



Williamtown Special Activation Precinct

Economics Report

December 2022

Update to the final report

Executive Summary

This report provides an update to the Deloitte report “Williamstown Special Activation Precinct” dated February 2022 and should be read in conjunction with that report. The previous report built on and revalidated previous investigations of the site, which focused primarily on Defence, aerospace and freight, and logistics industries. The analysis was based on the information available at the time on development plans for the site and took these as input into the assessment.

The Department of Planning and Environment (DPE) exhibited the draft Master Plan, technical studies, and Discussion Paper for the Williamstown Special Activation Precinct (SAP) for 56 days from April – June 2022 including consultation sessions with the community and stakeholders. During the exhibition, DPE held face-to-face consultation sessions with landowners, the local community and key stakeholders and ultimately received 47 submissions on the Master Plan.

Since February 2022 Regional Growth NSW Development Corporation (RGDC) has undertaken a significant amount of additional work to further develop plans for the site to inform the State Significant Development (SSD) application. This has included items such as economic, engineering, and environmental analysis. This work has identified the required infrastructure to overcome the physical constraints on development, which has resulted in a revised Master Plan for the precinct. As a result of this, there is a need to revisit the results presented in Deloitte’s previous report.

Revised preferred result

In the previous Deloitte report, the ‘opportunities’ identified from earlier market-sounding activities were investigated further as part of this study to quantify the land use implications that they present for the Williamstown SAP. The key opportunities were developed into economic scenarios.

Deloitte modelling includes catalysation of service industry requirements in the form of ancillary support industries, other health and support services and industry in the form of advanced manufacturing have been considered in land estimates, with consideration given to a mix of infrastructure requirements.

The industries considered in this scenario are centred around the Defence and aerospace precinct, with supporting adjacent ancillary industries including amenity, health and education, and tourism. The commercial land is expected to attract education and workforce support facilities such as accommodation, food, and beverage outlets as well as education, training, and health support services.

Where appropriate the Master Plan and relevant technical studies were then revised to address the feedback. An important change was that the SAP boundary has been reduced from 395ha to 283ha, a reduction of 112ha.

Additionally, the analysis takes into consideration the reduction of developable land to 69ha after accounting for roads, drainage, and other infrastructure. A smaller precinct would provide sufficient land over the next 20 years to meet market demand for defence and aerospace-related jobs. The development “envelope” at 2046 shows a potential growth range of 2,900 jobs based on a mix of core capability expansion and catalytic growth. This is expected to occur across an ultimate precinct area of 283 hectares. The slower-than-expected employment uptake of the precinct can be attributed to several global economic factors that have affected the market. The current economic climate has resulted in decreased demand, which in turn has led to a decrease in employment opportunities. The financial uncertainty caused by the global economic situation has caused many businesses to scale back their operations, leading to reduced job opportunities. The scenario is summarised at a high level in the table below with a more granular level provided in the body of the report.

Table 1-1 Summary of total projected employment growth and land area requirements.

	Employment (total jobs)				Land (Ha)			
	2019	Horizon 1	Horizon 2	Horizon 3	2019	Horizon 1	Horizon 2	Horizon 3
Scenario 2	5,764	8,139	8,834	9,528	9.8	60	68	77

Source: Deloitte Analysis (2021)

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1. Project background

The **Special Activation Precincts (SAP)** Program is one of the five areas of immediate long-term focus of the New South Wales (NSW) Government plans. It was announced in 2018 to attract more industry investment into the regions and on 28 May 2020, the Deputy Premier and Minister for Regional NSW announced Regional NSW's fifth SAP investigation area at Williamstown¹, with the vision of creating a Defence and aerospace hub to provide further economic development and job growth opportunities.

At a high level, SAPs are driven by several focus industries they aim to develop:

- Defence
- Advanced manufacturing and agribusiness
- Freight and logistics
- Tourism and hospitality
- Renewable energy and recycling.

According to the Department of Planning, Industry & Environment (DPIE)², SAP activities undertaken to incentivise business investment, create jobs and upscale economies include:

- Government-led studies
- Streamlined planning
- Government-led development
- Infrastructure investment
- Business concierge services (to support inbound investment).

Within the Williamstown SAP, two types of drivers for demand have been identified. These are (1) demand driven by existing Defence programs that may grow substantially over time in response to the significant government-announced \$270 billion investment in Defence over the next ten years, in addition to the previous \$200 billion outlined in 2016³ and (2) demand driven by existing infrastructure. These programs represent significant drivers for investment in the Williamstown SAP by the Defence Primes⁴, and as a second-order effect, the supply chains to those Primes (Australian Defence industry Small Medium Enterprises (SMEs)).

The current infrastructure supporting the Defence activities also provides a comparative advantage to support the growth of adjacent industries, given supporting markets/ ancillary services (such as advanced manufacturing) also support adjacent industries (Aerospace). Resulting in an opportunity to grow adjacent industries for the Williamstown SAP

Potential land use opportunities (and the implications) arising from growth for the Williamstown SAP through the expansion of adjacent sectors are discussed further in the 'Scenario 2' analysis.

¹ Department of Regional NSW, July 2020

² Wagga Wagga Special Activation Precinct, <https://committee4wagga.com.au/news/2019/12/16/wagga-wagga-special-activation-precinct>, accessed December 2020

³ Australian Department of Defence, Defence Integrated Investment Program (2016)

⁴ 'Primes' - Defence prime contractors capable of the delivery of major defence programs

1.1. This report

This report provides an update to the Deloitte report “Williamstown Special Activation Precinct” dated February 2022 and should be read in conjunction with that report. The previous report built on and revalidate previous investigations of the site, which focused primarily on Defence, aerospace and freight, and logistics industries.

In need of a precinct-wide approach to land use planning to address current concerns (flood management, PFAS contamination, and stormwater infrastructure constraints) and support the establishment, expansion and development of businesses within the Williamstown SAP, DRNSW has undertaken a significant amount of additional work to further develop plans for the site since February 2022 considering long term planning and ensuring that it is eliminating the danger of future water inundation, and how the existing flood-prone and contaminated land within the area would be addressed.

This work has identified several physical restrictions on development which have resulted in a revised Master Plan for the precinct. As a result of this, there is a need to revise and refine the results presented in Deloitte’s previous report.

The revised analysis also considered other themes including the following:

- Need for Williamstown SAP to establish enabling infrastructure (such as roads and public transport access, communal office spaces) and amenities (shared use, retail and leisure) to support and attract workers and investment in the region
- Need to focus on the development of skills needed within the community through targeted training programs, and also, to address the perception that there is a shortage of skilled workers where there is no shortage, as identified in previous market-sounding work
- Need for a coordinated and competitive government approach to attract investment for the Williamstown SAP
- Opportunity for growth of the existing Defence industry leveraging unprecedented level of Defence industry grants/programs that shift demand away from coal towards renewables that will occur in the Hunter and support workforce development for the Defence and Aerospace industry.
- Opportunity for expansion of adjacent sectors (such as the Aerospace industry)

The analysis and modelling undertaken included assumptions for the benefits of co-location for adjacent and non-adjacent industries, the potential for workforce attraction and retention through improved amenities, the managed transitions and risks to the Coal Mining and Electricity Generation sectors and diversification of the Region’s economy to build resilience and the extent of potential induced growth in ancillary industries which would benefit from locating at Williamstown SAP.

Ultimately the Structure Plan is adopting a flexible zoning approach across the SAP, with evolving market forces. The report update provides the economic analysis to support the Master Plan giving a summary of total projected employment growth and land area requirements for scenario 2 at three-time horizons out to 2056.

A summary of the collective findings supporting these key themes is presented in further detail in the following sections.

2. Revised structure plan

2.1. Overview of the structure plan

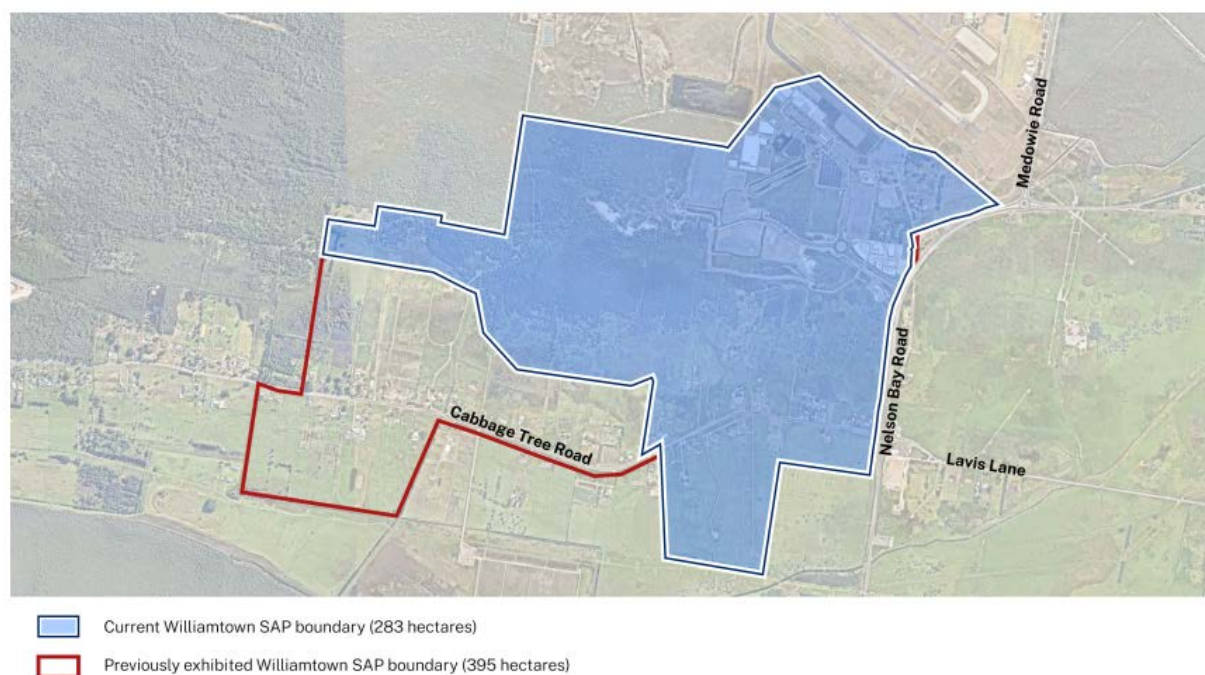
The Structure Plan ensures that the visions and principles of the Williamstown SAP are realised without impeding the existing approved development associated with the Newcastle Airport Master Plan. The Structure Plan provides a flexible framework to accommodate a range of proposed land uses and allows development to proceed with a staged approach focussed on meeting short-term market demand for aerospace and Defence related industries, with airside access within the Northern Precinct. Several key changes have been incorporated that reflect the challenging nature of the Precinct.

The key changes since February 2022 are:

- The Department exhibited the draft Master Plan, technical studies, and Discussion Paper for the Williamstown Special Activation Precinct for 56 days from April – June 2022 including consultation sessions with the community and stakeholders.
- During the exhibition, the Department held face-to-face consultation sessions with landowners, the local community and key stakeholders and ultimately received 47 submissions on the Master Plan.
- Where appropriate the Master Plan and relevant technical studies were then revised to address the feedback. An important change was that the SAP boundary has been reduced from 395ha to 283ha, a reduction of 112ha. This change is shown in the image below.

The final structure plan is shown below.

Figure 2-1 Land area no longer included in the current plan



Source: Master Plan, DPIE

The Southern Precincts (Eastern & Western Precincts) are largely influenced by regional drainage impacts. Each of the precincts identifies an area of land required outside of the development footprint to mitigate flood impacts and has been identified within the SAP boundary.

In particular, the area that was previously referred to as the Western Catchment is no longer included in the Precinct in its entirety. In addition, the area south of Cabbage Tree Road in the southwest corner of the Precinct is also no longer included. This change was made after considering factors such as:

- The analysis determined that the cost of the enabling earthworks and infrastructure (as per the previous Master Plan) would be cost-prohibitive and not economically feasible.
- A smaller Precinct would provide sufficient land over the next 20 years to meet market demand for defence and aerospace-related jobs.
- Detailed engineering investigation refined the water cycle management strategy and resulted in changes to the flood and drainage infrastructure.
- The existing approved Astra Aerolab development covering 76 hectares can meet a large proportion of the initial market demand.

As a result of these changes, the Department updated the relevant technical studies and Discussion papers for the Williamstown SAP for a smaller precinct. The final structure plan is shown in the Revised draft Master Plan.

Figure 2-2 Revised structure plan



Source: Master Plan, DPIE

Market demand analysis undertaken by Deloitte has shown that there is a strong demand in the shorter term for uses associated with Defence and aerospace, particularly those uses requiring direct airside access.

The largest land use accommodation is made for Defence and aerospace with 50 hectares allowed for across precinct and airside spaces in the structure plan over the three horizons. In aggregate, across the airside and general land, provisions for defence are in line with the three-horizon forecast for the sector. Of the other sectors, freight and logistics have been allocated slightly more space than forecast in response to the growth opportunities the runway upgrade presents for trade and the horizontal processing model they employ.

2.2. Implications for findings

The reduction in the precinct boundary has direct implications for the previous Deloitte analysis of total projected employment growth and land area requirements.

The previous report recommended Scenario 4 as forming the ultimate state and the basis for the Structure Plan. The industries considered in this scenario are centred around the Defence and aerospace hub. Scenario 4 did, however, include supporting non-adjacent ancillary industries including amenities, health and education, and tourism.

Further investigations since the previous report have identified that to enable the development of the Precinct, significant bulk fill is required to raise the proposed development above the flood planning level including accommodating climate change impacts.

Following this, the additional analysis concluded that the originally exhibited Precinct would unlikely have been developed in its entirety and the infrastructure costs to develop the Precinct of that size would be cost-prohibitive. As a result, this required a reprioritisation of the precinct's focus. Further economic analysis and detailed engineering ultimately demonstrated that a smaller Precinct was still able to provide the necessary land required to support the core activities in defence and aerospace industries that benefit from proximity to Newcastle Airport.

The revised precinct is now closely aligned with Scenario 2 which was analysed in the previous Deloitte report. Scenario 2 focussed on a niche hub to support the growing aerospace industry and would provide business and manufacturing opportunities in Australia's rapidly growing space sector, particularly in the development of materials as well as a wide range of commercial products.

Additionally, the reduction of land usage from 153 hectares to 69 hectares has been taken into consideration and based on Deloitte's previous forecast. While focussed on Defence and Aerospace, Scenario 2 did still allow for expansion for adjacent industries, civil aviation training, new education facilities, warehousing and logistics facilities, advanced manufacturing activities and aerospace industry expansion, with consideration given to a mix of infrastructure requirements required.

As a result of these changes, Scenario 2 is now the recommended scenario for forming the ultimate state and the basis for the Structure Plan.

The change in recommendation since the previous Deloitte report does not reflect any changes to underlying market dynamics or growth potential. Rather, the change reflects that more information on the physical nature of the site has been developed. This new information imposes additional constraints on development which were not considered as part of the previous Deloitte report.

3. Revised Results

3.1. Base Case

Two outlooks have been considered in Deloitte's forecasting:

- Base Case 1 assumes no additional interventions or investment within the Williamtown SAP, with organic growth occurring by sector and region and only Stage 1 of Astra Aerolab assumed to progress
- Base Case 2 includes employment growth for the Williamtown SAP including the Stages 2-6 of the Astra Aerolab development generating additional growth. This scenario assumes no additional investment or targeted incentives to catalyse growth.

Deloitte expects growth to slow in comparison to historic trends over the next two years, as elevated inflation fuelled by higher energy and food prices remained the biggest threat to economic growth. Deloitte expects population growth across New South Wales to average 1.08% per annum, slightly outpacing job growth between 2016 and 2056.

Port Stephens, among other regional areas, has benefited from recent population growth driven by the movement of residents away from more densely populated capital cities. The LGA is also expected to attract residents over the next 36 years due to the attraction of lifestyle and amenities, as well as growing employment opportunities in the region. Job growth is expected to be slightly less than State employment growth, at 0.84% for Port Stephens versus 1.06% per annum to 2056, as shown in Table 3-1.

Table 3-1 SAP total employment projection summary by projection source

Data source	2019	2021	2026	2031	2036	2041	2046	2051	2056
TfNSW 2019	Na 5	6,100	7,400	8,200	8,700	9,000	9,300	9,500	9,700
Deloitte Base Case 1	5,800	6,200	6,700	7,000	7,500	8,000	8,400	8,800	9,300
Deloitte Base Case 2	5,800	8,000	7,400	7,900	8,800	9,100	9,400	9,800	10,200

Source: Deloitte (2020), TfNSW (2020)

Under Base Case 1, employment is expected to grow by 2,600 jobs by 2046. Base case modelling is nationally constrained, and assumes growth occurs organically. Market competitiveness is implicit in this assumption, resulting in a conservative growth outlook with potential incentives and investment in similar industries drawing employment and tenants away from Williamtown SAP (e.g., MRO facility development in Essendon Fields). Only Stage 1 of Astra Aerolab development is assumed to be committed to.

Base Case 2 includes the commitment to the Astra Aerolab development (Stages 1 to 6), where employment growth is anticipated to be in the region of 3,600 jobs by 2046. This growth is expected to primarily be in the industry sectors of Defence, advanced manufacturing, and aerospace sectors, with some catalysation in research, education and commercial enterprise. Minimal additional incentives or catalysation is assumed in Base Case 2.

The TfNSW figures sit within Deloitte forecasts for Base Case 1 and 2 for total employment, with the addition of 3,200 jobs between 2021 and 2046, compared with 2,600 jobs in Deloitte Base Case 1 and 3,600 jobs in Deloitte Base Case 2 over the same period. It is clear from the TfNSW forecasts that the growth is dependent on Defence (31.5%), professional scientific and technical services (37.7%) and Transport and Warehousing (10.8%) sectors. It can be concluded that while the TfNSW forecasts consider some expansion of Defence capability, it also considers staging of Astro Aerolab development, but does not encompass the proposed WAC - Stage 2, or full tenancy of 1 Technology Place.

5 TfNSW TYP-19 data is only available in 5-yearly increments starting from 2016

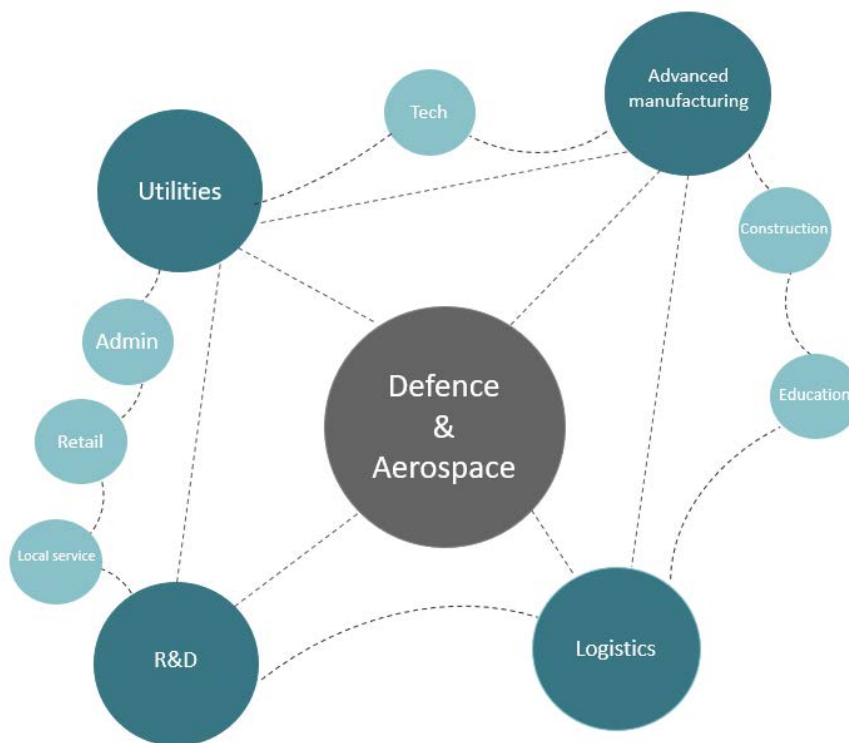
3.2. Scenario 2 – Expansion of adjacent industries and new Defence programs

The game-changing development of a niche hub to support the growing aerospace industry would provide business and manufacturing opportunities in Australia's rapidly growing space sector, particularly in the development of materials as well as a wide range of commercial products.

This scenario capitalises on an emerging multi-million-dollar market that has seen rapid expansion in Queensland with the formation of companies such as Gilmour Space Technologies and presents future opportunities for global exports. Investment in the aerospace and space industry within New South Wales within the Williamtown SAP will leverage the capability within Australia, where more than 50% of the revenue is already captured by NSW.

The NSW government has signed a memorandum of understanding with Australian space business accelerators, research organisations and STEM education providers to develop and grow the space industry in NSW, in Sydney CBD and the Western Sydney Aerotropolis. Establishing research, development and advanced manufacturing facilities within the Williamtown SAP will build on supply chains within the aviation and Defence industries, strengthening the skill set of the existing workforce, building synergies and linkages with adjacent industries, both in the Williamtown SAP, as well as externally within the Hunter and Newcastle regions. Linkages between core and ancillary industries are shown in Figure 3-1.

Figure 3-1 Adjacent industry expansion



Source: Deloitte Analysis (2021)

The employment and land use profile for this scenario is shown in Table 3-2 for the short-term (Horizon 1), medium-term (Horizon 2) and ultimate development (Horizon 3). The land use requirements include the base case. Over time it is expected that some of these industries may be subsumed by Astra Aerolab's land use allocation and freed up for alternate uses. This overview includes considerations highlighted during market sounding, as well as the potential for the precinct under assumptions of expansion of core capability. The land use requirements consider a mix of built-form requirements for each sector and do not represent final design considerations, or consideration of buffer requirements.

Table 3-2 Total employment and land use profile under Scenario 2

Land use	Employment (total jobs)			Land (Ha)		
	Horizon 1	Horizon 2	Horizon 3	Horizon 1	Horizon 2	Horizon 3
Defence	3,681	3,942	4,204	9	9.4	9.7
Defence contractors	04	1,136	1,369	28	30.5	33.1
Local service	1,535	1,628	1,720	6	8.2	10.4
Industry	1,530	1,617	1,705	8	10.5	13.1
Health & Education	172	181	189	2	2.4	2.7
Amenity	317	329	341	7	7.4	7.7
Total	8,139	8,834	9,528	60	68	77

Source: Deloitte Analysis (2021)

Assumptions for additional land use include the information identified in the market sounding requirements for Scenario 2 for expansion of Defence, the airport, Astra Aerolab, 1 Technology Place and Proposed WAC - Stage 2, as well as expansion required for new and expanded Defence programs and some catalysation of ancillary support industries.

Accommodating additional demand for land in local government areas (LGA) requires careful planning and consideration of the needs of different industries. While some industries benefit from being located near an airport for synergies, others do not require this proximity. To ensure that these industries can still access affordable land and develop, it will be necessary to identify alternative areas in the LGA where land is more affordable and suitable for their needs. This will involve assessing the infrastructure and resources available in these areas, as well as the local market conditions and demand. By providing affordable land options for industries that do not require being located near an airport, the LGA can help to encourage economic development and job creation in these areas. This approach will also help to spread the benefits of economic growth more evenly across the LGA, avoiding the concentration of development in a single area. This approach can help to address the issue of rising land prices and the affordability of land for businesses in the LGA. By developing more affordable areas for industries, the LGA can ensure that businesses can access the land they need to grow and thrive, regardless of their location requirements. This will help to support the long-term sustainability and competitiveness of the local economy.

Additionally, the reduction of land usage from 153 hectares to 69 hectares has been taken into consideration and based on Deloitte's previous forecast. Compared to the previous report, the reduction in job creation is due to the smaller precinct, however, the analysis shows that the precinct still accelerates the uptake of employment based on the base case assumptions and previously identified non-adjacent industries in Scenario 4 will find suitable locations elsewhere in the Hunter region.

For scenario 2, land requirements are included for expansion for adjacent industries identified through market sounding for civil aviation training, new education facilities, warehousing and logistics facilities, advanced manufacturing activities and aerospace industry expansion, with consideration given to a mix of infrastructure requirements required. Incremental employment and land use uptake for Horizon 1, 2 and 3, showing the difference at each point in time from Base Case 1 are shown in Table 3-3.

Table 3-3 Incremental employment and land use profile under Scenario 2 (difference from Base Case 1)

Land use	Incremental employment (jobs)			Incremental land uptake (Ha)		
	Horizon 1	Horizon 2	Horizon 3	Horizon 1	Horizon 2	Horizon 3
Defence	72	333	595	9	9	10
Defence contractors/Aerospace	415	647	880	21	23	26
Local service	715	808	900	6	8	10
Industry	250	337	425	8	11	13
Health & Education	5	14	22	2	2	3
Amenity	18	30	42	7	7	7
Total	1,476	2,170	2,864	52	60	69

Source: Deloitte Analysis (2021)

The slower-than-expected employment uptake of the precinct can be attributed to several global economic factors that have impacted the market. The current economic climate has resulted in decreased demand, which in turn has led to a decrease in employment opportunities. The financial uncertainty caused by the global economic situation has caused many businesses to scale back their operations, leading to reduced job opportunities. Additionally, some companies may have temporarily suspended their hiring processes as a result of economic uncertainty. The economic factors have also affected consumer spending, leading to a decrease in demand for goods and services and further contributing to the slowdown in employment opportunities.

It is important to note that these global economic factors are beyond individual or organisation control, and so must be monitored to understand the potential impact on the project.

The analysis and modelling undertaken included assumptions for the benefits of co-location for adjacent and non-adjacent industries, the potential for workforce attraction and retention through improved amenity, and the extent of potential induced growth in ancillary industries which would benefit from locating at Williamstown SAP. Improved amenity will encourage workforce attraction and retention through the provision of high-quality spaces and health services. This transition will require strengthening existing supply chains. Growth in employment under Scenario 2 assumptions will require a mix of existing land supply, plus the development of additional land which will need to be preserved for future use. Some employment growth will be accommodated in the existing land supply in the Astra development, the WAC, and RAAF land, where industries can access a range of land use types suitable for their uses, such as warehousing and office space. Consideration of the ultimate development potential of the existing land supply has been considered in the assessment of new land supply requirements.

The development “envelope” at 2046 shows a potential growth range of 2,900 jobs based on a mix of core capability expansion and catalytic growth. This is expected to occur across an ultimate precinct area of 69 hectares.

The scenario serves to pressure test the allocation of land to ensure sufficient space has been allocated to serve anticipated precinct sectors, should ultimate potential be realised.

4. Summary

This report provides an update to the Deloitte report “Williamstown Special Activation Precinct” dated February 2022 and should be read in conjunction with that previous work paper. The previous document built on and revalidate previous investigations of the site, which focused primarily on Defence, aerospace and freight, and logistics industries.

The analysis was based on the information available at the time on development plans for the site and took these as input into the analysis. It provides the economic analysis to support the Structure Plan ultimately giving a summary of total projected employment growth and land area requirements for four scenarios at three-time horizons out to 2046.

Since February 2022 Regional Growth NSW Development Corporation (RGDC) has undertaken a significant amount of additional work to further develop plans for the site to inform the State Significant Development (SSD) application. This has included items such as economic, engineering, and environmental analysis. As a result of this, there is a need to revise and refine the results presented in Deloitte’s previous report.

As Australia’s premier fast jet fighter base, Williamstown is well positioned to capture a significant portion of key air domain-related investment, as identified in the 2020 Defence Force Structure Plan, with an estimated \$40.4 – \$60.3 billion directed at Williamstown through investment in the following cornerstone and growing Defence programs located within, or related to, the Williamstown SAP.

The precinct requires significant utility services and/or infrastructure capacity to be added for potable water, wastewater, and power and local road augmentation to make the area ready for complex and high-value advanced manufacturing and Defence and aerospace activity, as has been proposed for the site.

While all these matters have still to be addressed on a case-by-case basis, the cost and effort of doing so introduce a barrier to entry for many business activities. The SAP seeks to mitigate these risks through a series of coordinated management and infrastructure solutions.

Deloitte analysis revealed that there is interest in investing and developing within the Williamstown SAP, which is driven by the existing infrastructure, significant government investment announced for the Defence industry, and also specific programs like the F-35 Joint Strike Fighter program based in Williamstown. The analysis and modelling undertaken included assumptions for the benefits of co-location for adjacent and non-adjacent industries, the potential for workforce attraction and retention through improved amenity, and the extent of potential induced growth in ancillary industries which would benefit from locating at Williamstown SAP.

Additionally, the Williamstown SAP was considered by stakeholders to benefit from the availability and low cost of land (compared with Newcastle and Western Sydney), proximity to the Port of Newcastle, interconnectedness with other major cities via the Airport, access to a cheaper workforce than Sydney combined with the amenity benefits of proximity to beaches, lakes, and the City of Newcastle.

There is the opportunity for investment in the Williamstown SAP by the Defence Primes, there is also the opportunity for their respective supply chains, the Australian Defence industry Small Medium Enterprises (SMEs). Reliable and increased funding for these programs is a key driver of growth, both in terms of the military base presence and the Defence industry located at Williamstown. Stakeholders also identified the need for the development of skills within the community through targeted training programs, as well as addressing the incorrect perception that there is a shortage of skilled workers as further priorities.

Overall key land use themes include improvements in road and public transport access, as well as an increased amenity to support workforce attraction and retention. Environmental constraints are also highlighted as a limitation to development by stakeholders. The “incremental benefit” approach has been taken to ensure a cohesive vision and development pathway which has, at its core, Defence capability.

The development “envelope” at 2046 shows a potential growth range of 2,900 jobs based on a mix of core capability expansion and catalytic growth. This is expected to occur across an ultimate precinct area of 283 hectares.

To achieve this, the Williamstown SAP is focused on fostering short to medium-term opportunities while also laying the foundations for a longer-term plan. As the initial focus is on forming a strategy to address the market failures, including providing enabling infrastructure, targeting industries, and levels of growth initiatives, and then expanding out to the proposed ultimate state.

In summary, Williamstown SAP is a significant investment not only in the local economy but in the Defence and aerospace sectors. While the precinct has the potential to accommodate a range of industry sectors in the long term, the growth is likely to be organic and driven over time by the demonstration of co-location benefits. The operation identity of the Williamstown SAP remains Defence and aerospace oriented. The scenario which has been developed has sought to understand the potential of long-term growth, which is significant, given emerging trends and opportunities. Success will be dependent on connectivity, amenity and education of the workforce, with growth occurring organically through synergies created by location, sector symbiosis and accessibility to markets.

Limitations of our work

This report is prepared for the Department of Regional NSW. The report has been prepared for providing economic advice on the industries and land uses that should be considered as part of the development of the Williamstown Special Activation Precinct Structure Plan, development of the Master Plan and subsequent Final Business Case. This report is not intended to and should not be used or relied upon by anyone else and we accept no duty of care to any other person or entity. The report should not be referred to or our name referenced by other parties for any other purpose.



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