

Central Precinct Renewal Program

Communications and Engagement Strategy

March 2022

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Commitment to engagement

Putting stakeholders and communities at the centre of decision making

Transport for NSW (Transport) is committed to effective, genuine and ongoing engagement with our stakeholders and communities on the future of Central Precinct.

We want to create a Central Precinct that serves the NSW community well into the future; as both a transport hub and a destination for work and leisure.

To do this, our stakeholders, communities and customers need to be at the centre of all planning and design.

We are committed to diverse and meaningful engagement with a range of stakeholders and community members across Sydney and NSW, over the life of the project, to ensure they have a voice in the future of this important landmark.



01

Why are we engaging?



Strategy purpose

This strategy will guide the Transport project team and its sub-consultants in their engagement with stakeholders, customers and communities during the preparation, lodgment and exhibition of the program's State Significant Precinct (SSP) Studies. This strategy will also set out the principles and tools for ongoing engagement with the community and stakeholders over the life of the project.

The document will support the project team to meet the engagement requirements set out in the [State Significant Precinct Study Requirements](#) for the program, as well as Transport's commitment to ongoing engagement beyond these requirements as the project progresses into future planning pathways.

The strategy provides guidance for Transport to:

- engage early and continuously
- generate interest and foster excitement for the program
- seek meaningful, diverse and inclusive feedback from stakeholders, customers and the NSW community
- build and secure strong and ongoing stakeholder and community relationships over the life of the project.

This strategy is also complemented by the suite of frameworks and strategies developed for the precinct including, but not limited to, the Central Precinct Strategic Framework, and related to sustainability, heritage, public domain, urban design and Connecting with Country.

02

What is our focus?



Part 1 SSP Requirements

The SSP Study Requirements set by NSW Department of Planning and Environment (DPE) list a range of studies needed to analyse the potential impact of planning control changes. These Study Requirements include various consultation requirements to be undertaken by Transport and its consultants.

The key streams of the SSP Study Requirements are:

Public Domain, Place and Urban Design

Place Strategy, Urban Design Framework, Public Domain Strategy, Public Art Strategy, DRP Design Review Report.

Amenity

Wind Study, Noise and Vibration Assessment, Pollution Assessment, View and Visual Assessment, Daylight, sky view and solar access analysis.

Environment, Sustainability, Climate Change and Waste Management

Environmental Sustainability Study.

Utilities Servicing

Utilities and Infrastructure Servicing Report.

Economic Productivity and jobs

Economic Assessment, Development Feasibility Study.

Planning

Draft Planning Controls, Draft DCP or Design Guidelines, Design Excellence Strategy.

Population and Demographics

Population and Demographics Report.

Transport

Transport Strategy and Transport Impact Assessment.

Infrastructure

Local Infrastructure Schedule, State and Regional Infrastructure Schedule.

Consultation

Consultation Strategy (this Strategy) and an Outcomes Report to address key aspects of the proposal: spatial arrangement of the development, staging, public domain and open space, amenity, transport and community facilities, and ongoing consultation with the local Aboriginal community.

Heritage

Aboriginal Cultural Heritage Study, Non-Aboriginal Heritage Study, Heritage Interpretation Strategy.

Social Sustainability and Infrastructure

Social Infrastructure Study, Equity-focused Health Impact Assessment.

Green Infrastructure, Ecology, Urban Forest and Greening

Green Infrastructure Strategy, Precinct Ecological Assessment.

Water quality and flooding

Water quality, flooding and storm water report.

With diverse project team members and consultants consulting across these streams, cross-disciplinary and cross-sectoral engagement will be required. This strategy outlines opportunities to streamline and coordinate engagement efforts.

Part 2 Ongoing engagement

We intend to engage with a range of stakeholders, community members and customers over the life of the project, to ensure planning and decision making is informed by diverse feedback, and that the Precinct will meet the needs and aspirations of its users.

In our engagement with stakeholders and the community, we would like to pay particular attention to the following themes:

Technology, innovation and jobs for the future

Opportunities to establish Central Precinct as the location of choice for Australian and international start-ups, scale-ups, tech businesses and creative industries.

We will create complementary uses to nurture and support businesses and grow both day and night time economies.

This will firmly establish Central Precinct as the cornerstone of Tech Central and support the advancement of Sydney's status as a global city.

Central for everyone

As Australia's busiest transport interchange, and an important Sydney landmark, Central Station is an important place for local, regional and international customers and communities.

We want to explore how Central Precinct can best meet the needs of diverse local communities, as well as current and future visitors; both as a destination, and a world class interchange.

Leading sustainable practice

We will take a whole of life approach to sustainability through planning, design, construction and precinct management.

We want to explore ways to maximise resource efficiency, strengthen the Precinct's resilience, promote healthy communities, enhance biodiversity and embed sustainable procurement.

The beating heart of Sydney's southern CBD

Central Precinct forms part of a wider vision for Sydney's southern CBD; bordering future precincts such as Tech Central, and the Camperdown-Ultimo Collaboration Area.

We want Central Precinct to seamlessly connect these locations, while acting as the transport, employment and leisure hub for the southern CBD.

Accessibility, safety and connections

Opportunities to improve safe and accessible connections within Central Station and towards surrounding suburbs; converting Central Station from a barrier between neighborhoods to a destination that connects them.

We want to create a people-focused interchange that responds to the changing needs of transport customers and adapts to the future of transport and mobility.

An enhanced public space that celebrates heritage

We want to create high-quality public spaces that are vibrant, diverse and active, and promote social connection and wellbeing. We will bring green, sustainable and creative environments to the southern CBD while celebrating the built and cultural heritage of the local area.

We will engage with stakeholders to explore opportunities for these public spaces, and to understand what will work best for communities.

What is our focus?

03

Who are our stakeholders?

Five stakeholder streams

The scale and significance of the Central Precinct Renewal Program means that there will be a plurality of voices to be considered. Stakeholders and community members across NSW will have varied interests and preferences for engagement on the future of Central Precinct.

This strategy sets out an approach that will balance these diverse views and provide a range of opportunities for various groups and people to have their say.

This program's diverse stakeholders are divided into five streams:

1. Agencies, authorities and utilities
2. Peak bodies, institutions and key Precinct partners
3. Transport organisations
4. Governance and advisory groups
5. Communities and customers.



Agencies, authorities and utilities



Peak bodies, institutions and key Precinct partners



Transport organisations



Governance and advisory groups



Communities and customers



1. Agencies, authorities and utilities

Transport will engage with various agencies, authorities and utilities, as required by the SSP Study Requirements and over the life of the project. The organisations that we will engage include:

NSW Government agencies

Including:

- NSW Department of Planning and Environment (DPE)
- Create NSW
- Greater Cities Commission (GCC)
- Government Architect NSW (GANSW)
- Investment NSW
- Heritage NSW
- NSW Health
- NSW Environmental Protection Authority (NSW EPA).

Government Ministers

Relevant portfolios including Cities, Transport, Infrastructure, Planning, Innovation, and Heritage.

Utilities

Power and water service providers who need to be factored into design and maintain access to site during construction. Includes Sydney Water, Ausgrid and telecom providers.

Local representatives

State and Federal local MPs, and relevant City of Sydney councillors.

Emergency services

Police, Fire & Rescue, SES, Ambulance must be consulted on design and required ongoing access during construction.

City of Sydney

Collaboration and engagement with range of council divisions including Planning, Development and Transport, City Life and City Services on a range of themes including planning, place, heritage and housing and homelessness.



2. Peak bodies, institutions and Precinct partners

We will engage with a range of peak bodies, institutions, interest groups and key Precinct partners to explore considerations, challenges and opportunities for the future of Central Precinct.

Heritage

Peak bodies and community groups interested in preserving Central's heritage and character.

Sustainability

Peak bodies and organisations focused on sustainability.

Disability

Groups representing individuals with different accessibility needs.

First Nations

Aboriginal groups interested in local heritage and history, local First Nations services, and opportunities for First Nations communities.

Western Gateway Proponents

Businesses looking to build at Central Precinct's Western Gateway, including Atlassian, Toga and Dexus Frasers.

Precinct neighbours

Education, health, community, business and education institutions in surrounding suburbs including UTS, TAFE, the Camperdown-Ultimo Collaboration Alliance and NSW Health.

Vulnerable groups and housing and homelessness

Service providers and peak groups representing or supporting vulnerable groups.

Property and planning

Property and planning peak bodies, including Property Council of Australia, Urban Growth and Committee for Sydney.



3. Transport organisations

Central Precinct will continue to be Australia’s busiest transport interchange well into the future. Effective engagement with transport organisations, including state and private transport providers, will be critical to ensure that Central Precinct continues to service its diverse transport modes, while making way for innovations and improvements.

Transport for NSW cluster

Managers and on-the-ground staff for Sydney Trains, Sydney Buses, Light Rail and NSW TrainLink.

Transport Heritage NSW

A not-for-profit organisation which manages rail heritage assets, museums, heritage events and sector development on behalf of Transport for NSW.



4. Governance and advisory groups

NSW State Design Review Panel

The NSW State Design Review Panel (SDRP) provides independent design review and quality advice to the program as part of the SSP process.

Transport must update the SDRP on engagement with the NSW Heritage Council and the DPE Place Design and Public Spaces Group, and frequent and ongoing engagement with these groups is required.

The SDRP consists of:

- Government Architect NSW - Chair
- City of Sydney nominee
- Transport nominee / SDRP design champion (Urban Design)
- SDRP panel member / Independent (Landscape Architecture)
- SDRP panel member / Independent (Sustainability)
- SDRP panel member / Independent (Heritage).

DPE Project Review Panel (PRP)

DPE has established a Project Review Panel to govern the SSP investigations.

Membership of the PRP includes DPE, City of Sydney, the NSW Government Architect's Office, Greater Cities Commission and Transport for NSW (independent of the CPRP team).

Transport will report to the PRP during the preparation of the SSP studies.

DPE Project Working Group (PWG)

DPE has established a Project Working Group to provide guidance in relation to the SSP investigations.

Membership of the PWG includes DPE, City of Sydney, the NSW Government Architect's Office, Greater Cities Commission and Transport for NSW as the applicant.

Transport will meet with the PWG regularly during the preparation of the SSP Studies.



5. Our communities

Timely and effective engagement with communities and customers throughout the life of the project will be critical to ensure Central Precinct meets the needs of the people who use it now, and those who will use it into the future. Engagement with communities and customers will provide Transport with the opportunity to raise public awareness of the vision for the Precinct, and to generate excitement for the opportunities it presents.

Transport customers and the broader community may have different interests in the future of Central Precinct, with customers having more interest in commuting, station functionality and navigation. At its core, Central will always be a major transport hub, however the creation of a vibrant and inclusive place will require deep engagement with a range of current and future users of Central Precinct.

Metropolitan customers

Frequent station users who want convenient connections and an efficient interchange experience.

Local art and cultural community

Art galleries and stakeholders representing the arts community who have an interest in public art at Central Precinct and Central Precinct as a cultural hub.

Visitors

Domestic and international visitors who are seeking an authentic Sydney experience and are interested in heritage, shopping, entertainment etc.

Local residents

Residents of surrounding suburbs who care about preserving local character, quality green space, active transport links, built form, and access to shops, services etc.

Representatives of vulnerable groups or people with accessibility needs

Stakeholders who represent people with accessibility needs, or vulnerable groups including people sleeping rough in and around Central Station.

First Nations community

Local residents and traditional custodians who want their history recognised and celebrated.

Regional and outer metropolitan customers

Visitors who don't know Central or Sydney well, who need good wayfinding, safety and amenity.

Students

University and school students.

Local business

Business situated within and around the station.

Women

With women's safety a key consideration of the SSP requirements, women between the ages of 18 and 33 will be consulted.

04

Tools and techniques





1. Agencies, authorities and utilities

Most engagement with agencies, authorities and utilities will be carried out through issue-specific meetings. A range of other tools and techniques can be adopted to consult, inform, and build on existing relationships with these stakeholders. These tools and techniques may include:

Stakeholder meetings

One-on-one meetings to discuss specific themes, issues or program elements with a stakeholder.

Stakeholder workshops

Three, key stakeholder workshops facilitated by WSP.

Regular program updates

Updates to interested organisations to provide an update on the program and upcoming steps.

Stakeholder roadshows

Series of roadshows with key stakeholders and influencers that promote the Central Precinct vision and objectives.

Relationship leads

One point of contact for agencies, authorities and utilities.

Coordinated meetings

Where several consultants or project team members need to meet with a stakeholder, coordinated project meetings can be organised to cover all issues in one meeting. This reduces the risk of stakeholder consultation fatigue.



2. Peak bodies, institutions and Precinct partners

There are a range of tools and techniques that can be used to engage with this stakeholder group. The engagement tools listed below provide diverse opportunities to raise awareness about the program, generate commercial interest in the Precinct, seek feedback on design elements or consultation themes, and maintain strong relationships with these stakeholders.

Stakeholder meetings

One-on-one meetings to discuss specific themes, issues or program elements with a stakeholder.

Stakeholder workshops

Three, key stakeholder workshops facilitated by Elton Consulting.

Regular program updates

Updates to interested organisations to provide an update on the program and upcoming steps.

Coordinated meetings

Where several consultants or project team members need to meet with a stakeholder, coordinated project meetings can be organised to cover all issues in one meeting. This reduces the risk of stakeholder consultation fatigue.

Western Gateway Proponents

Businesses looking to build at Central Precinct's Western Gateway, including Atlassian, Toga and Dexus Frasers.

Relationship leads

One point of contact for agencies, authorities and utilities.

Stakeholder roadshows

Series of roadshows with key stakeholders and influencers that promote the Central Precinct vision and objectives.

Engaging First Nations representatives

Meaningful engagement with First Nations stakeholders to ensure an authentic Aboriginal voice is embedded and integrated into the planning, design development, construction and operation of Central Precinct.



3. Transport organisations

It will be important to involve various branches of Transport throughout the SSP Study phase to ensure that planning meets the requirements of its transport modes and allows for improvement and innovation opportunities. Transport staff will also need to be consulted on opportunities for the site and informed of the vision for the site to equip them for conversations with customers and stakeholders.

The below tools and techniques can be used for internal and external consultation engagement with these groups.

Internal meetings and briefings

Internal engagement with Transport branches and divisions to provide information and seek feedback. Can be delivered in-person or online.

Internal briefings and meeting minutes

Briefing documents to provide Transport staff with the latest information to share with stakeholders and customers, if required.



4. Governance and advisory groups

Transport will continue to engage its governance and advisory groups according to their Terms of Reference. Engagement with these stakeholders will include:

NSW State Design Review Panel meetings

The NSW State Design Review Panel meets every four weeks to consider research, investigations, draft development options, evaluation criteria, options evaluation and draft proposals, as required by the SSP Study Requirements.

DPE Project Review Panel (PRP)

Transport will report to the PRP four times during the preparation of the SSP Study.

DPE Project Working Group (PWG)

Transport will meet with the PWG throughout the preparation of the SSP Study.



5. Our communities

A range of engagement tools are available to engage with our communities and customers throughout the project life cycle. These tools provide opportunities for Transport to raise the profile of the Central Precinct Renewal Program, generate excitement and seek meaningful feedback about how the Precinct can best meet the needs of diverse communities and customers. These tools may include:

Station pop-ups

Situated in the local area where community can learn about the Precinct, talk to program representatives and provide feedback.

Community walk-shops

Take highly-engaged community members on walking tours of Central Precinct and get their feedback.

Regional focus groups

Focus groups with interested regional customers to establish an understanding of regional needs and expectations for the Station.

Targeted conversations

Talk with community service providers (e.g. Mission Australia) and City of Sydney regarding vulnerable communities.

First Nations engagement

Early and ongoing engagement to ensure that an authentic First Nations voice is embedded and integrated into the planning, design development, construction and operation of the Precinct.

Targeted community conversations

Seek feedback from groups such as young people, students, women between 18-33 and CALD community members on specific issues or subjects.

Events/activations

Opportunities for single day events or short-term activation of underutilised space at Central will help the community and customers develop awareness and excitement of 'place' before it is physically realised.

Transport staff

Transport staff will be equipped with the information they need to answer customer questions about the Precinct.



5. Our communities

Online, digital and printed engagement tools will be critical to reaching communities and customers who do not regularly visit Central Station. This includes potential future users of the Precinct. The below list of tools may be used to inform these groups about the vision for the site, seek feedback and generate interest and excitement for the Precinct.

Social media

Transport social media accounts (Facebook, Instagram, LinkedIn) to raise awareness about program and opportunities to give feedback.

Online and text message surveys

Short surveys to get targeted feedback on key consultation questions. Surveys can be held online or accessed as text message surveys via a QR code on published collateral.

Signage and decals

Succinct, graphic signage, together with floor decals with QR codes, to direct community to access info or provide feedback. These could be located at Central Station, nearby areas and suburban and regional stations.

Interactive webpages

Program webpage with interactive components allowing participants to view options and opportunities for the site – with a focus on the engagement themes.

Flyers and pamphlets

Written communication to be delivered to neighbouring residences and businesses to advise them of the program and open up conversation for feedback.

Customer analytics

Evidence based research on community and customer behaviour that will help inform the renewal of Central.

05

Key messages



Key messages

Our Vision

Central Precinct will be an exciting place for communities and businesses; renewing up to 24 hectares of Government-owned land in and around Sydney's Central Station.

Offering new spaces, jobs for the future, and improved public space and social infrastructure, Central Precinct will be an important place for the whole community.

Creating connections

Central Precinct will improve connections within Central Station and between surrounding suburbs; converting Central Station from a barrier between neighborhoods to a destination that connects them.

Planning process

Central Precinct has been nominated as a State Significant Precinct. We are in the early phases of the planning process for Central Precinct, and works are still some years off.

Australia's busiest transport interchange

Central Station will continue to be Australia's busiest transport interchange. We are planning for the future by exploring opportunities to innovate and improve commuter experience.

Sustainability

Transport is taking a whole-of-life approach to sustainability through planning, design, construction and ongoing precinct management. We want to build a place that will benefit current and future generations.

Interlinking precincts

Central Precinct will border the Sydney CBD and form a crucial part of Tech Central along with the Redfern North Eveleigh Precinct; creating a vital connection between these important locations.

Innovation and technology

Central Precinct will offer important space for jobs in innovation and technology and will help drive the success of Tech Central; the NSW Government initiative which includes the provision of up to 250,000 square metres of floorspace for innovators.

Community engagement

We want to build a Central Precinct that serves the NSW community well into the future.

That's why we want to hear from you – to understand what you think would make Central a great place to visit and work.

Improving public place

Central Precinct will be a unique and vibrant urban place, with new and improved public space and social infrastructure.

Pleasant, open, public and green spaces will play a big role at Central Precinct.

Celebrating heritage

Central Station is a place of important Aboriginal and non-Aboriginal heritage.

We want Central Precinct to be a place that respects and acknowledges First Nations history and culture, continues the legacy of Vernon and Barnet by preserving built heritage, and celebrates the rich and diverse history of the Precinct.

Social inclusion

Central Precinct will be a place for everyone. We want to build a destination that is considerate of all users, including regional visitors, people with disabilities, CALD communities, international travelers, disadvantaged groups and local residents.

06

Ongoing engagement





Continued community and stakeholder engagement

Central Precinct Renewal Program is a long-term, city shaping project. Ongoing community and stakeholder engagement throughout the life of the project will ensure Central Precinct meets the needs of the people who use it now, and those who will use it into the future.

As the Central Precinct Renewal Program progresses, and projects move into future planning, delivery and operational pathways, Communications and Engagement Strategies will be developed to support these phases to ensure a tailored approach to community and stakeholder engagement.

Future engagement and strategies will use the principles outlined in this document and will use a range of tools and techniques to reach various stakeholders. Transport will continue to engage with:

Agencies, authorities and utilities

- NSW Government agencies
- Government Ministers
- Utilities
- Federal Government
- Emergency services
- City of Sydney
- Local representatives

Peak bodies, institutions and key Precinct partners

- Heritage
- Sustainability
- Disability
- Precinct neighbors
- Vulnerable groups and housing and homelessness
- First Nations
- Property and Planning
- Western Gateway Proponents
- Universities and research institutions

Transport organisations

- Transport cluster
- Transport Heritage NSW
- Indian Pacific
- Coaches
- Rideshare services
- Taxis

Governance and advisory groups

- As required

Communities and customers

- Metropolitan customers
- Local art and cultural community
- Visitors
- Local residents and businesses
- Vulnerable people or people with accessibility needs
- First Nations community
- Regional and outer metropolitan customers
- Local businesses
- Students and women
- Tech Central workers