem with people losing jobs as a result of COVID-19.

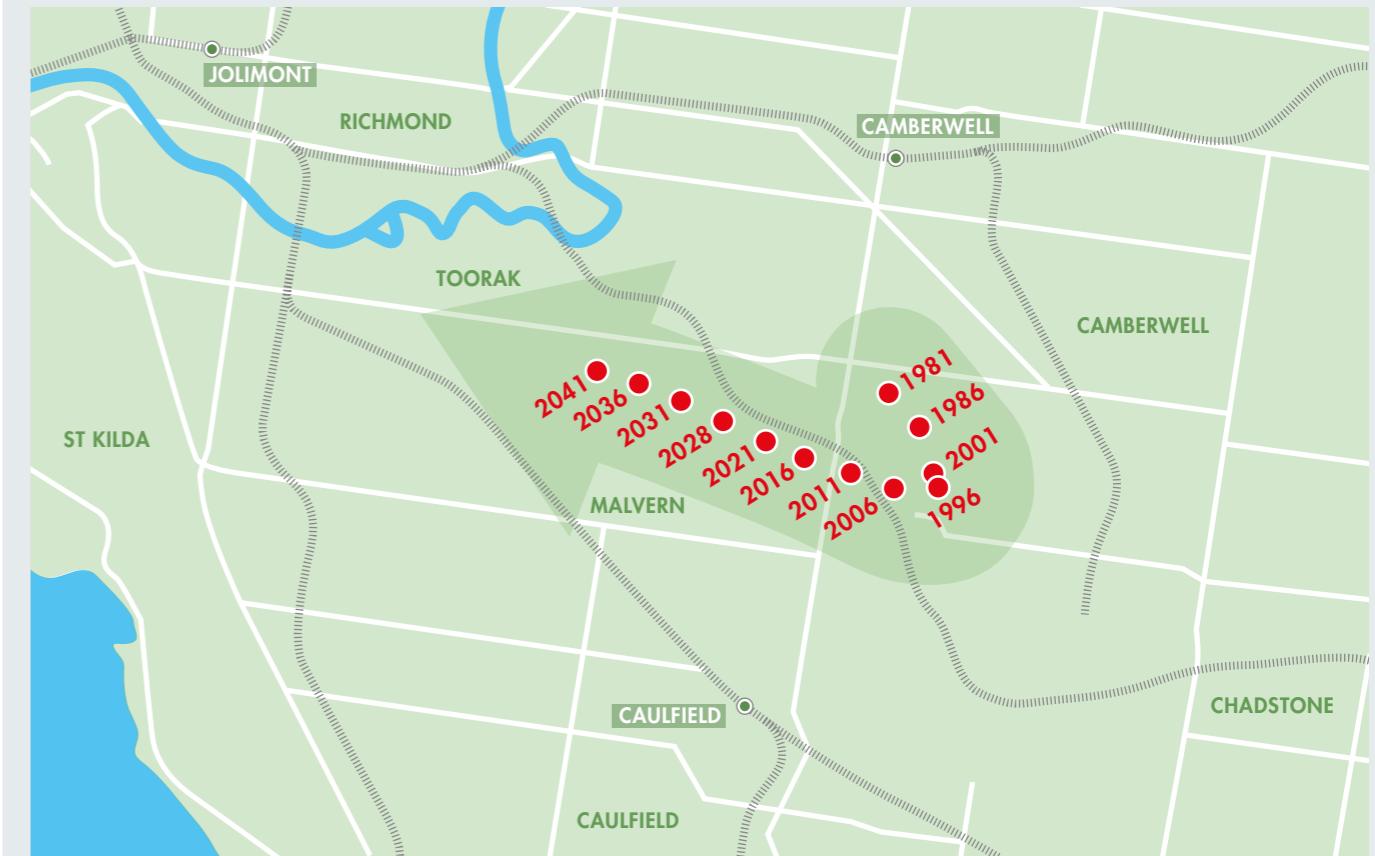
TABLE 1 WYNDHAM: A POPULATION POWERHOUSE IN VICTORIA

| POPULATION | 2016 | 2036 |
|-----------------|----------------|----------------|
| WYNDHAM | 298,384 | 459,216 |
| GEELONG | 286,384 | 424,817 |
| BALLARAT | 159,994 | 207,578 |
| BENDIGO | 155,536 | 201,868 |

Source: Vic Planning, SE4 levels

At the highest level then, success for Wyndham is relatively simple to describe.

- Residents should be able to enjoy a satisfying life.
 - Services should be delivered, work should be reasonably available and they should have access to high quality social, health and educational amenities.
- Local employment of residents should double over the next twenty years.
 - This is important to the quality of life of locals and also reduces the pressure on public infrastructure. It clearly requires the development of a large number of new roles and possibly the transfer of some roles from other parts of the city to Wyndham.
- The Werribee Precinct is extremely important in this transformation.
 - It will provide a new city centre for the South West, with major health, educational, legal and administrative investments providing a major new employment hub. At the same time, it helps change the narrative of the region. It makes Wyndham the dominant satellite of Melbourne in the South West.



● THE POPULATION CENTRE OF MELBOURNE IS SHIFTING WESTWARDS

Source: <https://blog.id.com.au/2018/population-forecasting/is-the-demographic-centre-of-melbourne-shifting/>

1.2 MELBOURNE AND VICTORIA NEED WYNDHAM TO SUCCEED

Melbourne's growth towards a city of 10 million people means that changes in its layout are inevitable. There seem to be three basic alternatives:

- Growth remains centralised and the CBD is dominated by residential skyscrapers
- Growth is dispersed but masses commute daily to the business hub, the CBD
- Growth is focussed in precincts, the city becomes polycentric.

COVID-19 has made the best path clearer. Dispersed growth is clearly preferable to having a very dense city centre, or to having a heavily used public transport system. It has demonstrated that many jobs can be carried out from home, or remote offices, rather than huddling the people together in the city centre.

Even the desirability of centralised sports hubs or arts complexes comes under challenge.

Werribee is a natural location for the decentralisation of government services. Rather than have thousands of people move to the CBD daily, government could take the lead by experimenting with new modes of work serviced from the region. Increased numbers of people working locally will generate local spill-overs to other jobs.

The old planning assumptions of re-purposing farmland for housing and channelling employees and activity back towards a CBD hub, is obviously not sustainable.

In effect, Melbourne and Victoria need Wyndham to be developed as one important hub in a polycentric city.



1.3 EAST WERRIbee PRECINCT: A KEY PART OF THE SOLUTION

The Werribee Precinct development provides an opportunity to give Wyndham a strong commercial centre, and a clear focal point defining its role within Melbourne and Victoria.

It provides a heart, a story and a job hub.

It also provides the opportunity to build a different sort of hub, one with forward looking transport systems, green construction practices, appropriate social housing and a wide range of jobs which are easily accessible. Most commuting can be abolished.

Werribee Precinct:

- Functionally the Precinct should evolve as the premier professional services hub for the South-West. It should be a place where people and businesses from the region come to develop ideas, a place of education, learning and knowledge.
- Structurally it should characterise the clean, green economy.
- Physically it should be distinctive. It should feature some distinctive building – such as the Pompidou Centre, the Egg or the Bilbao museum – to establish an icon for the West.

The precinct should gather together:

- Major hospital and medical complex
- Major legal precinct
- Major technical university campus
- Government and private research centres
- Government administrative complex
- Federal, State and local government services
- High quality arts complex (for example - theatre, gallery, museum, convention centre).

It should be developed to provide about 50,000 new jobs.

Physically the precinct needs to be boldly imaginative, providing a locale that people in Wyndham can proudly recognise.

The administrative complex should allow Government to experiment with new ways of working, to take advantage of the lessons learned from home working during COVID effectively prioritising local employment.

The residential components should facilitate people getting to work and moving around the precinct using active means of transport.

It should be a precinct for the future.

1.4 THE GOOD NEWS: GOVERNMENT IS TAKING FIRST STEPS

As outlined in the North-West City Deal proposal, the development needs of new precincts in the West can be captured under four headings and the State Government has made a down payment on them in the recent budget. More will be needed:

Future Economy

- Upgrades to local schools, including \$10.1 million for Hoppers Crossing Secondary College, \$10.7 million for Woodville Primary School, and \$8 million for Warringa Park School. Land acquisition funding for five new local schools including Truganina North Secondary College, Holyoake Parade Primary, Lollypop Creek Primary, Riverdale East Primary, and Tarneit Missen House Primary.
- \$84 million upgrade to the Werribee Zoo.
- \$272 million towards a new Wyndham Law Court, which will provide a full range of specialist court programs and services including hearing rooms, mediation suites and a specialist family violence court.

Health and Wellbeing

- Funding for the local health system, including \$4.8 million to plan for the future expansion of the Werribee Mercy Hospital and funding to acquire land for the new Point Cook Community Hospital.

Transport and Connectivity

- Widening of the Point Cook and Sneydes Road intersection including the installation of traffic lights, as well as the important removal of level crossings in Werribee and Hoppers Crossing.
- \$2 billion for the Geelong fast rail project, including track upgrades between Werribee and Laverton, increasing capacity and services on the Werribee line (the Federal Government has also committed \$2 billion to this project).

Liveability

- Funding towards bus service improvements, including the delivery of new bus services and service upgrades. The two new bus routes run between Werribee and Tarneit Stations, and between Williams Landing and Tarneit Stations.
- Ongoing rapid growth will guarantee that Wyndham will become a major economic and social power within Victoria.
- Support for the Tarneit soccer stadium is helping make that new facility a reality.

1.5 WHAT NEEDS TO HAPPEN?

It is important that Melbourne develops a more polycentric model of evolution. Recognising that Wyndham should become a major satellite city within Melbourne is an important next step along this path. It will have about the same population as Canberra by 2040.

Werribee then becomes the CBD of the new satellite city, employing 50,000 additional people.

The East Werribee greenfield site provides the perfect location to design something significant, free from the constraints of redevelopment, of consolidating private land holdings etc.

As a new CBD, the precinct needs a powerful rationale and strong design rubric.

The economic rationale is functional. The Precinct should provide high level professional, technical, scientific, and administrative services both to its local economy and more widely within the South-West region. It should become a knowledge centre, thereby taking advantage of the expected growth of the knowledge economy.

The public sector will appropriately provide many of the key assets to a major satellite city. It should play its leading role through:

- Establishing a major government services centre which employs many civil servants and provides a working hub for city-based staff which avoids their travelling to the main current government locations in central Melbourne.
- Underwriting a new STEM university campus designed to integrate into the local business community to help provide the intellectual heft to establish the precinct as a knowledge centre.
- Relocating various government research facilities to the precinct and potentially establishing new ones, such as a Logistics Security Institute taking advantage of local industrial strengths.
- Encouraging the development of the medical and hospital cluster needed to meet the very rapid population growth while spinning off new local businesses.

- Further strengthening the proposed court and legal industries by the co-location of new research and services cluster including in mental health.

In addition to providing employment, and a core to Wyndham, East Werribee should be visually and culturally interesting. The new development should include at least one iconic building, something which stands out and can be identified specifically with the region.

With Werribee providing the CBD for the satellite city, transport connections will be of fundamental importance. Much of the current transport network is designed to take people out of the area. Werribee was once a way-stop between Melbourne and Geelong, and the transport network has tended to reinforce that. A new transport design is needed which works for Wyndham, and reinforces the central role of the East Werribee Precinct.

Consider carefully how the precinct integrates functionally within Wyndham City and its region.

As Wyndham develops, other industries – logistics, tourism, retail and construction – will all play their part. And policy needs to support them.

The region needs to invest in these industries and also into a wide range of social and community assets, but the time has come for a major concentration on the East Werribee Precinct.



1.6 THE RISK: WHAT IF THIS DOESN'T HAPPEN

The failure to develop the East Werribee Precinct as a major employment and service centre will result in:

- Werribee developing as an undistinguished commercial centre.
- Wyndham filling up with houses.

The population by 2036 will still be about 450,000. At that level, the number of people looking for work will double to around 200,000. With no change in the availability of work locally, around 60% of these people will commute out of Wyndham daily.

In effect an additional 50,000 to 60,000 people will try to drive or get on public transport every day: congestion will double.

Commuting impacts people's health. In a large study, the UK Office of National Statistics (2014) reported that, holding other factors constant, commuters have:

- lower life satisfaction
- a lower sense that their daily activities are worthwhile
- lower levels of happiness
- higher anxiety on average than non-commuters.

In the absence of change, workers will be away from home for much longer, children and households will suffer, families will be negatively impacted.

**ARCHITECT'S IMPRESSION
OF A FUTURE SATELLITE
CITY IN WERRIBEE**



PART TWO

THE FUTURE POPULATION AND ECONOMY

2.1 WYNDHAM: ARE THE POPULATION FORECASTS REASONABLE?

Much of the thinking about city development is driven by population forecasts. About 60% of Victoria's strong population growth is driven by net overseas migration, about 10% by internal migration and the rest from natural increase.

Before the COVID-19 epidemic Wyndham was expected to grow from 255,320 in 2019 to 459,220 by 2036, an increase of 203,890. The case for significant investment in Wyndham is very powerful.

The slow-down and reversal of immigration during the COVID epidemic, has changed forecasts of population. The central forecasts from the National Centre for Population are 6% lower than they would have been in the absence of the epidemic.

However it turns out that this makes virtually no difference to forecasts of Wyndham's population – as shown in Table 2.

The reason for this oddity is that the Victorian State Government numbers were forecast off a lower base than the Federal numbers, apparently as a result of the under-counting of Victoria's population prior to the COVID episode.

TABLE 2 FEDERAL POST-COVID POPULATION FORECASTS EQUAL VICTORIAN PRE-COVID POPULATION FORECASTS

| FEDERAL FORECAST | 2030-31 | 2035-36 |
|----------------------|------------------|------------------|
| PRE-COVID MELBOURNE | 6,555,500 | 7,219,528 |
| POST-COVID MELBOURNE | 6,164,400 | 6,788,890 |
| VICTORIAN FORECAST | 2030-31 | 2035-36 |
| PRE-COVID MELBOURNE | 6,253,062 | 6,781,149 |
| POST-COVID WYNDHAM | 404,651 | 459,216 |

Sources: Victorian data from *Victoria in the Future*, DELWP; Federal data from the *Population Statement 2021*, Centre for Population

Notes: The Federal forecasts only run to 2030-31 so they have been extrapolated at the prior year growth rates for comparability.

While the National Centre for Population has not forecast population down to the local government area, it seems reasonable to assume that Wyndham's share of Melbourne's population will stay about constant. The best estimate we have then of Wyndham's future population is 459,216 in 2036.

It makes sense then to continue to plan for strong population growth in Wyndham.



2.2 FUTURE ECONOMY: WORKFORCE AND COMMUTING - NEED 85,000 EXTRA JOBS

The State Government has forecast that Wyndham will have 459,220 residents by 2036. On the basis of the previous section, we will assume that number still stands (noting it might be lower). This represents an increase of 203,900 over the population in 2016.

At the last Census, Wyndham's labour force participation rate was 65.7%. If we assume this stays constant, then some 85,641 additional residents of Wyndham will be looking for work.

Currently 62% of employed workers from Wyndham commute out of the region for work. At the Census this was 60,966 people leaving every day.

If this continued to apply, then by 2036 an additional 48,688 people will try to commute out of the LGA every day for work. Wyndham will then be home to 109,653 daily commuters (see Table 3).

The job task is large. In order to provide a reasonable lifestyle for its residents by limiting commuting Wyndham needs 85,558 extra local jobs by 2036.

The Federal government makes medium term projections of employment by industry. Applying these to Wyndham's job needs, we can see that five industries are likely to provide 70% of the new jobs (see Table 4).

Focussing on these five industries would represent a shift in the structure of Wyndham's employment where only 37% of current local jobs lie in these five fields.



TABLE 3 WYNDHAM: A POPULATION POWERHOUSE IN VICTORIA

| | NOW | FUTURE | CHANGE |
|---------------|---------|---------|---------|
| POPULATION | 255,320 | 459,220 | 203,900 |
| WORKFORCE | 107,238 | 192,879 | 85,641 |
| COMMUTERS | 60,966 | 109,653 | 48,688 |
| OTHER WORKERS | 37,376 | 67,225 | 29,848 |
| UNEMPLOYED | 8,793 | 15,815 | 7,022 |
| TOTAL | | 85,558 | |

Sources: Current data from id. Projections as described in text.

TABLE 4 APPLYING GOVERNMENT INDUSTRY EMPLOYMENT PROJECTIONS TO WYNDHAM

| | |
|-----------------------------------------------|--------|
| HEALTH CARE AND SOCIAL ASSISTANCE | 20,104 |
| PROFESSIONAL, SCIENTIFIC & TECHNICAL SERVICES | 13,721 |
| EDUCATION AND TRAINING | 10,291 |
| CONSTRUCTION | 9,049 |
| ACCOMMODATION AND FOOD SERVICES | 7,274 |
| RETAIL TRADE | 4,958 |
| PUBLIC ADMINISTRATION AND SAFETY | 4,147 |
| TRANSPORT, POSTAL AND WAREHOUSING | 3,478 |
| OTHER SERVICES | 3,056 |
| ADMINISTRATIVE AND SUPPORT SERVICES | 2,770 |

Source: <https://lmip.gov.au/default.aspx?LMIP/GainInsights/EmploymentProjections>

JOBS OF THE FUTURE

The structure of Wyndham's job availability needs to change to position it better for the future of work. Wyndham is particularly lacking in jobs in the professional, scientific and technical category – this has to be a high priority for change.

Currently dominant fields of employment, as in logistics (transport, postal and warehousing), are expected to grow more slowly in the future, and retail job growth too is expected to lag many other areas of employment as online shopping impacts (see Table 5).

Nor is Wyndham's current workforce closely aligned with either the State or Federal governments priority industries.

The priority industry charts set up by the State or Federal governments however are mainly focussed on technologies. This is an important challenge for Wyndham. There are currently only 2500 jobs in the profession, scientific and technical services field, but ideally the region should be aiming to add over 10,000 extra roles in the next two decades.

CURRENT INDUSTRY MIX AND GOVERNMENT PRIORITIES

| VICTORIA PRIORITY INDUSTRIES | AUSTRALIA INDUSTRY GROWTH CENTRES |
|------------------------------|-----------------------------------|
| Construction technologies | Advanced manufacturing |
| Creative industries | Cyber security |
| Defence technologies | Food and agribusiness |
| Digital technologies | Medical/pharmaceutical |
| Food and fibre | Mining services |
| International education | Oil, gas and energy |
| Medical/pharmaceutical | Professional services |
| Retail and logistics | |
| Space technology | |
| Visitor economy | |

Source: Government statements of priorities



**TABLE 5 NEED TO CHANGE
THE EMPLOYMENT STRUCTURE:
RANKING OF JOB NUMBERS BY INDUSTRY**

| | CURRENT 2016 | PROJECTED 2036 | PROSPECTS |
|-------------------------------------------------|--------------|----------------|-----------|
| RETAIL TRADE | 1 | 5 | |
| TRANSPORT, POSTAL AND WAREHOUSING | 2 | 6 | |
| EDUCATION AND TRAINING | 3 | 2 | EMERGING |
| HEALTH CARE AND SOCIAL ASSISTANCE | 4 | 1 | EMERGING |
| MANUFACTURING | 5 | 9 | |
| CONSTRUCTION | 6 | 4 | EMERGING |
| ACCOMMODATION AND FOOD SERVICES | 7 | 7 | |
| PUBLIC ADMINISTRATION AND SAFETY | 8 | 8 | |
| WHOLESALE TRADE | 9 | 10 | |
| PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES | 10 | 3 | EMERGING |

Source: Described in text.

2.3 FUTURE ECONOMY: HEALTH AND WELLBEING

The health and social assistance sector plays a doubly important role in regional development:

- It improves the quality of life of the residents.
- It is a very big local employer.

VicHealth's 2016 survey found people in Wyndham rated their overall life satisfaction at a level very close to the Victorian average. The challenge is to sustain this while the population continues to grow. Medical and health service provision currently lags much of the State in most categories (as shown below) so that there is an important catch-up required. Health outcomes lagged State averages with higher percentages of people: overweight, eating less healthy diets, and engaging in less physical activity (see Table 6).

There seems likely to be a need for ongoing investment in acute services through the development of more hospitals as the population expands. Some of the necessary investment was foreshadowed in last year's State budget.

Population drives the need. The population of Wyndham in 2036 is expected to be around 450,000. The Australian average is that there are 2.5 beds in public hospitals and 1.3 beds in private hospitals per 1000 population, total 3.8. In Victoria the numbers are 2.32 and 1.45 for a total of 3.77.

Given Wyndham's expected population, at 3.77 beds per 1000 residents, means that it will 'need' 1730 beds by 2036. If hospitals become 10% more efficient, this falls to 1557.

The actual need is likely to be less. Some patients will be served outside Wyndham. If 30% of the needs are provided outside the LGA, Wyndham will need 1090 beds by 2030. If 50% of people travel outside of Wyndham for treatment, there is still a 'need' for about 800 extra beds locally.

The Mercy has expanded its capacity to 300 beds, and private hospitals might be expanded further, but it still seems clear that Wyndham will need to be serviced by at least a further 500 acute beds by 2036.

Hospitals are also important sources of employment. Each is serviced by about 4.5 people so that the growth of the hospital sector is likely to result in about 5000 additional full-time equivalent jobs. Those jobs will also have important spill-over adding roughly the same number of jobs in related service fields.



**TABLE 6 MEDICAL AND
HEALTH SERVICE PROVISION**

| | WYNDHAM | STATE AVERAGE | LGA RANKING |
|-----------------------------------------|------------|------------------|-------------------|
| GPS PER 1000 | 0.9 | 1.2 | Bottom 14% |
| GP CLINICS PER 1000 | 0.2 | 0.3 | Bottom 8% |
| ALLIED HEALTH SITES PER 1000 | 0.4 | 0.9 | Bottom 5% |
| PHARMACIES PER 1000 | 0.1 | 0.2 | Bottom 8% |

Source: VicHealth survey

For Australia, the ABS data has the social assistance sector as employing almost twice as many people as those employed directly in the hospital system.

Given the size of the Wyndham workforce in 2036, we can expect some 24,412 workers to be in the health and social assistance sector. Currently there are 10,839, so on the assumption that no extra commuting should be expected then the sector will add some 13,573 roles.

With additional hospital beds, direct spill-overs from the hospitals, plus the expected growth in social assistance, it seems the health sector could deliver about 20,000 extra jobs by 2036.

2.4 FUTURE ECONOMY: PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES

Just as hospitals provide a natural anchor point for employment in the health and assistance sector, technical universities have tended to play that role for professional and technical services.

This was clearly the ambition for the Australian Education City proposal which did not proceed for a range of reasons. The underlying idea, that a significant technological university operation was needed to develop Werribee as a technological driver for Wyndham and the South-West remains relevant.

To succeed, a very significant investment in building a technology campus is required. This might be funded directly from a government budget or by cross subsidies from land sales or by an angel investor. The most likely option would appear to be public funding. This could involve funding to support the planned further development of Victoria University's Werribee campus, but with the focus on STEM and on building the professional and technological capabilities of the region.

For Wyndham to grow its local employment, especially in professional and technical services, it needs a major university investment.

One example is Adelaide's Tonsley Park Innovation District. The Park provides the opportunity for the manufacturing industry in South Australia to adapt and better utilise its strengths, transitioning from traditional to high-value manufacturing.

Its success depended on being close to the broader facilities of Flinders University. Tonsley is currently home to over 1,700 employees. A similar parent institution would be needed at Werribee

Switzerland followed this policy of investment in applied tertiary campuses to stimulate local industries. Such investments can generate wide benefits as the evidence from reviews (see Schlegel et al (2020)) demonstrates:

- direct job multipliers ranged from 1.03 to 8.44
- an economic impact (standardized by the university budget) ranged from 0.87 to 5.52
- patenting rose by between 7% to 32%
- the average profits per firm in a municipality increased by on average, 24%.

If East Werribee is to be a major provider of professional, technical and scientific services to Werribee, Wyndham and to the broader South West, then investment in upgrading the university and technological infrastructure will be necessary. It provides the anchor institution.

It is worth noting that Canberra, with a population similar in size to Wyndham forecasts for 2036, has multiple tertiary institutions and over 40,000 tertiary students.

2.5 FUTURE ECONOMY:

CONSTRUCTION

The other areas where major growth in employment can be expected – construction and accommodation and food – have clearer paths for development.

Construction provides three opportunities:

- local residential
- local commercial
- exports of professional services.

The boom in residential development across Wyndham is continuing but will slow as local opportunities are filled towards the end of this decade. Trade skills and apprenticeships should provide job paths for several thousand locals through the VET system.

Commercial opportunities will however provide decades of further scope for expansion. The Centre for Civil Construction being developed on the VU campus provides a more sustainable, long-term option for the economy. As Melbourne grows, the need for infrastructure in terms of roads, tunnel, power networks, water supplies will provide ongoing sources of work within the State. Export opportunities, providing professional services to Manila, Jakarta, and Ho Chi Minh City, will provide important fields of export revenue for Wyndham.

Wyndham should focus on developing professional services firms in the construction sector which can take advantage of these opportunities. Local wealth is created by providing services to other parts of the city, the state, the nation and the world. The local firms will employ people with the full range of skills but they need to succeed in global competition, and for that they need a high quality of skills (see Table 7).

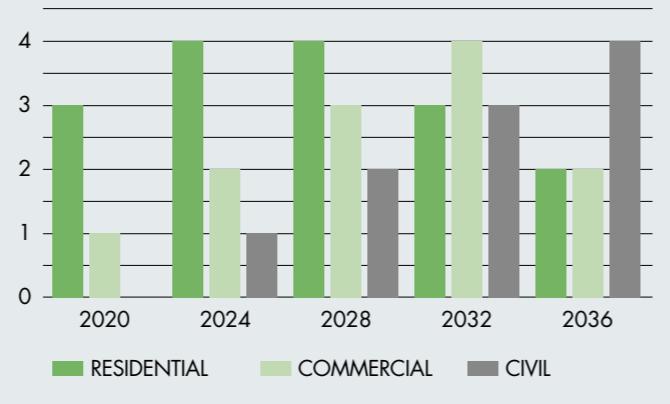
TOURISM

Tourism has significant opportunities to provide services to people from outside the region and hence to generate local income and local jobs. The objective would be to encourage people to stay in the area for several days rather than simply passing through it.

Wyndham has some outstanding assets – natural assets like the coast, river, and wetlands and some built assets such as the zoo and the mansion. The development of the key waterways, the coast and the river, should also be carefully considered because they are amongst Wyndham's strategic assets.



TABLE 7 GRADUAL SHIFT IN EMPHASIS ON TYPE OF CONSTRUCTION



We suggest two strategies:

- Getting greater value from the existing assets.
- Developing newly built assets for Werribee and Wyndham.

The continued investment in the Zoo should be encouraged. The key should be to try to get more visitors to stay for an extra day, to visit related facilities in the region. This suggests that the wetlands and coast might be packaged more with the Zoo. Any new trackless tram routing should be developed also as to facilitate the movement of tourists through the region's assets and reinforce Werribee's "Clean Economy" theme. It should also be grounded in the local environmental and indigenous culture, complementing the Zoo/Mansion/river/coast package.

There should be a strong contribution from the local indigenous community, one of the largest in Melbourne. For example, a new Aboriginal centre located near the Zoo, and encouraging cross-tourism, might be feasible.

The Mansion provides a natural focus for more integrated and longer-stay tourism. A link-up with the UK's Glastonbury Festival, developed similarly in conjunction with Greenpeace, would be one such option.

The A-League stadium at Tarneit shows the way in which new physical infrastructure can be developed combining transport, sporting, and retail assets in a way which each adds value to the other. Bundling the football with a trip to the Zoo, or to a concert, adds value to the local economy.

2.6 THE CURRENT STRENGTHS: CONSTRUCTION, LOGISTICS, MANUFACTURING, RETAIL

Two of Wyndham's important industries – logistics and manufacturing – grew slowly between censuses (see Table 8).

Despite this Wyndham has strategic advantages in both:

- It is home to one of Victoria's largest concentration of roles in logistics.
- It is an important component of the Western State Significant Industrial Precinct.

They are industries which could get considerable support from the development of a strong technological university presence. The decision to build a new STEM campus with staff motivated to work on the real problems of local firms, and with skills in data analysis and new energy solutions, would make it more likely that local firms could thrive.

Logistics would also clearly gain by a decision to develop the Western Intermodal Freight Terminal although the terminal itself and many of the spill-overs would be shared with Melton.

The route for manufacturing is more complex but the COVID-19 epidemic has made it clearer that retaining a local manufacturing presence is important to the State. At the same time the transformation of the energy sector towards renewables provides a challenge to local manufacturers. The pressure on local manufacturers to take advantage of localisation with adapting energy source, provides challenges. Again, a local technological university could help provide a solution and ensure that manufacturing employment grows.

Retail is another important employer, especially for lesser skilled people transitioning into the workforce, but one whose growth has been tracking population growth. We do not know what the impact of the shopping-from-home trend will be for retail but the demand for face-to-face interaction remains quite basic, and should persist.



TABLE 8 EMPLOYMENT GROWTH RATES UP TO THE 2016 CENSUS

| | EMPLOYMENT 2016 | GROWTH RATE % |
|-----------------------|-----------------|---------------|
| CONSTRUCTION | 1769 | 22 |
| LOGISTICS | 1426 | 4 |
| MANUFACTURING | 787 | 3 |
| WHOLESALE | 694 | 21 |
| RETAIL | 666 | 24 |
| PUBLIC | 651 | 13 |
| HEALTH AND ASSISTANCE | 637 | 30 |
| EDUCATION | 599 | 23 |
| ADMINISTRATIVE | 459 | 40 |
| PROFESSIONAL | 378 | 38 |

Source: id

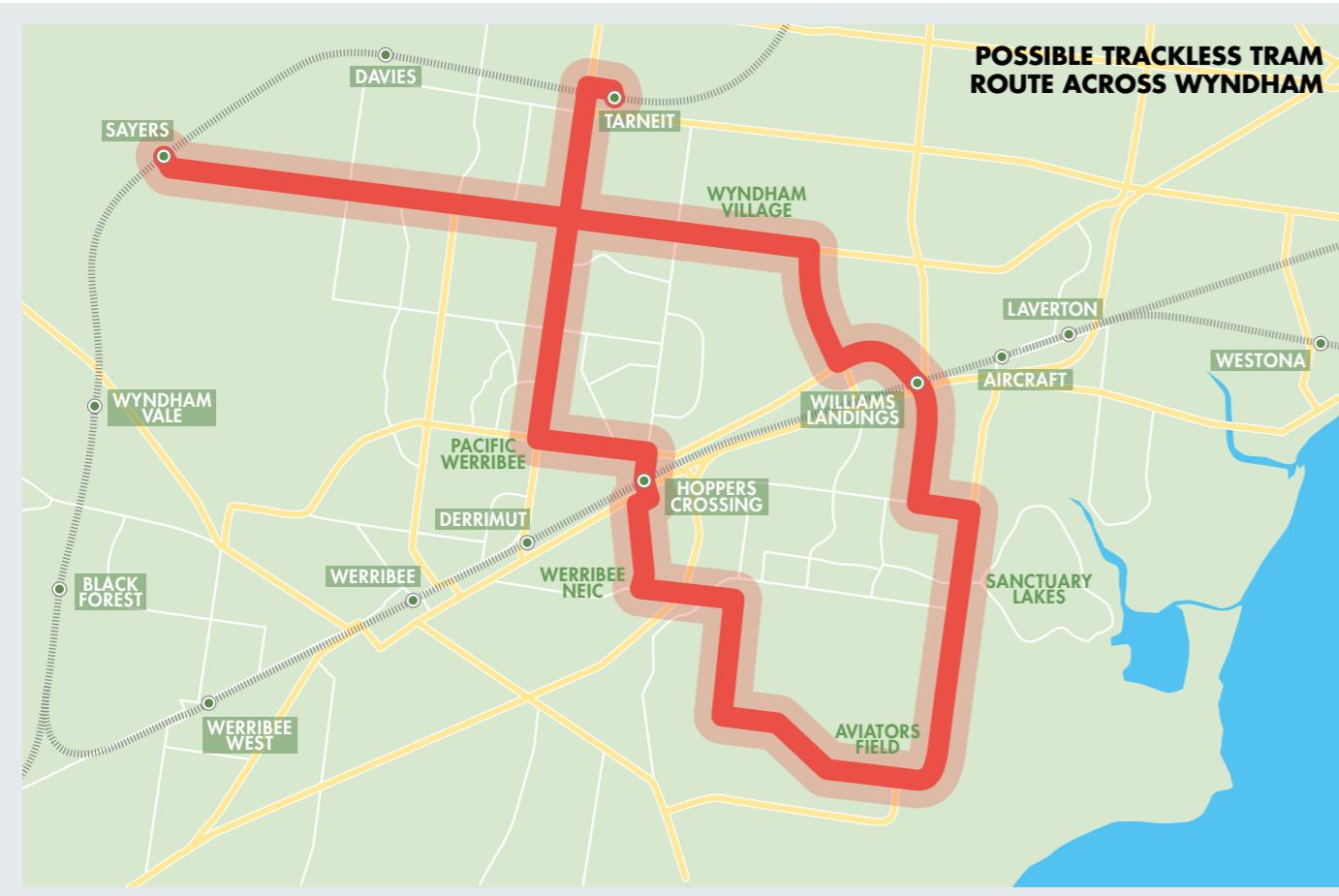
PART THREE

CONNECTIVITY AND LIVEABILITY

3.1 TRANSPORT AND CONNECTIVITY

Major transport routes now largely pass through Werribee and Wyndham. A key challenge will be to modify the flows as the Werribee Precinct evolves as a major commercial centre. It is very important that East Werribee is well connected with the Werribee City Centre so they can both develop together to form the capital of Melbourne's south west.

Strong public transport shuttles need to be part of the public transport plan to connect East Werribee with stations on the Werribee Line. Autonomous Rapid Transit (ART) also known as "Trackless Trams" seem to provide the best solution for the area. These are buses which have the most desirable characteristics of trams (segmented lanes, fixed routes, safe entry and exit, right of ways) while retaining the key attributes of buses (flexibility, cheaper implementation, speed of movement).



3.2 LIVEABILITY

JOBS AND SKILLS

The quality of the liveability of the area is shaped especially by the availability of local jobs: commuting is painful, and Wyndham has the highest percentage of people in Victoria who have daily commutes of longer than two hours. There is clear evidence that long commutes significantly reduce life satisfaction [see for example HILDA survey evidence in Lass and Wilkins (2017, p78-85)]. As discussed earlier, the area is on track to have 100,000 people commute daily. While improving transport systems so that people can commute faster is one approach, WoMEDA sees more local jobs as crucial.

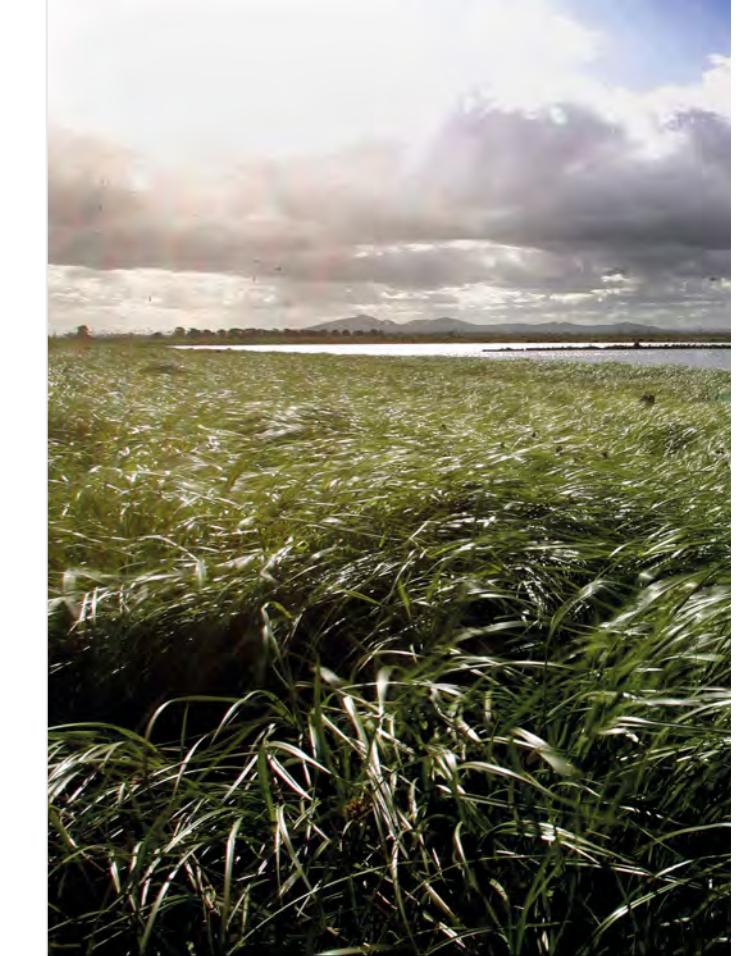
In creating large numbers of additional jobs, it will also be important to ensure that the local population is well placed to secure those jobs. This implies an important skills agenda. This will require a stocktake of the skills and qualifications of the local population and a strategy to upgrade and expand these skills to meet the projected employment needs. WoMEDA continues to support the development of a Jobs Institute to undertake this research and analysis.

Social procurement strategies are necessary to encourage, and in some cases require, employers especially in major government led major projects, to hire local labour, including apprentices, trainees and cadets, and employ other disadvantaged jobseekers (see Western Metropolitan Partnership report, especially for the discussion of social housing).

In 2021, the Western Metropolitan Partnership, is undertaking a priority place-based project on how to promote jobs and skills for young people in the West of Melbourne. There is significant evidence that young people are increasingly challenged in the labour market, especially in getting onto skilled pathways, and that COVID has made this worse (see for example Dawkins, Hurley and Lloyd 2020). There is a particularly strong population growth happening in Wyndham in the 15-24 age group, so this is a particularly important issue for this region.

CULTURE, RECREATION AND AMENITY

Another important element in a successful strategy for Wyndham, will be to enhance local cultural and recreational amenity. This is a critical issue in rapidly growing outer-metropolitan areas, where modern housing developments risk creating dormitory suburbs with limited cultural and recreational amenity, compared with inner-suburban areas that have had more time to mature.



All successful urban development plans include a key focus on amenity.

The region has important cultural and recreational amenities: the Werribee Park Precinct; the Werribee Zoo which is going to undergo a major expansion soon; the Wyndham Harbour and the Wyndham Cultural Centre to name but a few. There are also exciting plans for a major sporting stadium and precinct in Tarneit, which will be the home of the Western United Football Club. There are also a range of sports centres, parks and pools in the area. The presence of a Tech School at the Victoria University Werribee Campus is also an excellent shared educational facility for the whole region.

The range of amenities that attract visitors from outside the region, as well as being good amenities for the local population, as outlined in Section 2 above, is increasingly impressive and provides significant potential for tourism and the visitor economy.

Cooperation will be important, with Scienceworks in the inner west of Melbourne, with the local Aboriginal community, and with the Werribee Zoo and Victoria University in its various curricula.

HEALTH, SUSTAINABILITY AND JOBS

We propose that Werribee and Wyndham should be a flagship model of the close links between health, sustainability and jobs, and we see these links as running through the whole Wyndham strategy. An increase in working locally, reduced commuting times, active healthy living recreational opportunities and a sustainable environment. Investment in green infrastructure is an important element in that (see Green Infrastructure Economic Framework -Young, Jones and Symons 2015), which presents a framework of the monetary, social and environmental benefits of investment in Green Infrastructure. This should be a key guiding framework for the Wyndham plan.

PART FOUR

CONCLUSIONS AND RECOMMENDATIONS

The essential first step is to recognise Wyndham as a major satellite city within Melbourne, one of the key focal points as Melbourne evolves into a polycentric city.

Creating a powerful heart for Wyndham and the region through the development of the East Werribee precinct should be of the highest single priority. This achieves multiple objectives. It creates a concentration of employment, it provides a focus for policy and government investment, and it creates a narrative for Wyndham and Melbourne about what the region is about. The proposed flagship theme for this precinct is 'the clean economy'.

The key rationale for East Werribee investment is to provide high quality services to the broader region, particularly professional services, administrative services, and scientific, technical and educational services.

The most important investments towards this goal include:

- A major government services concentration.
- Significant hospital, medical and care facilities.
- A technical university campus.
- Relocated and new government research facilities.

East Werribee has to be more than a service centre. The aim should be to inspire, to create a heart for the region and a narrative about it. It will be appropriate to impose very high design standards with architectural highlights and keynote buildings, an integrated transport system and outstanding design principles.

East Werribee's transport and community integration will be important. It cannot be dormant so how the precinct integrates functionally within Wyndham City and its region needs careful planning.

Nevertheless, it is essential to be bold. Set clear job targets for 2036 such as East Werribee 50,000 new jobs within the broader Wyndham target of 85,000 new jobs.

Alongside the development of the precinct, there should be a focus on creating new jobs (i) In tourism, with new facilities complementing existing assets, and (ii) In construction, and the nature of local residential building changes.

To help ensure that sufficient numbers of jobs created go to people living locally, it will be important to enact a skills development strategy especially of large and rapidly growing number of young people in the region, and to encourage and support social procurement in the region.

Alongside reduced commuting times made possible by more local jobs, complementary strategies to further enhance liveability, healthiness and environmental sustainability, will reinforce a positive future for Wyndham and its residents.

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