

# ATTACHMENT A

**DRAFT TECH STARTUPS ACTION PLAN  
CONSULTATION RESULTS REPORT**

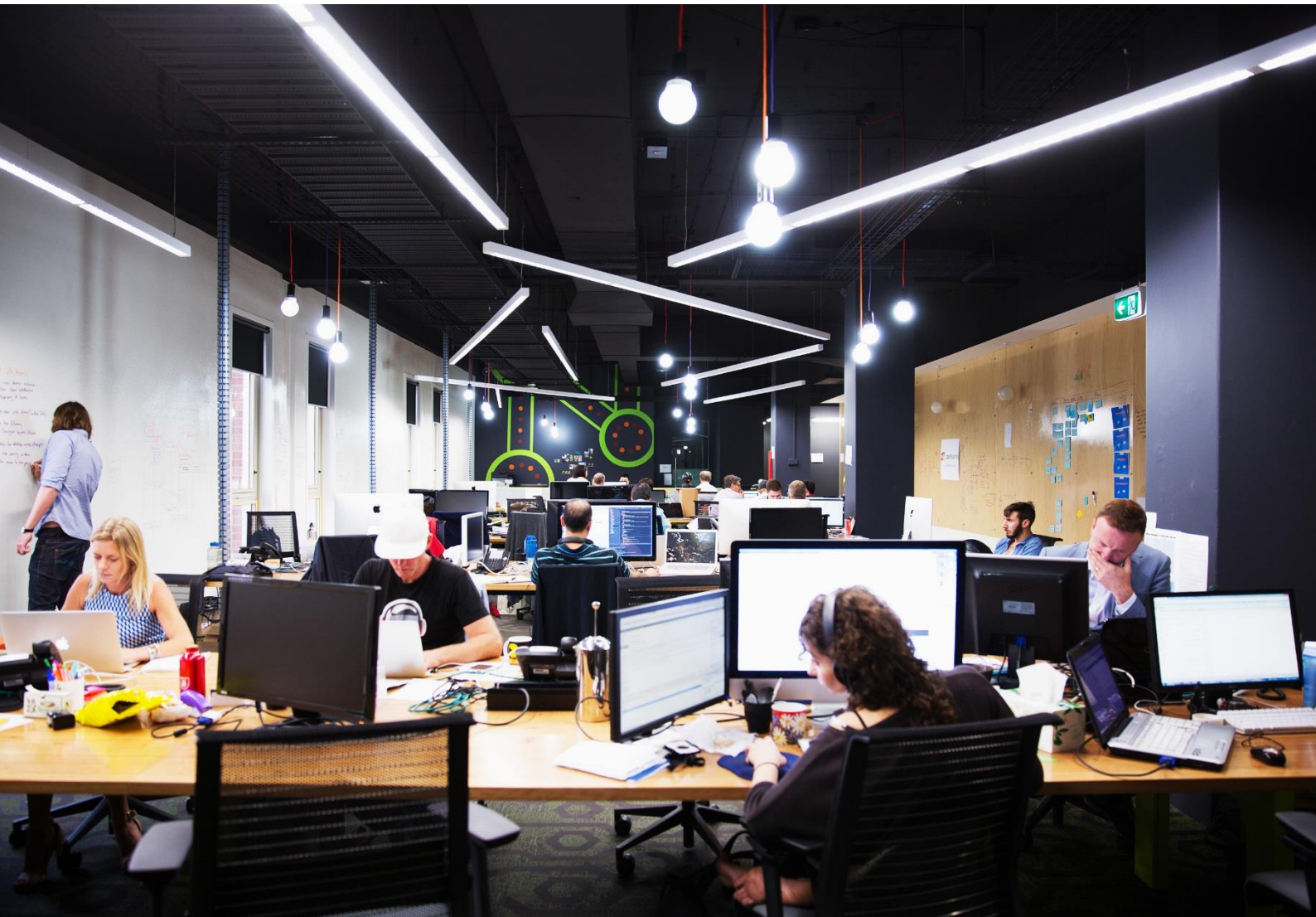


# Consultation Results



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## Draft Tech Startups Action Plan



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# DRAFT Tech Startups Action Plan

## Consultation Results

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## Consultation summary

**A strategic approach to community consultation ensured the City was informed by the community about the challenges and opportunities facing the Sydney tech startup ecosystem and the role the City could take in addressing them.**

### Summary

The City's Tech Startups Action Plan outlines how the City can create an environment which enables technology entrepreneurs to start and grow successful global businesses.

A strategic approach to community consultation ensured the City was informed by the community about the challenges and opportunities facing the Sydney tech startup ecosystem and the role the City could take in addressing them.

This was important in both developing the draft action plan and during the public exhibition of the document. The community engagement during this time ensured that members of the Sydney tech startup ecosystem were informed about the draft action plan and encouraged to provide comments which would inform the City's final plan.

The City engaged the community via events, briefings, advertising, printed materials, media, social media and the Sydney Your Say website. The draft action plan was on public exhibition from 18 August to 11 November 2015. The community had the opportunity to comment on the draft plan by completing a survey, participating in an online discussion forum or emailing a submission.

In total, 344 people gave feedback via an online survey and 20 through an online discussion forum while 31 organisations or individuals emailed submissions. The consultation activity reached the target community as demonstrated in the number and range of participants which included tech startup entrepreneurs, employees and supporters, professionals in corporate businesses, investors, educators and students.

The participation of a high number of relevant stakeholders resulted in constructive feedback which demonstrated strong endorsement for the focus areas and specific projects of the draft action plan and a final Tech Startups Action Plan can be prepared and provided to Council for adoption in 2016.

**This report and the City of Sydney's response to the consultation and final action plan will be available at <http://sydneyyoursay.com.au/tech-startups-action-plan>**



## Background

The draft action plan was developed by Economic Strategy team in the Research, Strategy and Corporate Planning unit between as part of the implementation of the City's Economic Development Strategy which aims to strengthen the city economy and support business.

The action plan addresses the needs of Sydney's emerging tech startup community. It aims to enable an open, inclusive, skilled and highly connected tech startup ecosystem which can thrive; in turn, spurring local economic growth, job creation and ensuring Sydney continues to be a globally competitive, innovative city.

A strategic approach to community consultation ensured the City was informed by the community about the challenges and opportunities facing the Sydney tech startup ecosystem and the role the City could take in addressing them.

This was important in both developing the draft action plan and during the public exhibition of the document (from the 18 August to 11 November 2015).

The community engagement during this time ensured that members of the Sydney tech startup ecosystem were informed about the draft action plan and encouraged to provide comments which would inform the City's final plan.



## Consultation methodology

The methodology involved informal and formal consultation, pilot projects, support for industry initiatives, peer review and public exhibition.

### Research and informal consultation

Sydney's tech startup ecosystem was compared with that of other global cities and the major trends and issues identified.

The City took part in a workshop convened by Google and facilitated by PwC as well as several other events discussing the issues facing tech startups. An informal workshop with 20 participants was hosted by the City's Chief Executive Officer to understand the role the City could play in addressing these issues.

An extensive number of organisations and individuals were informally consulted including:

| Accelerators             | Incubators      | Co-working spaces |
|--------------------------|-----------------|-------------------|
| PushStart                | ATP Innovations | EngineRoom        |
| Startmate                | BlueChilli      | Fishburners       |
| Sydney Founder Institute | Pollenizer      | Tank Stream Labs  |
|                          |                 | Hub Sydney        |

| Investors     | Government                           | Universities                          |
|---------------|--------------------------------------|---------------------------------------|
| Artesian      | NSW Department of Trade & Investment | University of Sydney                  |
| Reinventure   | Commercialisation Australia          | Creative Industries Innovation Centre |
| Sydney Angels | Digital Sydney                       | University of Technology Sydney       |
|               |                                      | UNSW Michael Crouch Innovation Centre |

| Not-for-profit                    | Media         | Businesses                       |
|-----------------------------------|---------------|----------------------------------|
| StartupAUS                        | Startup Daily | CeBIT / Hannover Fairs Australia |
| Springboard Enterprises Australia |               | Google                           |
|                                   |               | PwC Australia                    |
|                                   |               | Spike Innovation                 |
|                                   |               | Slattery IT                      |

## Startups

|             |                  |            |
|-------------|------------------|------------|
| Tinybeans   | General Assembly | SIRCA      |
| Canva,      | Jayride          | Speed Date |
| Cooper & Co | The New Agency   | Tapestry   |
| Collusion   | Posse            |            |

## Pilot projects

The City worked with a number of partners to implement pilot projects to: help clarify the issues facing technology entrepreneurs; test what role the City could play in addressing these; and, further develop relationships with individuals and organisations within the ecosystem to ensure the action plan was relevant.

Pilot projects included educational, networking and mentorship projects – for example, City of Sydney Tech Startup 101 Seminar, the 66 Meet-Ups networking group with ATP Innovations, and Practical Business Learning for Entrepreneurs Program with UTS and Hub Sydney.

## Support for industry initiatives

The City also supported relevant industry initiatives which further informed the action plan including working with: Hannover Fairs Australia to support the CeBIT business technology exhibition and conference; Springboard Enterprises Australia to produce the Springboard Accelerator; Third Spaces Group which produced the Global Co-working Unconference Conference Australia; Startup Week Australia which produced Startup Week Sydney; Piivot which coordinated a range of education events; Code Club Australia Camp which was hosted in Town Hall as part of Startup Week; Freelancer, which produced SydStart; and the startup Good360, which received a City of Sydney grant.

## Peer review

The draft action plan was peer reviewed by startup ecosystem consulting firm Spike Innovation to ensure the information was accurate and the proposed actions were relevant and credible.

## Public exhibition

Feedback on the draft action plan was sought online through the City's consultation website, Sydney Your Say ([sydneyyoursay.com.au/tech-startups-action-plan](http://sydneyyoursay.com.au/tech-startups-action-plan)) — with an online survey and discussion forum — and submissions by email during the public exhibition of the draft action plan from 18 August to 11 November 2015.

## Online survey

The online survey reflected the five areas of focus of the action plan:

1. Build the entrepreneurial culture and community
2. Create skilled and connected technology entrepreneurs
3. Increase the density of the ecosystem
4. Support technology entrepreneurs access to funding
5. Develop technology entrepreneurs access to markets





The survey therefore aimed to gain feedback on what the City was proposing to:

- increase awareness of the ecosystem and encourage more people to start and develop tech startups
- increase the entrepreneurial and computer science skills in the community
- determine if startups and the organisations which support them need more office or event space or to be located close to one another and if so, where
- support the ecosystem to generate more investors and more investment in startups
- develop more opportunities for tech entrepreneurs to increase their business

The survey tested 15 proposed actions or specific projects across all of the five areas of focus. For example: supporting a startup festival or events to connect tech startups with investors and leveraging our sister city relationship with San Francisco and Guangzhou.

Participants were asked to rank the proposed projects on a scale of '*strongly agree*' to '*strongly disagree*' or '*very useful*' to '*not useful at all*'.

Participants were also able to provide open-ended comments.

The online discussion forum covered four topics and aimed to capture in-depth comments on the Sydney tech startup ecosystem:

- strengths
- barriers to its growth
- spaces and places
- skills and connections

As well as leaving comments in the forum, participants could *Agree*, *Disagree* and *Reply* to the comments.

## Consultation engagement

**During the exhibition period, the tech startup community was engaged and feedback was encouraged through a range of activity.**

### City of Sydney events

The Lord Mayor hosted a stakeholder industry forum, which included a presentation on the action plan and a panel discussion for 110 people, where 110 documents were distributed on Tuesday 18 August 2015.

The City presented a business 101 seminar *Tech startups: How to launch and scale your business* for 55 people who were advised of the action plan and where 90 documents were distributed on Wednesday 23 September 2015.

### Industry events

StartupAUS held an event, hosted by the Lord Mayor, to launch the Startup Spring festival and a panel discussed what the Sydney ecosystem needs to grow, on 9 September 2015.

The Indus Entrepreneurs (TiE) group hosted a workshop for 15 people to facilitate feedback on the Tech Startup Action Plan where CoS staff participated on a panel on Wednesday 7 October 2015. A submission was received from TiE.

The City was a sponsor of *Startup decoded: bus about Sydney* (tour of co-working spaces etc) presented by Piivot for approximately 30 people where CoS staff welcomed participants and informed them of action plan on Tuesday 27 October 2015.

The City was a sponsor of the *SydStart* conference, presented by Freelancer.com and attended by 2,000 people on Thursday 29 October to Friday 30 October 2015. The Lord Mayor's welcome speech included details of the action plan and 2000 postcards were included in conference packs. An estimated 500 people attended the exhibition stand staffed by two CoS staff where 200 postcards and 120 action plans were distributed.

Idea Bombing hosted *The Tech Edition — How can technology make Sydney better?* Which was attended by 115 participants on Wednesday 18 November 2015 and a late submission was accepted.

### Briefings

Councillors were presented with draft Tech Startups Action Plan.

### Online marketing/social media

Online advertising and advertorial was placed within Start-up Daily, Startup Smart and Business Insider. A twitter hash tag #StartupSyd was created to stimulate conversation and drive awareness and interest. Social media announcements were made through Twitter and LinkedIn. The City's corporate and Sydney Your Say Twitter accounts linked to the Sydney Your Say website, with City staff and community members regularly tweeting on the topic.



## Media

The City produced 7 media releases, with mentions of the action plan and support for industry initiatives, with coverage in ABC Radio 702, altmedia.net.au, The Brisbane Times, businessinsider.com.au (6 articles), innovationaus.com, startupdaily.net, Sydney Morning Herald, and zdnet.com.

Articles (generated by CoS media releases and stakeholders) also appeared on non-media websites including: oneshiftjobs.com, thestartingsociety.com, womenlovetech.com, startupaus.org.au, technologydecisions.com.au, zippednews.com.au, speeddx.com.au, atp-innovations.com.au, businessplans.com.au, fintechbusiness.com.au, australianbankingfinance.com, noodles.com, launchgroup.com.au, mystartupaffair.com, myinforms.com

## Printed communications

A letter from the Lord Mayor with a copy of the action plan was sent to 16 State and 28 Federal government representatives.

A colour printed postcard with a call to action 'give us your thoughts on the tech startups action plan' was produced:

- 100 postcards distributed at Women in Tech event 27 October 2015
- 200 postcards distributed at City's exhibition stand at SydStart 29-30 October 2015
- 2000 postcards included in SydStart conference packs
- 300 postcards distributed at Piivot events as part of Startup Week 23-30 October 2015
- 25 copies of action plan were exhibited at the One Stop Shop and the City's neighbourhood service centres during the exhibition period.

## Online communications

A project page on sydneyoursay.com.au provided the action plan document, Frequently Asked Questions (FAQs), media release, reference documents, an open discussion forum and a short survey and the option to subscribe for more information. In addition:

- Content on the City of Sydney corporate website linked to sydneyoursay.com.au
- 3 emails were sent to 3,607 sydneyoursay.com subscribers
- 2 emails were sent to 2000 City Business e-newsletter subscribers
- 1 email was sent to 300 key stakeholders invited to the industry forum hosted by the Lord Mayor
- 1 email sent to 175 key contacts of the Economic Strategy Advisor

## Consultation participation

A significant number of people downloaded the action plan, completed the online survey and were engaged online.

### Participation summary

Table 1 – Participation summary during exhibition period

| Number | Participation  |
|--------|--|
| 3,397  | Visits to <a href="http://sydneyyoursay.com.au">sydneyyoursay.com.au</a> |
| 1,178  | Downloads of the action plan   |
| 450    | Copies of the action plan distributed                                    |
| 344    | Responses to the survey  |
| 152    | Comments in the survey   |
| 110    | Attended the industry forum  |
| 219    | Visits to discussion forum   |
| 20     | Comments in the discussion forum   |
| 31     | Submissions via email (41 emails in total)                               |
| 697    | Engagement via Twitter @CoS  |
| 187    | Engagement via Twitter @SydneyYourSay                                    |
| 2,064  | Engagement via City of Sydney LinkedIn                                   |

During the exhibition period, 3,397 individuals visited [sydneyyoursay.com.au](http://sydneyyoursay.com.au) and 1,178 downloaded the action plan.

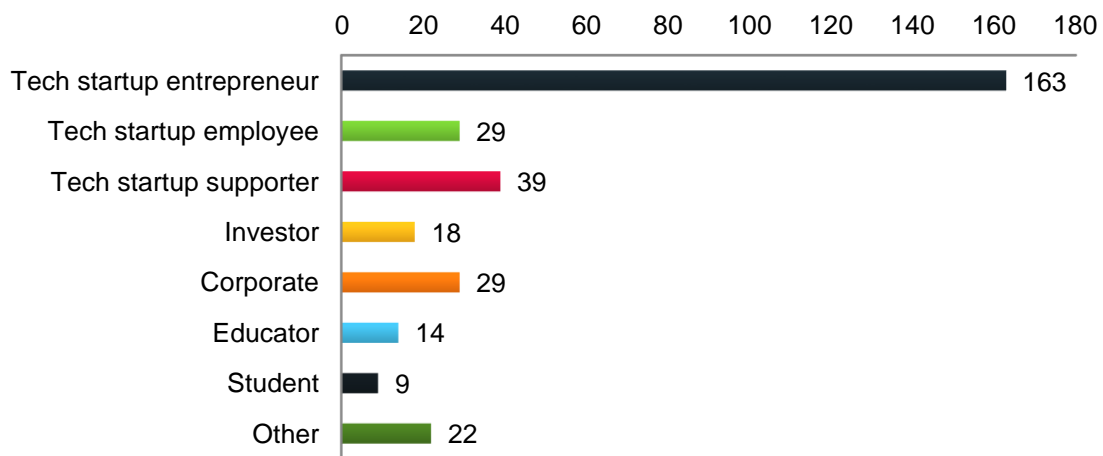
344 survey responses were received, including 152 comments, and there were 14 contributions to the online discussion forum with 20 forum comments and 41 emails with 31 email submissions.

### Participant profile

The consultation activity reached the target community as demonstrated in the number and range of participants which included tech startup entrepreneurs, employees and supporters, professionals in corporate businesses, investors, educators and students. However, only two submissions were received from a federal government organisation and none from the NSW State Government.

#### Participants in online survey

The following chart indicates the range of people in the tech startup ecosystem who participated in the online survey.

**Chart 1 — Types of participants in online survey**

**Organisations who participated in online survey**

Feedback via the 344 online survey responses was received from a mixture of both individuals and organisations. The participants which stated an organisation included:

| Accelerators / Co-working spaces | Investors          | Not-for-profit / media |
|----------------------------------|--------------------|------------------------|
| Aura Coworking Space             | Binary Investments | AIESEC                 |
| Incubate                         |                    | ABC                    |
| Fishburners                      |                    |                        |
| mur-D                            |                    |                        |
| Pollenizer                       |                    |                        |
| Tank Stream Labs                 |                    |                        |

| Government                        | Universities                          | Businesses      |
|-----------------------------------|---------------------------------------|-----------------|
| Accelerating Commercialisation    | iAccelerate, University of Wollongong | EY              |
| Australian Government             | Macquarie University                  | CBA             |
| Department of Premier and Cabinet | University of New England             | Harris Partners |
|                                   | UNSW Physics,                         |                 |
|                                   | UNSW School of Chemical Engineering   |                 |
|                                   | UNSW Innovations                      |                 |
|                                   | University of Western Sydney          |                 |
|                                   | TAFE NSW                              |                 |
|                                   | TAFE Northern Sydney Institute        |                 |

| Startups                               |  |   |
|--|--|---|
| Abun                                   | For The People                               | RecruitHero   |
| Amazon Web Services                    | GE Mining                                    | Red Burlesque,<br>CreativeUnplugged.com<br>and MetOnSet.com |
| Applicative                            | Geeky Cloud Pty Limited                      | RedEye  |
| Arney Recruitment                      | Geopast                                      | Restart   |
| Atlassian                              | GiveToCause                                  | Ronai Services Pty Ltd                                      |
| Aykira                                 | GlamCorner.com.au                            | Rushfaster  |
| Bauer Media                            | Gleneagle Securities                         | Sapien Ventures LLP   |
| Be Assured Pty Ltd                     | Good Fuel Co.                                | ScribblePost Pty Ltd  |
| Bravura Solutions                      | GP Media PTY LTD                             | Sentibit  |
| Bugcrowd                               | GrowPaths Financial<br>Group Pty Ltd         | Setchell Technology<br>Consulting                           |
| Camelot Innovations<br>Pty Ltd         | localizer.co                                 | SETScope  |
| Canva                                  | IDATS  | Shape Consulting  |
| Capital Good                           | ide group                                    | ShopWings   |
| CapitalPitch                           | Inception Digital                            | small builders  |
| Carscomm                               | Informatica                                  | spatial technologies  |
| Cba                                    | Inspiring Rare Birds                         | SPORTSPASS  |
| Celox Group Pty Ltd                    | Insurance Australia Group                    | Spot  |
| Centerstage HQ PTY<br>LTD              | Intergy Consulting                           | Squareknot  |
| Cinesmith                              | Internationally Educated                     | Squiz   |
| CMCRC                                  | JoinMe Pty. Ltd.                             | Strategic Artistry  |
| Coder Factory                          | Juggle Street                                | Street Art Walking  |
| Cog Systems                            | KTM Capital                                  | Studius   |
| Collabosaurus                          | langpia.com                                  | Stylebase   |
| Communteer.org                         | LAP  | SurveyMonkey  |
| Conquest Business<br>Solutions Pty Ltd | left eye productions                         | Switch Automation   |
| Cool Webing                            | Lifeable                                     | Tapmint   |
| Creative Little Soul                   | Lotsearch Pty Ltd                            | TCF Services Pty Ltd  |
| custom shelving                        | Marketo                                      | Teres Development   |
| CXi Software                           | Moxeto.com & Envision<br>Consultancy Pty Ltd | Think+DO Tank   |
| Cypha                                  | MyCatering.com Pty Ltd                       | Thinkbits   |
| Demand Logic<br>International          | myInterview.com                              | Tinybeans   |
| Digital Eskimo                         | Nestpilot.com                                | TrustMile   |
| DIGIVIZER                              | NETBiT                                       | U2a it  |



| Startups                            |                        |                                  |
|-------------------------------------|------------------------|----------------------------------|
| disrupt.healthcare                  | NME Capital Partners   | ustwo Sydney                     |
| EasyCase                            | Officer Diary          | Vendorable                       |
| eGovAU                              | Oovvuu Pty Limited     | Viator                           |
| Epic Labs Pty Ltd, the STUDIO (NFP) | OzForex Group          | Waddle                           |
| Eye Talent Pty Ltd                  | Polinode               | Warren Advisory & Big Time Media |
| Fiestafy                            | Progressify            | We Love Numbers                  |
| Fin 15                              | Propeller Aerobotics   | Whybin/TBWA                      |
| Finnegan Australia                  | Pureprofile            | www.agency.sc                    |
| First ORder                         | QFire Software Pty Ltd | www.oovvuu.com                   |
| Fish Thinkers Research              | Ramin Communications   | ziipt Pty Ltd                    |
| Flaxworks                           | Rapporr                | Zottie Dottie                    |
|                                     |                        | Zumio                            |
|                                     |                        | Zusa                             |



### Email submissions

A total of 27 submissions from organisations and 4 submissions from individuals was received relating to the action plan.

There was feedback via 41 emails from 32 organisations and 4 individuals; however, some organisations emailed on a number of issues or were seeking more information.

The organisations marked in the table with \* did not make a submission, but requested further information.

| Accelerators / Co-working spaces | Co-working spaces | Not-for-profit                         |
|----------------------------------|-------------------|--|
| The Sydney Founder Institute     | Aeona             | Australian Computer Society Foundation |
| Pollenizer                       | Fishburners       | Springboard Enterprises Australia      |
|                                  | Tank Stream Labs  | TiE Sydney                             |

| Investors  | Government   | Universities             |
|--|--|--------------------------|
| AVCAL Australian Private Equity & Venture Capital Association Limited* | Australian Government Department of Industry, Accelerating Commercialisation     | University of Sydney     |
| Funnel Ventures  | Department of Industry, Innovation and Science, NSW/ACT State Office AusIndustry | UNSW Innovations         |
| Reinventure  | Regional Development Australia-Sydney Inc  | University of Wollongong |
|  |  | UTS / Piivot             |

| Startups                | Businesses                     | Media                           |
|-------------------------|--------------------------------|---------------------------------|
| Capital Pitch           | Clarke Kann Lawyers*           | This Week in Startups Australia |
| CIM Environmental Group | Dwyer Lawyers                  |                                 |
| Epic Labs               | Harris Partners                |                                 |
| Freelancer              | Startup Commons Global Oy Inc* |                                 |
| General Assembly*       |                                |                                 |
| HeTexted                |                                |                                 |
| Localizer.co            |                                |                                 |
| Maestrano*              |                                |                                 |
| Social Status           |                                |                                 |



## Consultation results — online survey

**The participation of a high number of relevant stakeholders resulted in constructive feedback which demonstrated strong endorsement for the focus areas and specific projects of the draft action plan.**

### Online survey

There was a maximum of 344 responses to the survey, but not everybody answered each question (the lowest response rate was 248).

A high proportion of survey respondents considered the City's proposed actions or projects to be useful or stated that they agreed with them.

This level of agreement ranged between 72% and 94%. For example, 94% considered events to connect tech startups with investors to be useful.

There was a very low number of people who disagreed with an action or project or considered it to be not useful.

This ranged between 0% and 14%. However, this low number of disagreement was at around 4%, for most projects. The highest number was 14% of respondents who did not consider a marketing campaign to raise the profile of Sydney's entrepreneurs to be useful (although 72% did).

### Most strongly endorsed actions or projects

The most strongly endorsed actions or projects:

- 94% considered events to connect tech startups with investors to be useful in supporting the ecosystem to generate more investors and more investment in tech startups
- 93% considered that the City opening up our data and encouraging testing ideas that solve City problems and create viable products would be useful;
- 93% agreed tech startups need more affordable rental office space to ensure startups and the organisations that support them (like co-working spaces) can scale and can be located close to one another so they can connect, share ideas, mentor and partner with others;
- 89% of participants considered it would be useful for the City to facilitate startup education courses e.g. Lean Launchpad course to increase the entrepreneurial skills in our community, including in young people
- 89% of participants agreed that co-working spaces needed more affordable rental office and event space so startups and the organisations that support them (like co-working spaces) can scale and can be located close to one another so they can connect; and
- 89% considered that a change in procurement policies and procedures to enable startups to become suppliers would be useful in developing more opportunities for tech entrepreneurs to increase business.



# 94%

## 'useful'

supporting events to connect startups with investors

# 93%

## 'agree'

tech startups need more affordable rental space

# 93%

## 'useful'

opening up City data and encouraging testing ideas

# 89%

## 'agree'

co-working spaces need more affordable rental space

# 89%

## 'useful'

facilitate startup education courses

# 89%

## 'agree'

change procurement policies to enable startups

### Encouraging more people to start and develop tech startups

When considering what would be useful in increasing awareness of the ecosystem and encouraging more people to start and develop tech startups:

- 81% considered supporting a startup festival would be useful
- 75% stated that holding an 'introduction to the Sydney ecosystem' business seminar would be useful (although 11% considered this not useful)
- 72% considered establishing a marketing awareness campaign would be useful (although 14% considered this not useful)

### Increase the entrepreneurial or computer science skills

When considering how we could increase the entrepreneurial or computer science skills in our community:

- 83% considered including 'how to code' classes in City libraries or youth programs would be useful
- 78% thought supporting initiatives for women to access co-working spaces and mentoring would be useful



**86%**

**'useful'**

support investor  
recruitment and  
education events

**87%**

**'useful'**

Leverage sister-city  
relationships San  
Francisco  
Guangzhou

**84%**

**'agree'**

startups need to be  
located close to  
investors,  
accelerators,  
customers

**83%**

**'useful'**

how to code classes  
in libraries and  
youth programs

**81%**

**'useful'**

support a startup  
festival

**78%**

**'useful'**

support initiatives  
for women to access  
co-working spaces  
and mentoring

**75%**

**'useful'**

hold an 'intro to  
Sydney ecosystem'  
seminar

**72%**

**'agree'**

startups need to be  
located close to  
each other

**72%**

**'useful'**

marketing  
awareness  
campaign of  
Sydney's tech  
entrepreneurs

### Spaces and places for tech startups: ecosystem density

When considering how we can ensure startups and the organisations that support them (like co-working spaces) can scale and can be located close to one another so they can connect, share ideas, mentor and partner with others:

- 84% agreed that tech startups need to be located in close proximity to networks of investors, accelerators/incubators or potential customers
- 72% of participants agreed startups need to be located in close proximity to each other
- 9%, however, disagreed that startups need to be located in close proximity to each other and 19% neither agreed or disagreed

The online survey also asked participants to name the suburb best suited for tech startups and their entrepreneurial networks.

Of the respondents who answered this question, 91% considered suburbs within the City of Sydney's local government area to be best place for tech startups.

Access to public transport was mentioned by a number of respondents. Other comments referenced the need for startups to be located near their customers (eg fintech in the CBD) or potential collaborators with relevant skills (eg robotics at ATP).

**Table 2 – Summary of suburb best suited to tech startups and their entrepreneurial networks**

| Suburb                                      | Count | Percentage |
|---|-------|------------|
| City of Sydney LGA                          | 243   | 91%        |
| Metro Sydney (excluding City of Sydney LGA) | 39    | 15%        |
| Sydney (general area)                       | 12    | 4%         |
| Other                                       | 6     | 2%         |
| Unsure                                      | 5     | 2%         |
| Regional NSW                                | 3     | 1%         |

The CBD (20%), Surry Hills (17%) and Redfern (15%) were the most common locations suggested.

**Table 3 – Suburbs best suited to tech startups and their entrepreneurial networks, within City of Sydney local government area**

| Suburb       | Count | Percentage |
|--------------|-------|------------|
| CBD          | 53    | 20%        |
| Surry Hills  | 45    | 17%        |
| Redfern      | 41    | 15%        |
| Ultimo       | 41    | 15%        |
| Alexandria   | 11    | 4%         |
| Chippendale  | 9     | 3%         |
| Pymont       | 9     | 3%         |
| Eveleigh     | 8     | 3%         |
| Darlinghurst | 5     | 2%         |
| Glebe        | 4     | 1%         |
| Newtown      | 4     | 1%         |



| Suburb        | Count | Percentage |
|---------------|-------|------------|
| Green Square  | 2     | 1%         |
| Millers Point | 2     | 1%         |
| Rosebery      | 2     | 1%         |
| Erskineville  | 1     | 0%         |
| Kings Cross   | 1     | 0%         |
| Waterloo      | 1     | 0%         |
| Woolloomooloo | 1     | 0%         |
| Zetland       | 1     | 0%         |

However, if we look at areas where there are existing cluster of technology companies — Pyrmont or Ultimo were nominated by 19% of respondents while 18% of respondents said Redfern or Eveleigh.

This could also imply respondents were referencing Australian Technology Park at Eveleigh, particularly at business incubator ATP Innovations. In fact, 3% of respondents specifically mentioned Australian Technology Park.

**Table 4 – Top four suburbs best suited to tech startups and their entrepreneurial networks, within City of Sydney local government area**

| Suburb              | Count | Percentage |
|---------------------|-------|------------|
| CBD                 | 53    | 20%        |
| Pyrmont or Ultimo   | 50    | 19%        |
| Redfern or Eveleigh | 49    | 18%        |
| Surry Hills         | 45    | 17%        |

### More investors and more investment

When considering how we can support organisations in the ecosystem to generate more investors and more investment in tech startups:

- 86% agreed investor recruitment and education events would be useful

### Increase business / markets

When considering how we can developing more opportunities for tech entrepreneurs to increase business, particularly in tackling a global market or in our procurement of product and services.

- 89% agreed that a change to our procurement practice would be useful
- 87% agreed that leveraging our sister-city relationship with San Francisco and Guangzhou would be useful

## Consultation results — themes

**A number of themes in the discussion forum, comments in the online survey and email submissions were identified.**

### Discussion forum comments

The Sydney Your Say online forum was segmented into the four topics: Strengths (42 visits and 2 contributions); Barriers (102 visits and 13 contributions); Spaces and places (45 visits and 2 contributions); Skills and connection (30 visits and 3 contributors)- Online forums are different to moderated, face-to-face consultation methods as participants create their own dialogue which may veer off-topic and cover several topics in one post.

**‘Strengths’: Discussion forum framing sentence:  
What are the strengths of the Sydney tech startup ecosystem? What organisations, events and programs should we know about?**

Strengths the participants acknowledged were the ecosystem has educated, well engaged and connected people that are collaborative and feel they’re located in a great city. It was mentioned there are existing good local and international startup organisations within Sydney.

Barriers mentioned by the participants reflected some felt there was a lack of a *“sufficient pipeline of people studying computer science/software engineering”*; a need to attract talent, to focus on existing strengths and to leverage larger startups and to *“host more events and encourage entrepreneurship”*.

**‘Barriers’: Discussion forum topic framing sentence:  
What are the barriers to Sydney becoming a thriving global tech startup city?**

The need for a more reliable and faster internet was mentioned:

*“Sydney could join some large international cities rolling out their own fibre network standalone or in conjunction with a business partner”* and that

*“Until the connectivity issue is sorted out, this program is likely (sic) a waste of time.”*

Another opinion stated that Australia is a country with one of the highest internet usage rates in the world, and that mass consumption is limited if there’s poor internet service.

A lack of planning and organisation was suggested by another forum participant who wanted to see global connections grown. This participant expressed concern that *“We have some of the most beautiful, recognised and globally attractive city landscapes in the world, but it feels like we’d rather promote Sydney as just an iconic tourist destination, rather than the first class sophisticated, globally competitive, international city it is for the people (and businesses) who call it home.”*

It was also stated, that there’s a high cost to doing business with failure viewed negatively and that may be a reason for a perceived lack of graduate entrepreneurs.

**‘Spaces and places’: Discussion forum topic framing sentence:  
Do tech startups and their networks need more space in Sydney? Where are the best places?**

The theme of connectivity and collaboration was prevalent in the discussions.

*“There needs to be a startup district with bars and vibrancy, a place where people want to be and a culture people want to be a part of. Events are great for people already in the game but do nothing for those on the outside.”*

*“The city should encourage more students and young entrepreneurs to take the ‘risk’ and join a space. The more people we have working in startup spaces, the better it is for collaboration and visibility.”*

Access and ‘an open door’ mentality was a theme. It was suggested that co-working spaces be located on educational campuses and receive government subsidy.

*“We want to encourage more seasoned entrepreneurs to visit spaces and provide advice and consulting. We want spaces to be affordable and within easy access of our clients, customers and suppliers.”*

**‘Skills and connections’: Discussion forum topic:  
Who would you like to see come to Sydney as a guest speaker and what would you want to learn from them? How else could they work with startups?**

The themes of connecting entrepreneurial skills and networks appeared.

*“We need some of the best startup enablers to visit our city and give us advice”.*

*“We just need to stop listening and start doing (from a city / state / national perspective). If we get our city in the right order and continue to grow as an ecosystem we will have the best come to us, and not only that, we will produce the best”.*

A view was expressed that there is consumer support with a market of ‘fast adopters’ overseas, particularly the US, which is not in Australia. Solutions to this issue were suggested; that we might consider a tech exchange program and leverage perceived strengths in accessing Asian markets and that our local talent could locate within the US ‘fast adopter’ marketplace.

*“Aussie startups who can launch and scale in the US will highlight which, if any, skills that our entrepreneurs lack - and they will create success to bring back home.”*

*“Alternately, we can mitigate the fast adopter internally (at home in Australia) by creating a free and government backed promotion / marketing service for eligible startups. Although we have a few startup and incubator programs (bluechilli, founder, muru, etc), these take an angel investment approach. They are great insofar as helping great ideas navigate and fund the startup learning curve, but do nothing to level the cultural disadvantage we face.”*

## Online survey comments and submissions

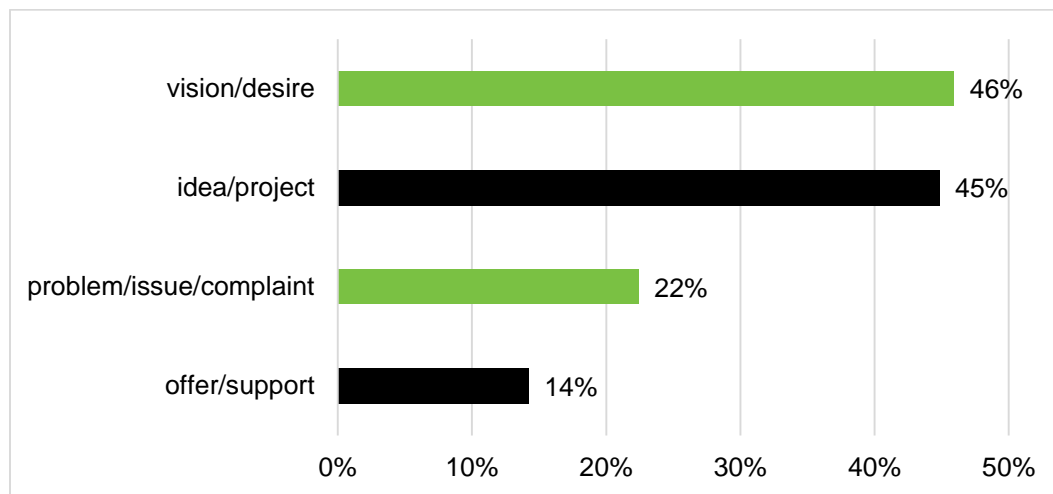
183 people/organisations made 233 comments (there could be several types of comments in one survey response or submission).

The comments in the survey and submission were categorised by ‘type’ and by ‘theme’.

### Type of comment

The comments in the online survey and the emailed submissions were categorised by ‘type’; as they related to the growth of the tech startup ecosystem or action plan.

**Chart 2 — Type of comment: survey and submission**



**Table 5 – Vision or desire**

#### Vision or desire

46% articulated a vision or desire

*“tech is the way of the future, with resources drying out it's about creating useful technologies that will improve quality of life and enable people to find work suitable to them. It's an industry that needs all the support it can get.”*

**Table 6 – Idea or project**

#### Idea or project

45% suggested an idea or project

*“Tech events traditionally in Sydney are so expensive to attend. Tech and creative people and start ups need access to information and more so mentors. A mentor system would be a welcome change to the industry. We are so behind Melbourne and other cities embracing the scene and industry. A Sydney equivalent to Pausefest should be looked at. Also how to attract tech businesses and media to set their offices up in Sydney too”*

**Table 7 – Problem or issue**

#### Problem or issue

22% articulated a problem or issue



**Problem or issue**

*“Most Tech Startups could be anywhere in the world. Cost of office space and an environment of progressive financiers are major location keys. The lack of risk taking in Australian financial institutions is the single biggest hurdle and has resulted in smart people with good ideas going elsewhere. That’s an interesting problem to tackle.”*

**Table 8 – General information or support****General information or support**

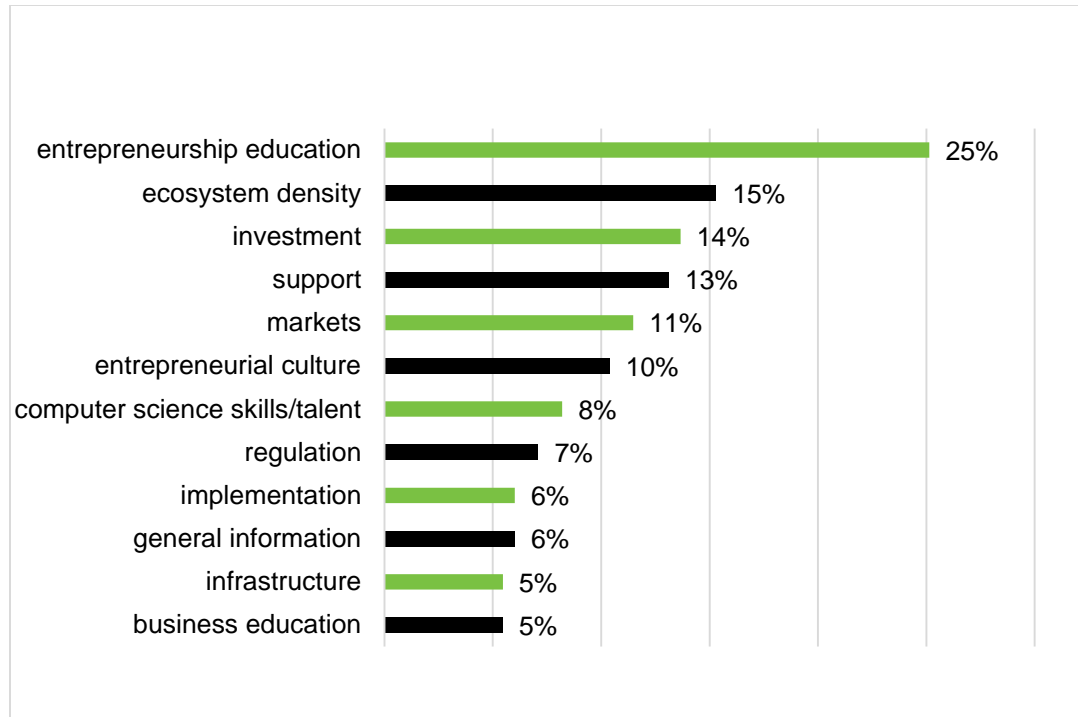
14% communicated general information or support

*“As a fellow Sydney-based tech entrepreneur, I am happy to provide assistance to other start ups achieve success, in whatever form that might take (mentoring, education, technical advice, investment, .). I support this initiative and will be watching this space with interest!”*

## Summary of themes

The comments in the online survey and the emailed submissions were categorised into 12 'themes' and then by 'subtheme'.

**Chart 3 — Theme of comment: survey and submission**



### Themes: more than 10% of comments

There were six themes which *each represented more than 10%* of comments: entrepreneurship education (25%), ecosystem density (15%), investment (14%), support for the action plan (13%), access to markets/increasing business (11%) and entrepreneurial culture and community (10%).

These comments focused on different subthemes. The predominant one was the need for entrepreneurship skills and knowledge delivered through programs, workshops, meetups, seminars or international speakers. The need to leverage connections with TAFE and universities as a source of talent and as education providers was highlighted as was the specific need for mentorship.

The feedback also focused on the need for and lack of affordable office space when tech startups are launching and scaling and the opportunity for City of Sydney to provide this. A number of comments also referenced the opportunity to create a tech hub which would enable startups to connect, share ideas, mentor and partner with others.

The lack of (or not) access to capital was raised as a barrier to the growth of tech startups in the comments about investment. In the comments which were about support (or not) for the action plan, strong support was demonstrated.

In considering increasing business, or access to markets, the comments focused mainly on how valuable international connections are in gaining skills, obtaining customers or market share and investment and that City of Sydney can leverage these through its international relationships. The feedback also mentioned that the City can 'open its order books' to procure goods and services from tech startups.



The lack of diversity and the need to support women entrepreneurs to start and grow global businesses was highlighted in the comments about diversity in Sydney's entrepreneurial culture and community.

**Themes: less than 10% of comments**

The remaining six themes, *each represented less than 10%* of comments: computer science skills/talent (8%), regulation (7%), implementation (6%), general information (6%), infrastructure (5%) and business education (5%).

Of these comments the subtheme focus was on the lack of skilled employees, business skills (legal and support for employees) and the restrictive tax legislation which are all barriers to the growth of tech startups, that implementation of the action plan needs to be 'entrepreneur-run' and fast NBN/internet speed is essential infrastructure but lacking in Sydney.

## Entrepreneurship education

'Entrepreneurship education' — skills and knowledge — was clearly the predominant theme of the consultation feedback in the survey comments and submissions. In fact, comments about entrepreneurship skills and knowledge (**25% of comments**) and business skills and knowledge (5%) formed 30% of all comments in the survey and submission feedback.

Within the theme, the comments were further categorised into subthemes.

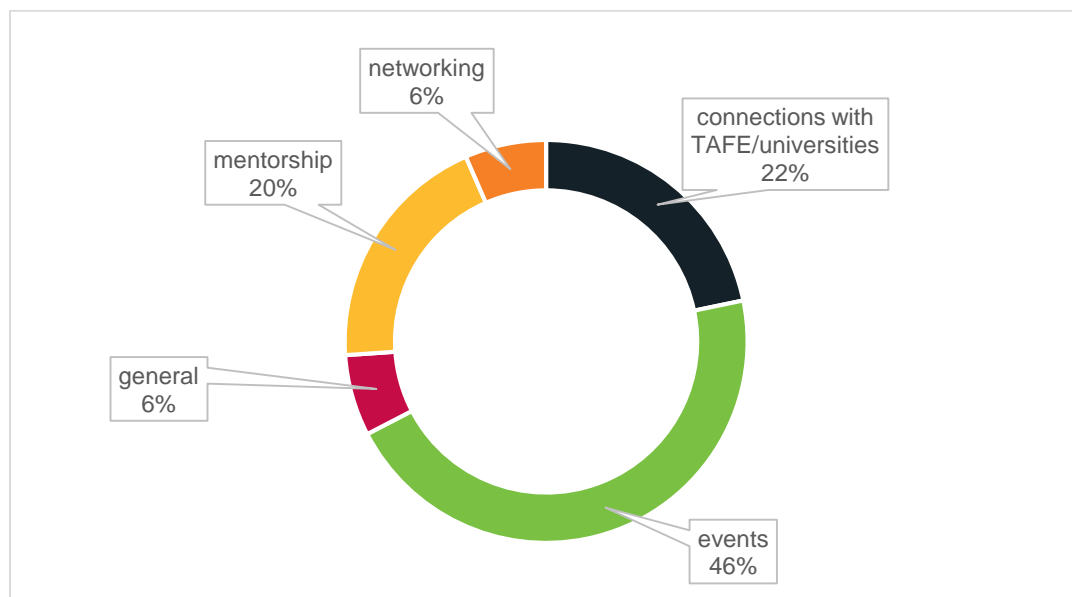
### Subtheme

Of the comments about 'entrepreneurship education' 46% were focused on the lack of and need for skills and knowledge about how to launch and scale tech startups through events (such as programs, seminars, workshops or meetups) followed by 22% referring to connections with TAFE and universities as a source of talent and as education providers while 20% highlighted the specific need for mentorship.

### Ideas or projects

Ideas or projects included: encourage successful tech founders and scientists to give talks in schools and take Q&A; utilise city buildings for startup events; compete to host international entrepreneur events; participate in GovHack; talk to the founders of startup festival Pausefest; provide entrepreneurship courses; collaborate on a TiE Charter Member Event; and sponsor public startup education and training events delivered by universities.

**Chart 4 - Subtheme: entrepreneurship education**



**Table 9 – Examples of verbatim comments in survey and submissions**
**Examples of comments: entrepreneurship education**

*"We should be helping startups to identify real world pain points and solving those problems and then having funding, advice from proven entrepreneurs or legal and accounting help available to get the startups going."*

*"The survey highlights many known areas of needed investment. However one of the biggest challenges comes after a startup has an mvp. Education programs on getting it into the market and how to grow are as or more Important. Most startups fail in the 1-2 year period when the initial bright idea is delivered but they are struggling in the execution phase"*

*"I think it's a great initiative - my view is that the city's role can be to facilitate connections and provide opportunities for start-ups to get off the ground through subsidised like accommodation, advisers and network linkages which they would not otherwise have e.g. Bringing speakers and investors to the city. Also promoting the ones that succeed and building connectivity with our fabulous universities."*

*"Hope there would be accelerator programs or structured seminars initiated by councils."*

*"Thank you for asking our opinion, this makes me believe in the future of our ecosystem. Also... If Sydney is going to 'invest in a startup festival', we should really be talking to the team from Myriad. Murray designed the super successful Pause Festival in Melbourne last year but is considering bringing his new project to Sydney or NZ. Don't do something from scratch, contact the best people already doing it!"*

*"I work to TAFE IT as an educator - while our general budget is being cut, there are funds for new short commercial courses - I see an opportunity for TAFE to facilitate and offer such courses for tech startups !"*

*"Opportunities for connecting the dots across government, NGOs and corporate initiatives for startups. Also precursor workshops and meetups on entrepreneurship and skills incubators for disadvantaged communities to participate in start up."*

*"Encourage successful tech founders and scientists to give talks in schools and take Q&A. Utilise city buildings for startup events. Compete to host international entrepreneur events. A City of Sydney hackathon, ie get young entrepreneurs to develop solutions to the city's biggest challenges. 'Persuade' decision makers in government agencies and corporates to attend technology events.'*

I think the City needs to support the tech startup ecosystem across a diverse set of initiatives, ie there's not single solution. But the one I think is key is to support Sydney tech startups that are actually growing. We need to create success stories. We need more Atlassian's and Campaign Monitor's. This will create employment and attract investment and grow the ecosystem. The City needs to almost become a mentor and do whatever it can do to help grow the business, including access to capital, resources, connections etc. There needs to be selection criteria and it needs to be peer reviewed by a pool of Sydney entrepreneurs (not investors, not advisors, not 'experts' but actual founders). The City has a lot at its disposal. I for one had no idea we were sister cities with San Francisco!!" [individual submission summary]



### Examples of comments: entrepreneurship education

TiE raised four key ideas: a digital platform to link all councils in Sydney, access to key industry people, festival of entrepreneurship, and to shift the culture of funding. Project ideas included creating a central website for entrepreneurship in the whole of Sydney (paid for by all councils) which has information about coworking spaces, mentoring programs, support groups for women, teaching and coaching, in-school programs. A series of courses could be developed in partnership with TiE which provides entrepreneurship education and mentorship. A festival of entrepreneurship could raise the profile of entrepreneurship and TiE is planning an event which could help replace SydStart. Investment missions to Silicon Valley and elsewhere would be useful and TiE could collaborate with City of Sydney to coordinate a TiE Charter Member Event, train new investors with UNSW, help entrepreneurs access the expertise of its members who are keen to improve the investor readiness of companies. [TiE submission summary]

University of Sydney and University of Sydney Union provide additional information on the action plan, minor amendments to text and additional actions in partnership with the City of Sydney including: hosting incubators and running startup competitions, develop visiting entrepreneur and entrepreneur-in-residence programs, providing opportunities for students to undertake projects with entrepreneur and startup partners, sponsorship of public startup education and training events delivered by universities, partner with NSW Industry to expand TechVouchers and MVP grant program. [University of Sydney submission summary]

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## Ecosystem density

The next most mentioned theme was 'ecosystem density' (**15% of comments**) which is exploring where and how startups (and the organisations that support them) want to be located.

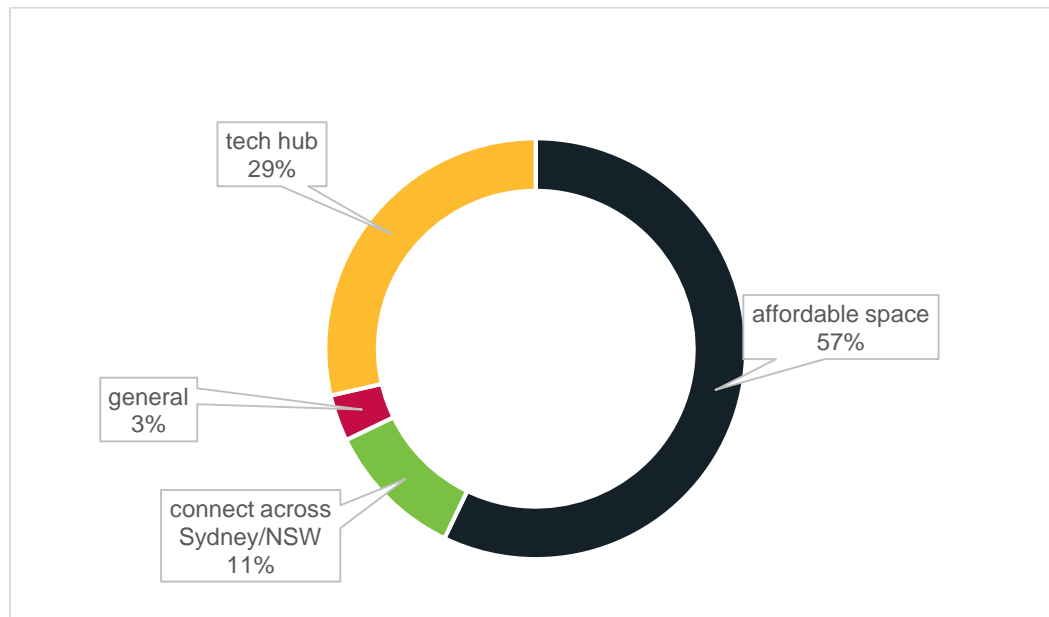
### Subtheme

Of the comments about 'ecosystem density' 57% focused on the need for affordable office space, followed by 27% of comments which were about a tech hub which would enable startups to connect, share ideas, mentor and partner with others. One comment raised that subsidised space does not provide a level playing field for other private sector businesses.

### Ideas or projects

Ideas or projects included: provide subsidised space for companies, training and events; provide rental accommodation to startups in exchange for providing other services/ benefits; support a media tech accelerator; partner with universities and student accommodation developers to create student coworking spaces; and save and enhance Australian Technology Park.

**Chart 5 - Subtheme: ecosystem density**



**Table 10 – Examples of verbatim comments in survey and submissions**

#### Examples of comments: ecosystem density

*"I think the city could allocate more incubator space, that's the biggest challenge expense and space in getting everyone together. A years rent is a lot of interns or a employee. Especially first 6 months."*

*As a personal renter I am protected by a lot of laws, as a small business who is too big for a co working space, getting access to affordable space where I don't have to sign up for a 3yr lease is really difficult to manage cashflow.*

**Examples of comments: ecosystem density**

*“The biggest thing we entrepreneurs need is activated space for free. Cheap spaces with ultra high bandwidth Internet access and potential to interact with other similar businesses. Investor events are good but in the end the best product development happens only in the ideal environment. Additionally, at the time startups take on big money, they cease to critically need the cheap space. Best to then move them on and bring newer ventures in.”*

*“Early stage startups can't afford to pay for overheads that add little value (and may be distractions) while the concept is still being tested. Perhaps the City can alleviate this by providing access to smarter ways of exchanging value e.g. startups providing other services/ benefits in exchange for rental space.”*

*“I hate to sound like a broken record, but space availability and affordability really is 90% of our problem right now, and external support for the ecosystem seems like the other 10%”*

*“Should work to our natural strenghts rather than 'confect' or synthesize an ecosystem. For example, having spent so much time and money developing the Australian Technology Park, it should not be consigned to history as a failed confection but should now be maintained and strengthened as a technology hub, a magnet where you have some high profile successful enterprises and a necklace of smaller enterprises within the broader precinct. The catchment for the smaller enterprises is Alexandria, Erskineville, Camperdown and Darlington, where we also have Sydney Uni, UTS, Notre Dame, RPA and Carriageworks.”*

*“I think the City of Sydney should be applauded for the way they helped kickstart co-working and other spaces by providing affordable space. I think this must be stopped now the private sector has successfully worked out how to operate flexible work space without govt support. Continued provision of subsidized space does not create a level playing field and means that poor operators do not need to improve to remain competitive. Further support should go to those areas the private sector (including coworking spaces) find difficult to commercialise eg learning, event space, quality networking and investor sessions.”*

INCUBATE is the leading university startup accelerator which since 2012, with a 14 week program has supported over 40 startups from Sydney University with mentors, grant funding and co-working space. Partner with universities and student accommodation developers to create student coworking spaces in new and existing developments; promote or provide affordable office space rental for universities who want to foster tech-startups off-campus and in colloboration with existing coworking spaces. Sponsor university organisations engaged with student entrepreneurs to provide public education and mentoring programs. Target talented young graduate developers and entrepreneurs to explore launching startups in Sydney; partner with universities to host events with visiting international entrepreneurs. Endorsement of proposed action to create a startup career fair, for recent graduates looking for roles in established / fast-growing tech companies. [individual submission summary]





## Examples of comments: ecosystem density

Epic Labs aims to create Australia's first media tech accelerator, a media-tech co-working space and a media-tech meetup group and newsletter. Studio proposes to create a not for profit, co-working space which will be an independent, media-tech hub with the objective to help foster and accelerate the development of world leading media-tech startups. Support for these initiatives is sought from the City of Sydney. [Epic Labs submission summary]

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## Investment

The fourth most mentioned theme (**13% of comments**) was 'investment'.

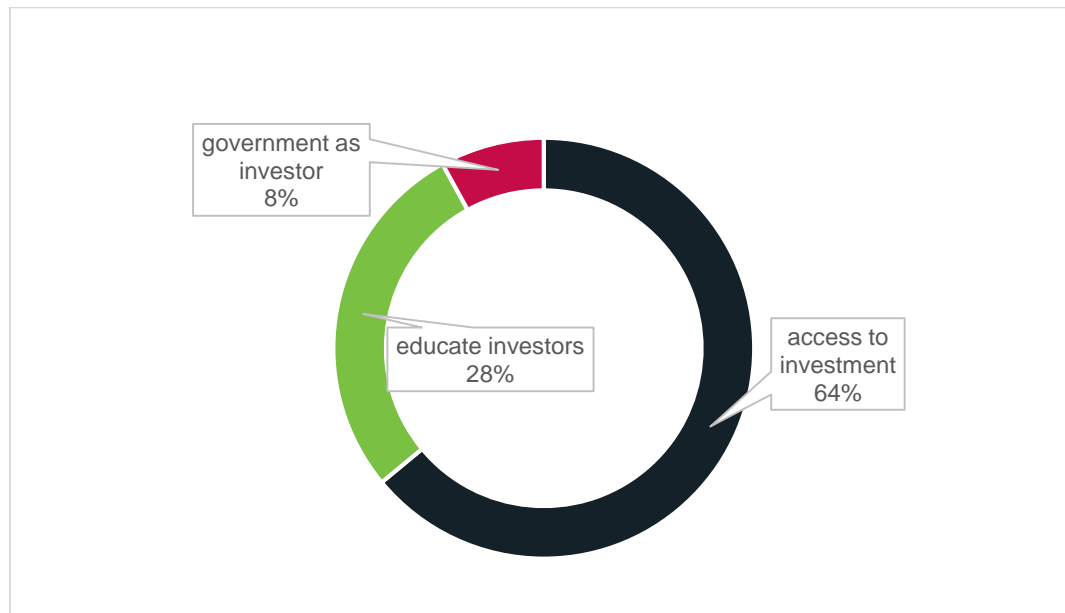
### Subtheme

Of the comments about 'investment', 64% were about access to capital investment – whether there was (or wasn't) enough money available or being invested in tech startups. However, 28% identified the need to ensure investors were better educated about the opportunities to invest in tech startups.

### Ideas or projects

Ideas or projects included: stimulate startup investment by co-investing; create unsecured loans like HECS; make a list of venture capital organisations; support Capital Pitch's investor events; train new investors with TiE and UNSW, partner with NSW Industry to expand TechVouchers and MVP grant program; and support programs which create a pipeline of female entrepreneurial talent and provide coaching to neutralise any perceived credibility gap with investors.

**Chart 6 - Subtheme: investments**



**Table 11 – Examples of verbatim comments in survey and submissions**

#### Examples of comments: investment

*"The fundamental problem remains: access to series A and series B capital. Sydney has plenty of resources for seed and early stage products - and while more are welcome - very little funding for growth and expansion after product-market fit."*

*"We have the skills, we have the ideas. What we don't have is the investment and the infrastructure."*

**Examples of comments: investment**

*“Access to investment funds is crucial. I know only too well as I had to sell my house to get started. But investment funds need oversight. There are funds available but high net worths expect too much in equity, Government funds are overly restrictive in who they'll support (we were considered too likely to succeed so we couldn't be funded!) and the incubators (Nectar/Kickstarter etc) have hidden costs like having to agree to their consulting for an additional fee.”*

*“The report makes no mention of the ASX, which sits in the heart of the city, and is a crowd funding platform par excellence. We are so lucky to have it sitting here - one of the best exchanges in the globe for tech companies. I can only assume the authors of the report have no knowledge of the listed markets? 100 tech companies floated on the ASX in the last 18 months, and in each of the last 2 years tech companies raised \$1.2bn in equity finance through the ASX. There is plenty of money out there - just not for crappy companies with naive founders.”*

*“Investment, and Investors, are the key to success. There are plenty of co-working spaces (and they continue to grow), but there are not enough investors that understand Startups, and the risk-rewards associated with investing in Startups. Government could easily stimulate Startup investment by co-investing. I would recommend a 3-way co-investment in Startups, 1/3 from founding team, 1/3 from Government, 1/3 from private investors.”*

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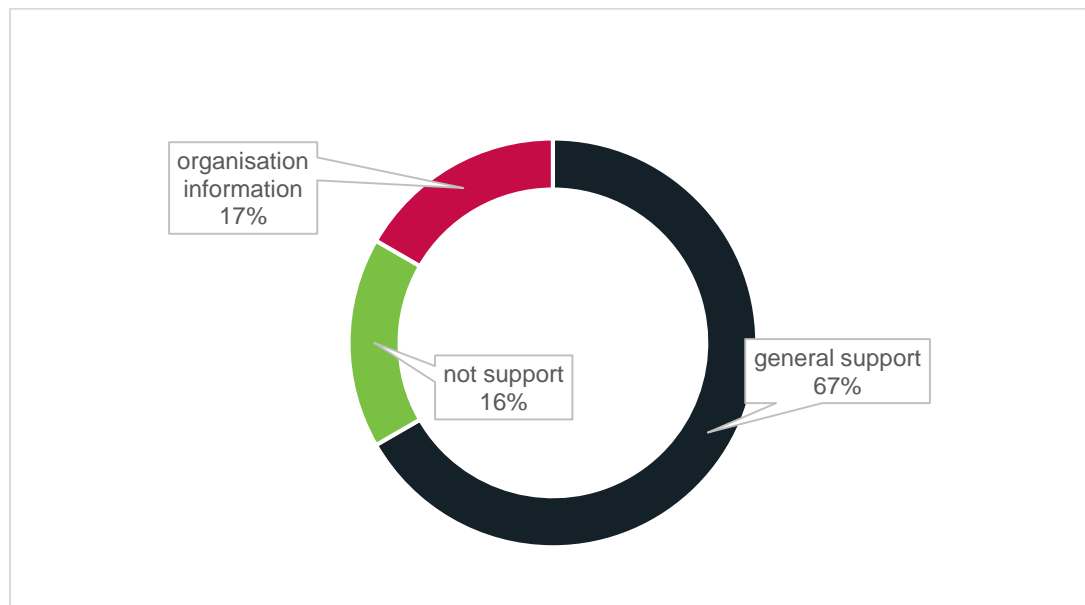
## Support

The fifth theme (**13% of all comments**) was about ‘support’ for government assistance for tech startups and the action plan.

### Subtheme

Of the comments about ‘support’ 67% were offering general or specific support with information about an organisation’s role in the ecosystem. Four comments, or 16%, of comments referencing support did not support the City’s work in this area, or were complaints about the survey form.

**Chart 7 - Subtheme: support**



**Table 12 – Examples of verbatim comments in survey and submissions**

#### Examples of comments: support

*“We need to invest so that our kids have future job opportunities in new economy. Keep going!”*

*“I think it is a great idea to support tech startups in the community. It inspires change and development.”*

*“Extremely strongly agree with 99% of the points raised. Start-ups need help!!”*

*“As a coworking space I know my members truly appreciate the continued support from the City of Sydney.”*

*“Don’t think it’s a city council role, need to concentrate on keeping streets clean and safe”*

## Markets

The sixth most mentioned theme (**11% of comments**) was about increasing the 'market' opportunities; increasing business for startups.

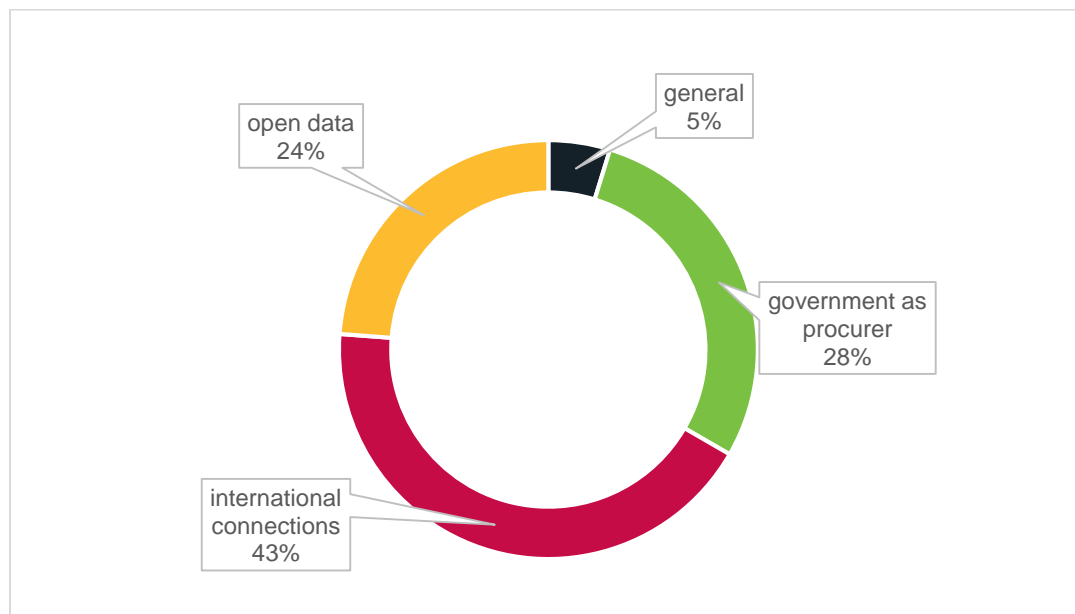
### Subtheme

Of these comments about 'markets', 43% focused mainly on how valuable international connections are in gaining skills, obtaining customers or market share and investment. The value (or not) of government being a procurer of products and services offered by tech startups was raised in 29% of these comments and 24% raised the value of open data.

### Ideas or projects

Ideas or projects included: create access/introductions within US/China, sponsoring people to spend at least 2-3 months working in co-working spaces in Silicon Valley; having government corporate, investor and startup delegations from San Francisco and Sydney visiting each other; an internship program to place Australians into startups in Silicon Valley; and investment missions to Silicon Valley and opening up procurement 'order books'.

**Chart 8 - Subtheme: markets**



**Table 13 – Examples of verbatim comments in survey and submissions**

#### Examples of comments: markets

*"The startup community in Sydney is extremely strong, friendly and connected. By connecting with San Francisco better is an awesome proposal and would be huge leverage."*

*"I ran a startup in Silicon Valley for 3 years and the experience was eye-opening and life changing. I would suggest that sponsoring people to spend at least 2-3 months working in co-working spaces in Silicon Valley would help us to import at least some of the thought leadership and experience found over there."*

**Examples of comments: markets**

*“Making more information available would be a fantastic start. For example as someone who grew up in Sydney and spending most of my last 3 years in Silicon Valley, I didn't know Sydney and San Francisco were sister cities..! We need to promote that more, e.g. by having Govt, corporate, investor and most importantly startup delegations from both cities visiting each other.”*

*“Procurement of startup services is the biggest impact government can have. The rest should be left to the market and the community. The CoS should be encouraging similar policies at state and Commonwealth levels.”*

*“Procurement is probably the key here. Tendering for start ups is going to fail every time. Having the ability to prove a product in a live environment without needing to have 5 years financial statements is paramount.”*

*“Allowing startups to go in for tendering could be good, but I'm unsure how often govt is a key customer for startups / how often not being able to compete for tenders is actually holding startups back.”*

*“Organise a City of Sydney hackathon to get startups to hack their way into improving our everyday life at a fraction of the cost of a normal tender for the City.”*

## Entrepreneurial culture and community

Comments about 'entrepreneurial culture and community' was the seventh most mentioned theme (**10% of comments**).

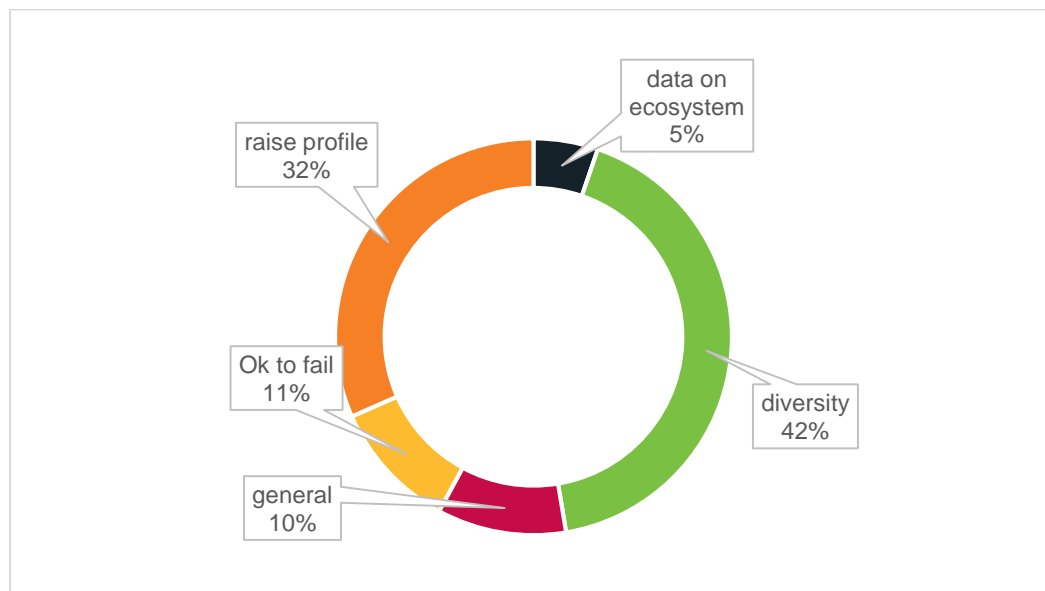
### Subtheme

Of the comments about Sydney's 'entrepreneurial culture and community' 42% focused mainly on diversity, particularly the need to include and address the needs of women and 32% of these comments were about the need to raise the profile of Sydney's entrepreneurs and the community's success stories.

### Ideas or projects

Ideas or projects included: provide occasional childcare for events and at co-working spaces, support programs and tools creating a pipeline of women-led investable companies; promote women entrepreneurs in CoS communication channels; equal representation on the proposed Tech Startups Advisory Panel.

**Chart 9 - Subtheme: computer science skills/talent**



**Table 14 – Examples of verbatim comments in survey and submissions**

#### Examples of comments: entrepreneurial culture and community

*“As a entrepreneur and Ex- Googler with 3 digital start ups of my own as well as being on the board of a couple of start ups and creative agencies, it would be great to create a tech 'hub', an area in Sydney that puts startups together- but here's the thing- don't make it just young hipsters, encourage the start up community across the sectors and ages. The San Francisco/Mountain View model is exclusive and US centric. Don't replicate that model , create our own truly unique start up culture that reflects the diversity that makes Aus so great. Encourage start ups form the NESB sector, encourage 'mummy bloggers' , encourage retirees to get digital- (over 50's are the fastest growing online sector.) That's an exciting model.”*

**Examples of comments: entrepreneurial culture and community**

*“Definitely need to encourage women, and ensure that start up events and support does not become an intimidating boys club. Women often bring a different focus on different problems which may be undervalued by the dominant start up culture, often focused on stereotypical boys' interests such as gamification apps and drones etc.”*

*“This sounds like a lot of rhetoric and aimed at single young men. What are you REALLY doing to provide access for women, parents/carers or low-income people with great ideas and potential? because atm the tech startup world is dominated by well-off singles who have Mum or Dad to pay the rent and no other responsibilities and called this "innovative" when actually many people are structurally excluded. You got occasionall childcare organised for your events? You thought about providing childcare at the co-working spaces? Structurally allowing more people to participate who have different experiences will result in real innovation. Look at the number of women blogging/home business - the tech culture is currently lacking.”*

There is scope to raise the bar to commit to ensuring women represent 50% of the population served through each action. Strong need to ensure that women entrepreneurs have the tools and networks to grow successful, global companies. This includes: creating a pipeline of investable companies, create a pipeline of female entrepreneurial talent, showcase this, provide coaching to neutralise any perceived credibility gap; making it 'the norm' address female reticence to ask for investment and manage risk; provide case studies that are relatable and real, mentoring and advising on the people, programs and tools that can help. Opportunities for the City of Sydney to assist Springboard: develop incubator stage programs, master classes, pitching training, coaching; promote women entrepreneurs in CoS media, communication channels; Women's Entrepreneur Summit; Girl Power summit for school aged girls to promote girls and tech; set concrete targets for incubators supported by City of Sydney to accommodate more women; equal representation on the Advisory Panel [Springboard Enterprises Australia submission summary].

Harris Partners (a digital transformation consulting company) is creating a pro-bono project, Sydney Tech Ecosystem web and mobile platform, which aims to effectively connect stakeholders in Sydney and share information about the ecosystem. It aims to address the fragmentation of the Sydney ecosystem. The platform will include events, the ability to request mentorship, facilitates connections between users, showcases industry news and individual or company profiles and acts as a point of reference for data about the ecosystem. A request for support from City of Sydney is made. [Harris Partners submission summary].



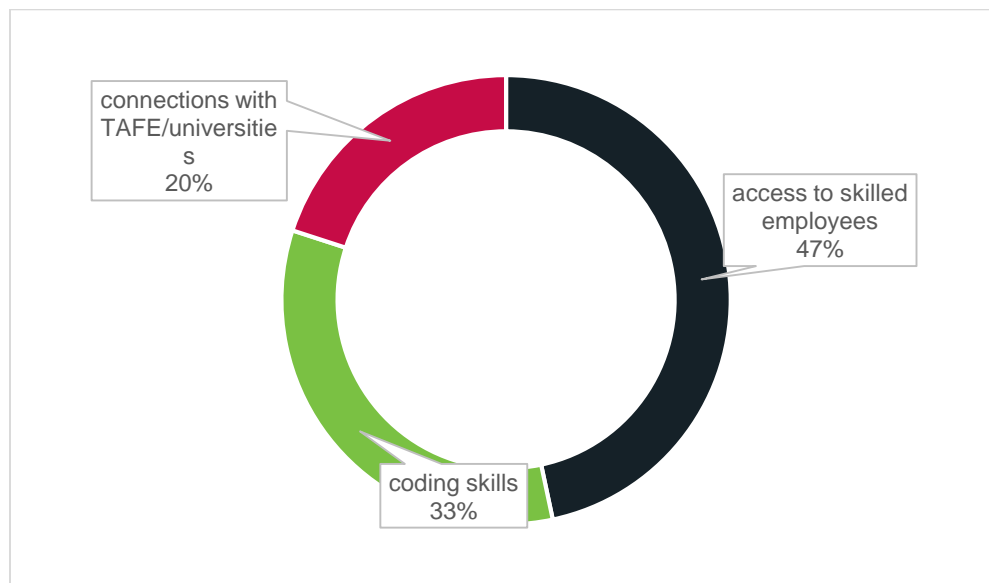
## Computer science skills/talent

The eighth most mentioned theme (**8% of comments**) were specific comments about 'computer science skills'.

### Subtheme

Of these comments about 'computer science skills' 47% raised that access to skilled employees is important and a barrier to the growth of tech startups in Sydney while 33% commented on the need for our community to have computer science or coding skills. 20% of these comments also referenced the opportunity to connect with TAFE/universities to address this issue.

**Chart 10 - Subtheme: computer science skills/talent**



**Table 15 – Examples of verbatim comments in survey and submissions**

#### Examples of comments: computer science skills

*“Aside from funding, the biggest constraint on Sydney-based startups are access to an eco-system with an appropriately deep and experienced talent pool. This includes everything from developers, entrepreneurs, marketers, business development but also support functions like lawyers and accountants.*

*“The major problem in the tech ecosystem right now isn't lack of investment, awareness, or ideas; it's talent. What use is an idea if you have no-one to build it? Australia needs to support a new workforce of UX Designers and developers to push further in their careers so that we have more senior dev and UX talent. We should be thinking about: a) How to hit the balance between producing plenty of junior talent and making sure they have jobs b) Assisting them in career acceleration c) How to keep them in Australia.”*

*“Addressing the major tech skills shortages we have by improving education re: coding and business skills didn't seem to get much of a mention, but I think this is critical.”*



## Examples of comments: computer science skills

Startups need access to skilled resources; people with technical skills. ACS Foundation runs a series of ICT Careers events aimed at senior high school students, including the 'Big Day In' designed by students. There is an opportunity for the City of Sydney to host the Big Day In at Town Hall. [Australian Computer Society Foundation submission summary]

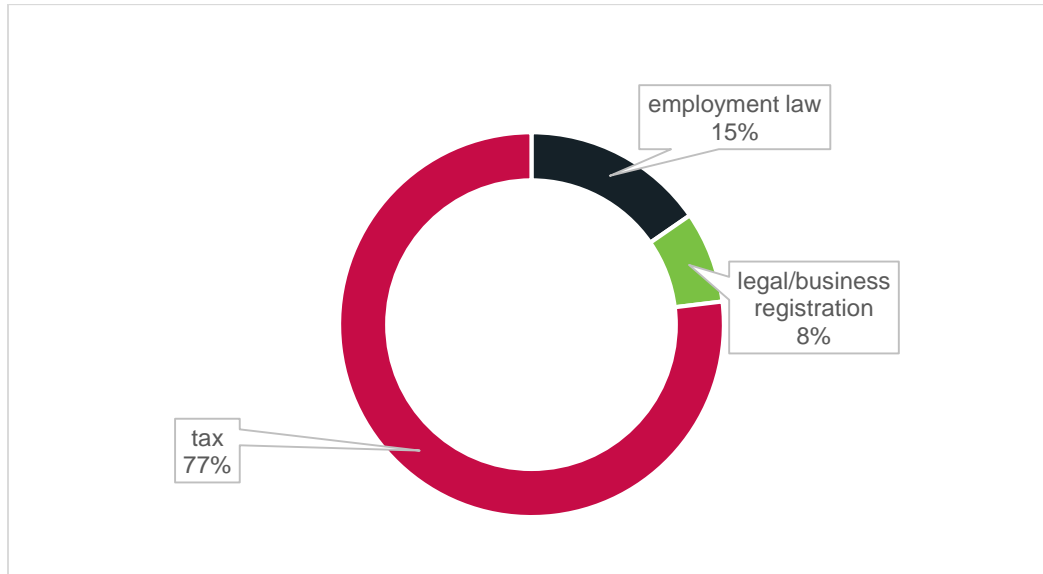
## Regulation

The ninth mentioned theme (**7% of comments**) in the feedback was about 'government regulation'.

### Subtheme

Of these comments about 'regulation' 77% were about the barriers created by the current tax legislation or the need for tax reform.

**Chart 11 - Subtheme: regulation**



**Table 16 – Examples of verbatim comments in survey and submissions**

#### Examples of comments: regulation

*"Limited partnerships are taxed as companies and losses denied; not a supportive tax environment."*

*"Legislation has to also change to better support new and growing startups. The new ESS tax laws are an example of progress."*

*"Its a Federal issue but taxation incentives for investing and starting startups."*

## Implementation

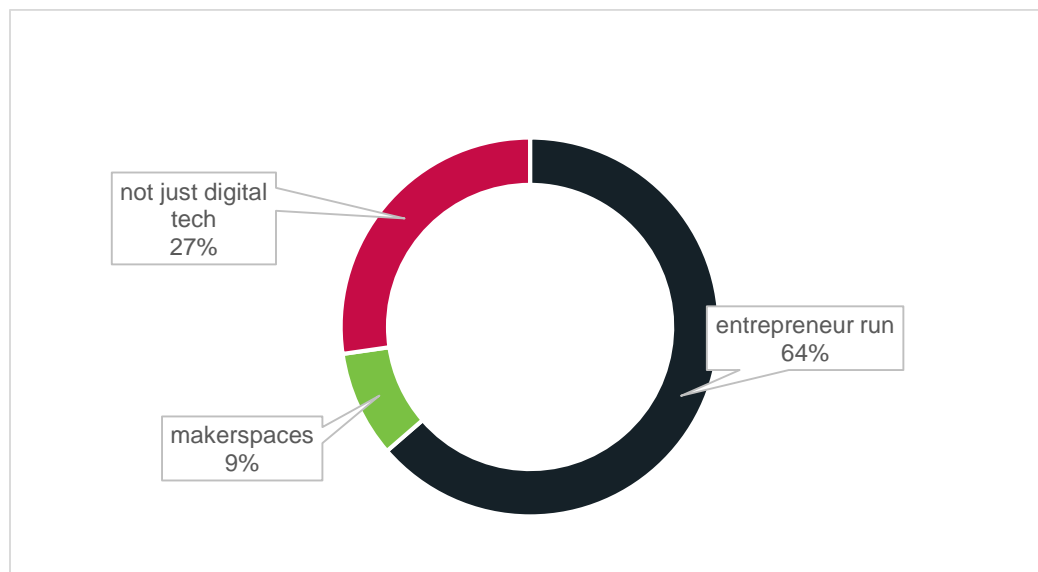
Comments were made about the 'implementation' of the action plan (6% of comments).

### Subtheme

Of these comments about the 'implementation' of the action plan 64% were focused on the need for the work to be 'entrepreneur-run' while 27% said that the action plan needed to encompass all types of companies working with technology 'not just digital' technology.

While only one comment (9%) was made about makerspaces it did highlight the importance that makerspaces play in the ecosystem and that this is not included in the action plan.

**Chart 12 - Subtheme: implementation of action plan**



**Table 17 – Examples of verbatim comments in survey and submissions**

#### Examples of comments: implementation

*"The most important thing is people to actually do the work. Sydney needs an entrepreneur in residence to pull all the networks together and lead the activities. It can't be a community and committee run project."*

*"The government needs to encourage and support the private solutions (rather than being the direct supplier of solutions) to the entrepreneurial ecosystem."*

*"Software development is not the only 'tech' to base a startup on. There are plenty of students and inventors focused on designing new products and technology in physical areas such as energy, chemistry and materials. These people need support also, and need more than a space to sit down with a laptop. I think being focused solely on software development startups will not work long term."*

**Examples of comments: implementation**

The action plan lacks a key element - the provision for low-cost/no-cost 'makerspaces'. The maker movement has proven to be the making of tech startups and will play a key role in the lifeblood of ecosystems. Makerspaces are messy, noisy and creative and need their own space. Sydney without a makerspace restricts the scope of the startups that will form (no hardware, IoT and few agtech or mining tech startups). [This Week in Startups submission summary]

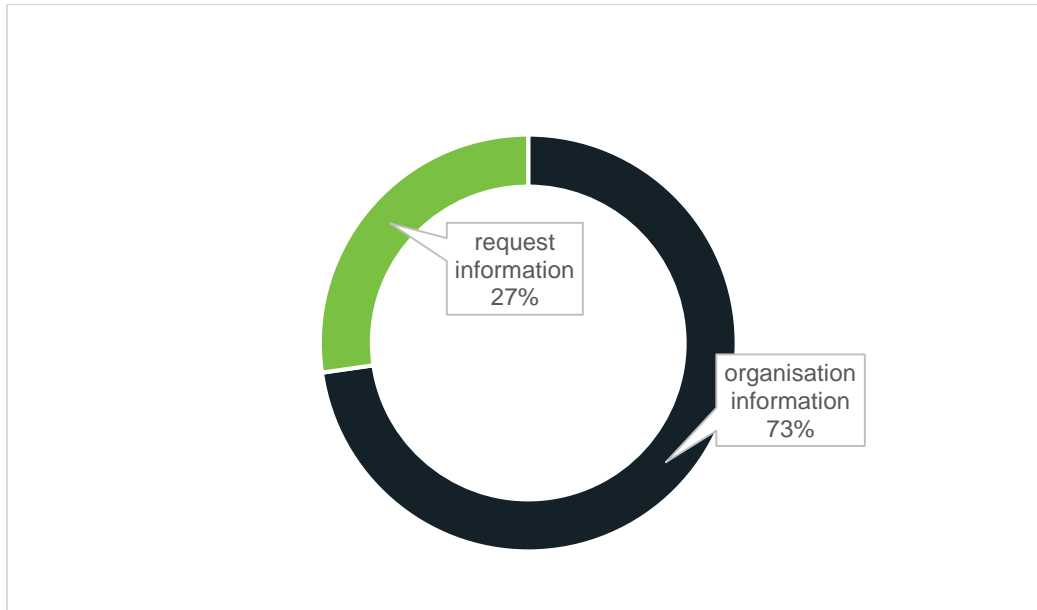
## General information

Comments were made which provided general information to inform the action plan (6% of comments).

### Subtheme

Of these comments 73% were details from organisations about what role they played in the ecosystem and/or with an offer of assistance.

**Chart 13 - Subtheme: general information**



**Table 18 – Examples of verbatim comments in survey and submissions**

### Examples of comments: general information

iAccelerate is a University of Wollongong initiative which has a presence in Sydney with the Sydney Business School which adds to the startup scene in Sydney. Events such as the iAccelerate Entrepreneur Club meetings are aimed specifically at startups and a space is being developed for iAccelerate startups within the Business School premises. Request to be included in the action plan. [University of Wollongong submission summary]

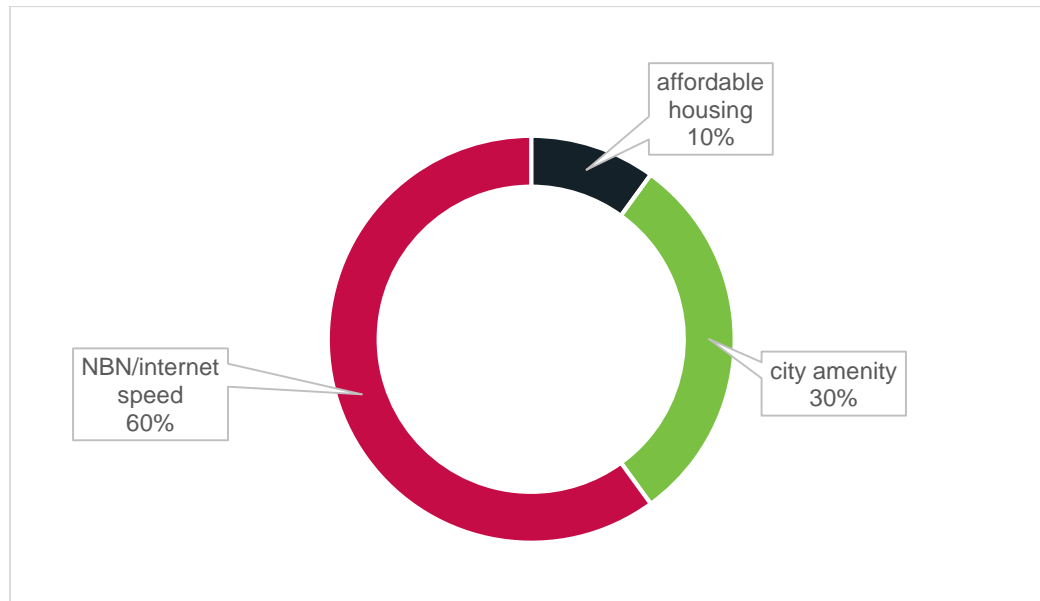
## Infrastructure

Comments were made about the 'infrastructure' tech startups require (5% of comments).

### Subtheme

These comments (60%) focused on the need for fast NBN/internet speed but also that city amenity (30%) was important.

**Chart 14 - Subtheme: infrastructure**



**Table 19 – Examples of verbatim comments in survey and submissions**

#### Examples of comments: infrastructure

*“And finally, what would really make the most difference to my startup is the NBN. Fibre to the office. When I'm pushing up large files, it's quicker for me to walk across the road to the USYD SCA campus and use their internet than wait for my ADSL. Not being able to do this would cost me up to 2 days sometimes. Yes - internet speed is a huge constraint for high-tech startups.”*

*Good Public Transport across Sydney is important for entrepreneurs*

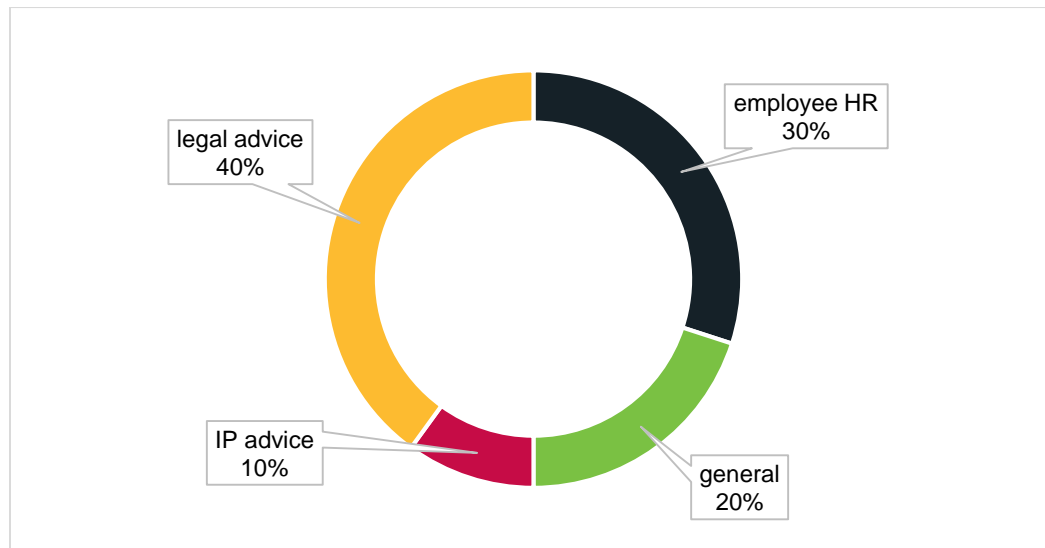
## Business education

Comments were made about 'business education' (5% of comments).

### Subtheme

Of these comments 40% were focused on the cost of and need for legal advice or education but 30% also raised that the needs of employees in startups need to be addressed (which can be viewed as a need for business education of founders in human resource management).

**Chart 15 - Subtheme: business education**



**Table 20 – Examples of verbatim comments in survey and submissions**

#### Examples of comments: business education

*“education on ? structures, convertible notes, exit options, ASIC, payroll tax, director fees, pl insurance, work over insurance - basically financials to setup and manage startup”*

*“There should also be elements in the plan to support the employees in this industry. Some of whom make sacrifices in supporting a business in an early stage of operating. There can be a lot of uncertainty at that stage and this can lead to stress and limit career advancement. Startup teams need to be supported as well as entrepreneurs.”*





### Feedback outside consultation scope

The feedback which is outside the consultation scope included requests for employment by the City or offers of consultation services.

Some issues raised in the consultation are also raised in the draft tech startups action plan but are outside the City's control e.g. tax legislation, business registration, internet speed and are therefore not addressed within the action plan.



## Next steps

The City's consultation on the draft Tech Startups Action Plan successfully engaged the tech startups ecosystem and interested community members. The level of participation, through submissions, surveys and social media, reflects a high level of engagement.

The participation of a high number of relevant stakeholders resulted in constructive feedback which demonstrated strong endorsement for the focus areas and specific projects of the draft action plan.

This feedback will inform the final Tech Startups Action Plan which will be prepared and provided to Council for adoption in 2016.

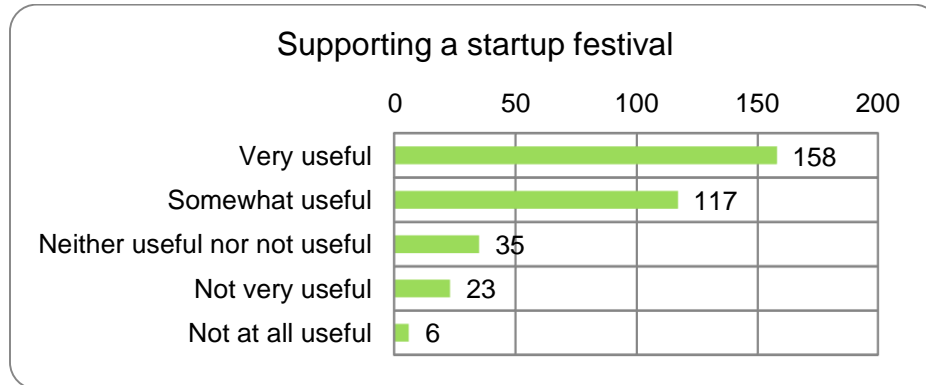
**This report and the City of Sydney's response to the consultation and final action plan will be available at <http://sydneyyoursay.com.au/tech-startups-action-plan>**

## Attachment A – online survey graphs

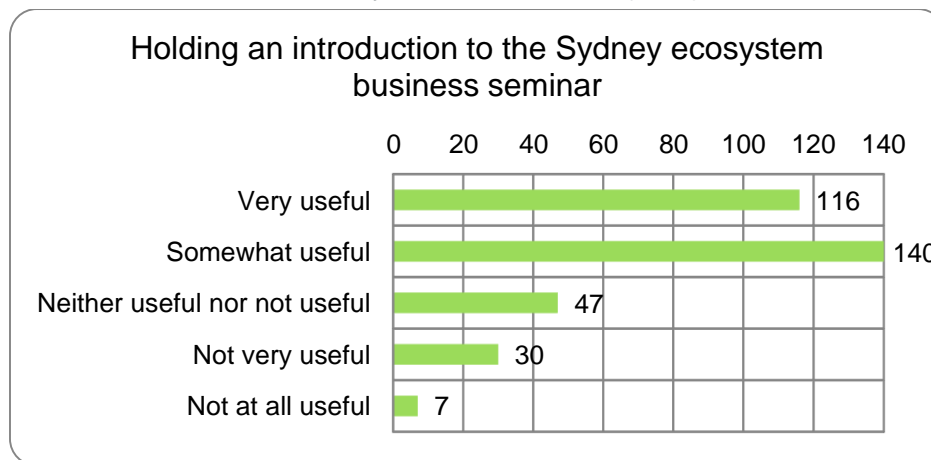
### Build a strong entrepreneurial culture and community

Do you think the following ideas will increase awareness of the ecosystem and encourage more people to start and develop tech startups?

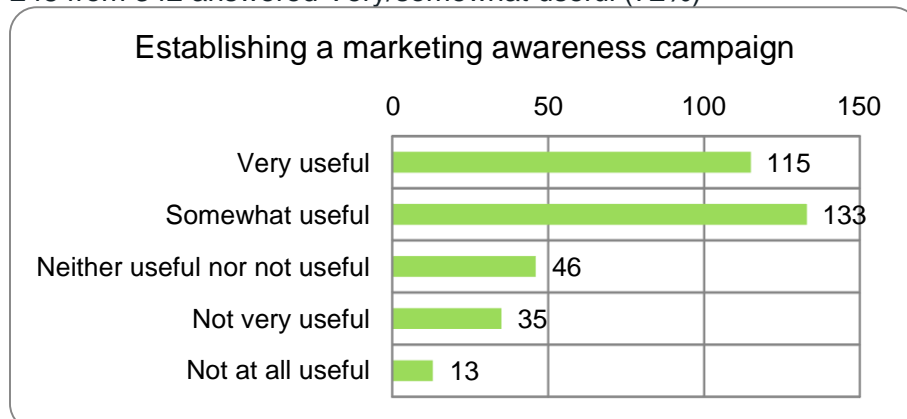
Supporting a startup festival: 275 from 339 answered Very/somewhat useful (81%)



Holding an 'introduction to the Sydney ecosystem' business seminar: 256 from 340 answered Very/somewhat useful (75%)



Establishing a marketing awareness campaign: 248 from 342 answered Very/somewhat useful (72%)

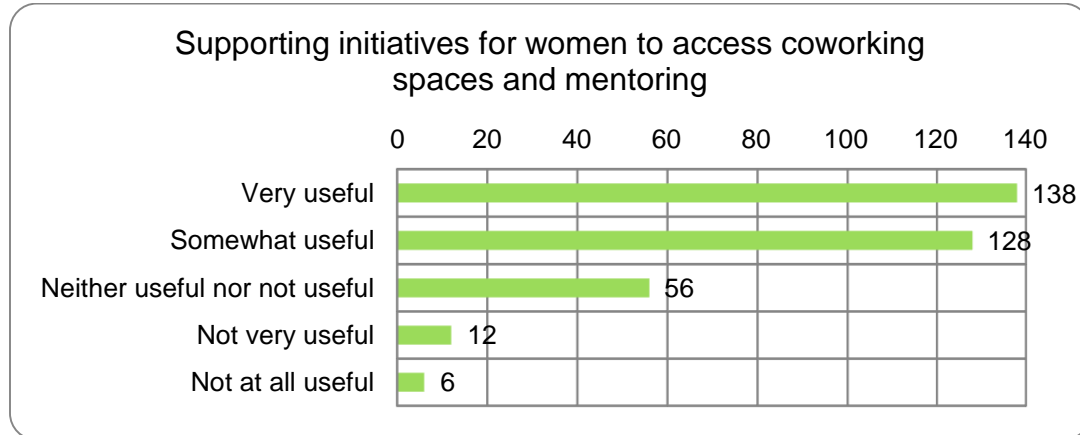




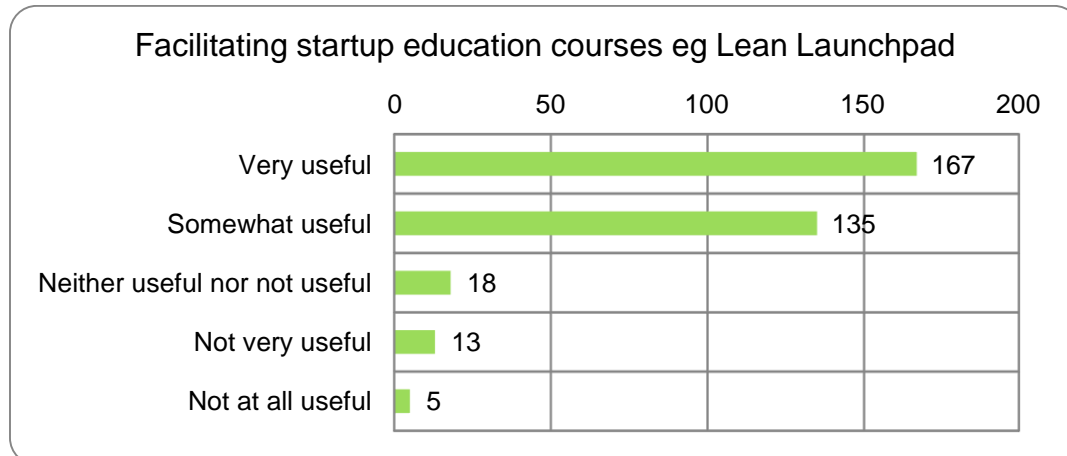
## Create skilled and connected entrepreneurs

**Do you think the following ideas will increase the entrepreneurial or computer science skills in our community, including in young people? How useful:**

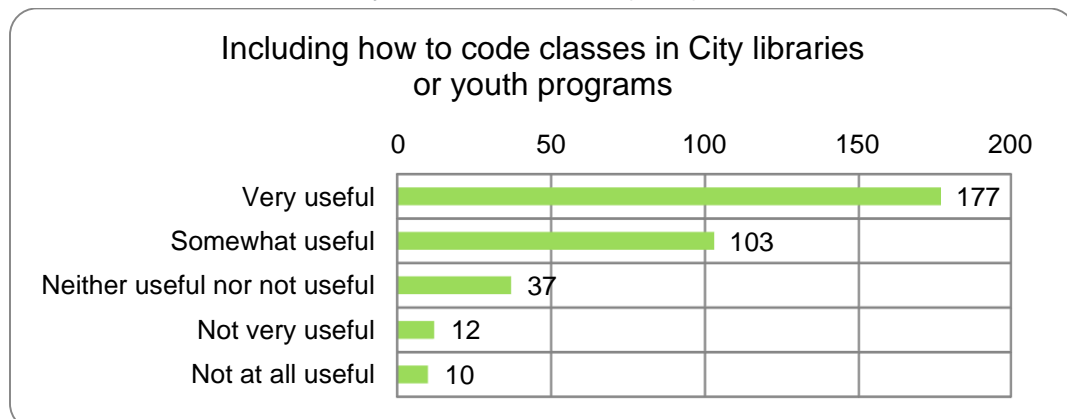
Supporting initiatives for women to access co-working spaces and mentoring  
266 from 340 answered Very/somewhat useful (78%)



Facilitating startup education courses e.g. Lean Launchpad  
302 from 338 answered Very/somewhat useful (89%)



Including 'how to code' classes in City libraries or youth programs:  
280 from 339 answered Very/somewhat useful (83%)

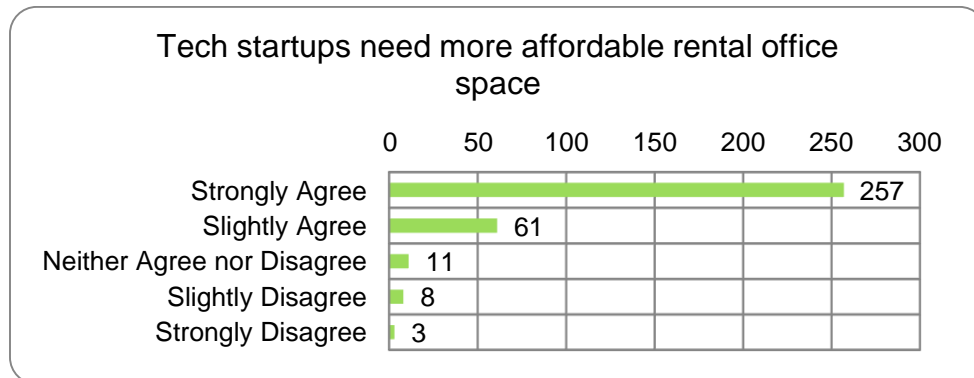




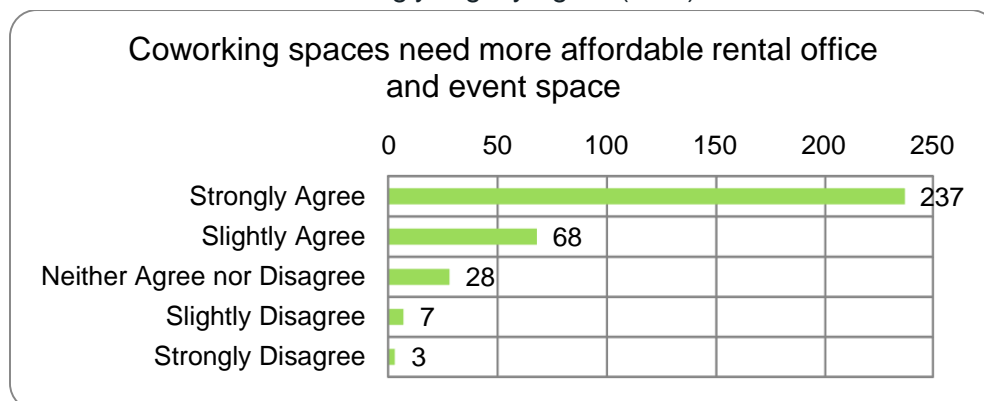
## Increase the startup ecosystem density

We're exploring how we can ensure startups and the organisations that support them (like co-working spaces) can scale and can be located close to one another so they can connect, share ideas, mentor and partner with others. To what extent do you agree or disagree with the following.

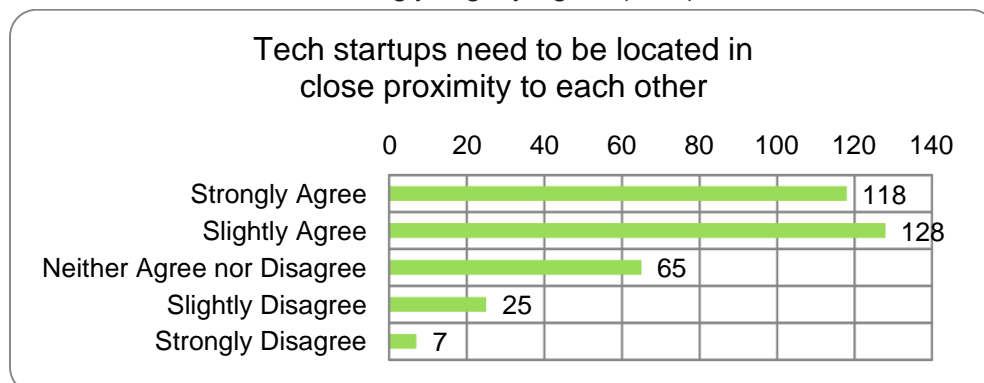
Tech startups need more affordable rental office space  
318 from 340 answered strongly/slightly agree (93%)



Co-working spaces need more affordable rental office and event space  
305 from 343 answered strongly/slightly agree (89%)

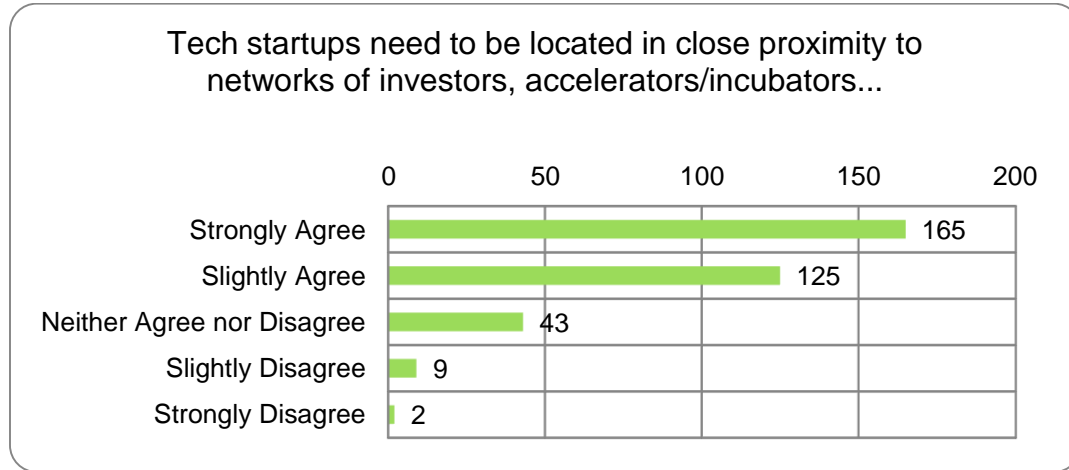


Startups need to be located in close proximity to each other  
246 from 343 answered strongly/slightly agree (72%)



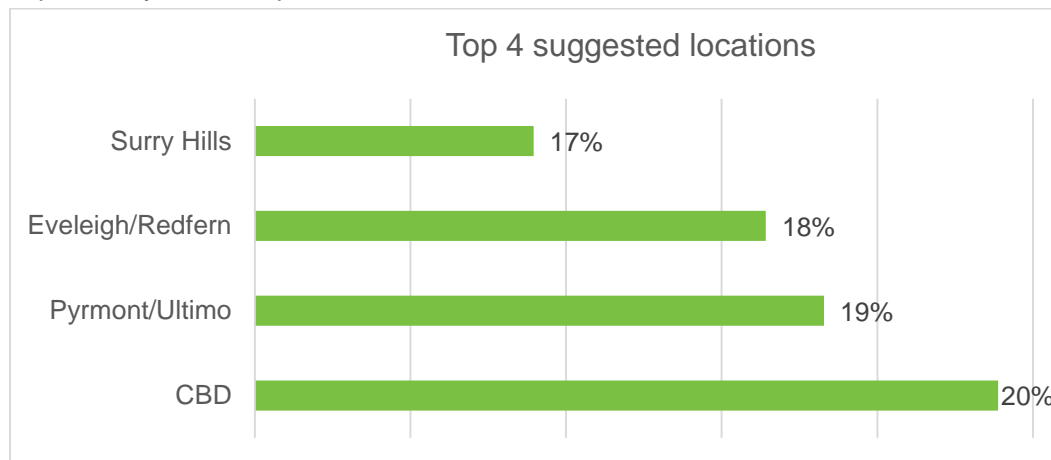
Tech startups need to be located in close proximity to networks of investors, accelerators/incubators or potential customers:

290 from 344 answered strongly/slightly agree (84%)



### Location for tech startups

The online survey also asked participants to name the suburb best suited for tech startups and their entrepreneurial networks. 91% of respondents nominated a suburb within the City of Sydney's local area. The CBD, Pyrmont or Ultimo, Eveleigh or Redfern and Surry Hills were the four most common locations suggested. Access to public transport was regarded as important by 3% of respondents.



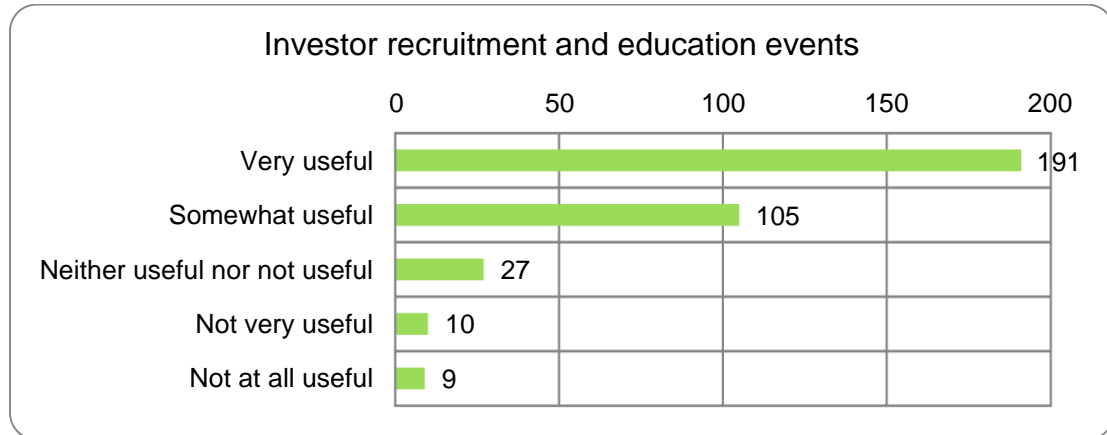
21 responses were excluded as the respondents didn't list a specific suburb.



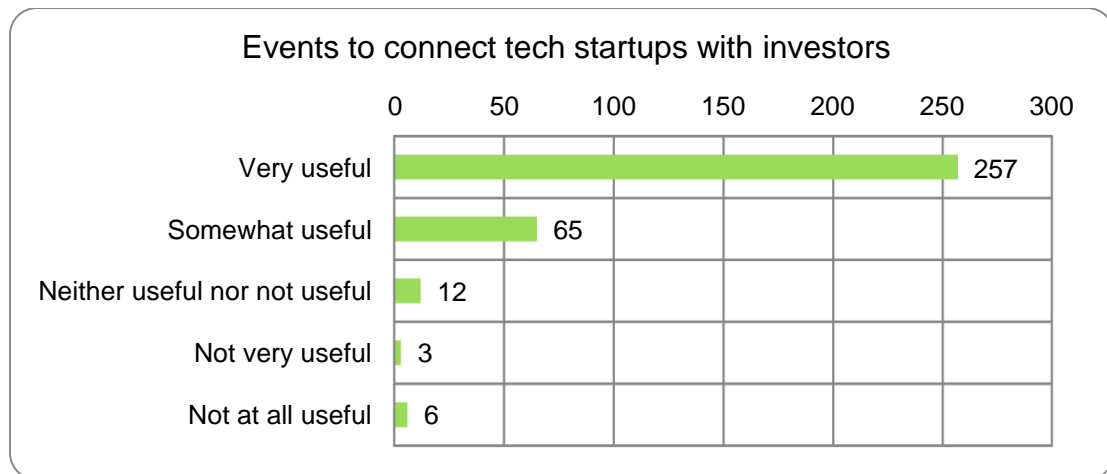
## Support entrepreneurs access to funding

**We're proposing to support organisations in the ecosystem to generate more investors and more investment in tech startups. Will support for the following activities help? How useful:**

Investor recruitment and education events  
296 from 342 answered Very/somewhat useful (86%)



Events to connect tech startups with investors  
322 from 343 answered Very/somewhat useful (94%)

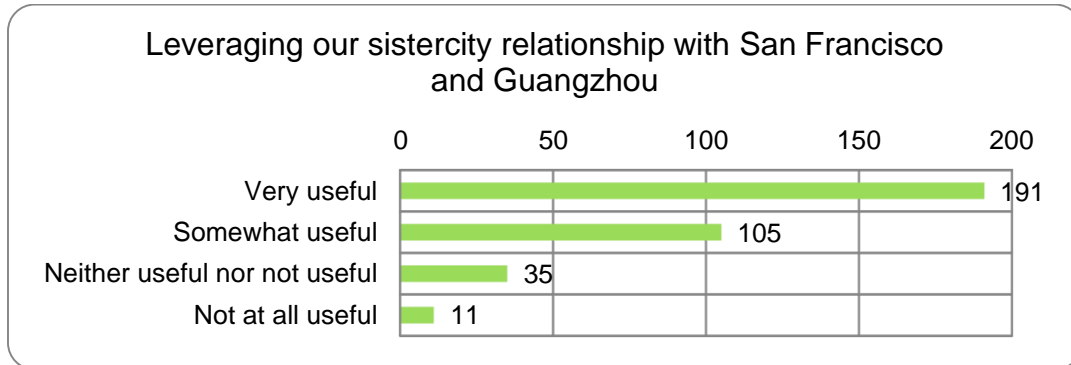




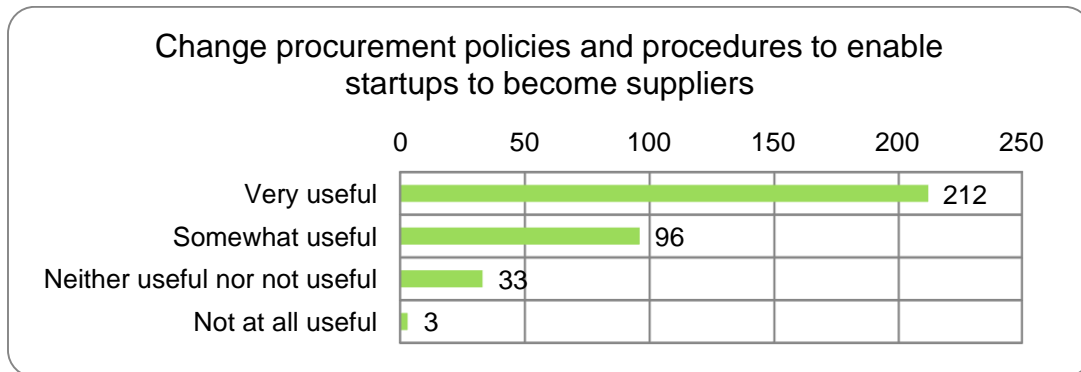
## Develop technology entrepreneurs access to markets

**We could play a role in developing more opportunities for tech entrepreneurs to increase business, particularly in tackling a global market or in our procurement of product and services. How useful:**

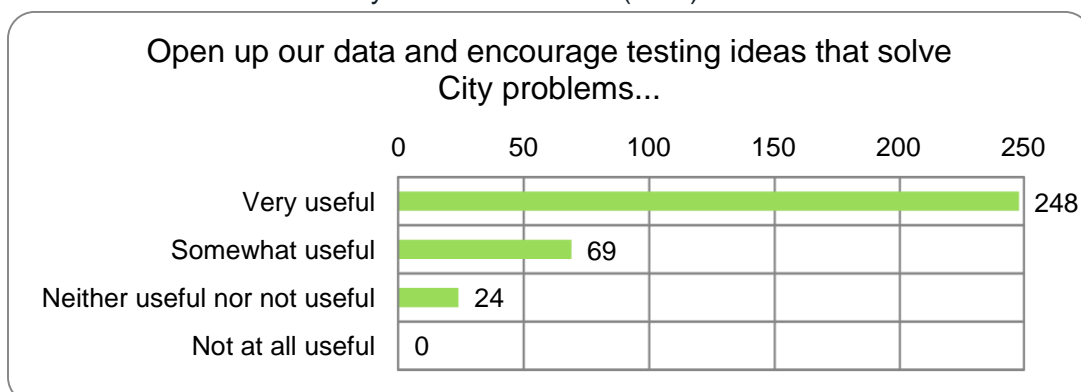
Leveraging our sister-city relationship with San Francisco and Guangzhou  
296 from 342 answered Very/somewhat useful (87%)



Change procurement policies and procedures to enable startups to become suppliers  
308 from 344 answered Very/somewhat useful (89%)



Open up our data and encourage testing ideas that solve City problems and create viable products  
317 from 341 answered Very/somewhat useful (93%)







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Charnelle Mondy, Strategy Advisor      Date: 31/5/2016  
Economic

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Endorsed by: Yvette Andrews      Date: 31/5/2016

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