

Transport
for NSW

Central Precinct Renewal Program

Aboriginal Engagement Strategy

May 2021

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Acknowledgement of Country

We respectfully acknowledge the Traditional Custodians of the Central Precinct, the Gadigal and recognise the important of the place to Aboriginal people and their continuing connection to Country and culture. We pay our respect to Elders past, present and emerging.

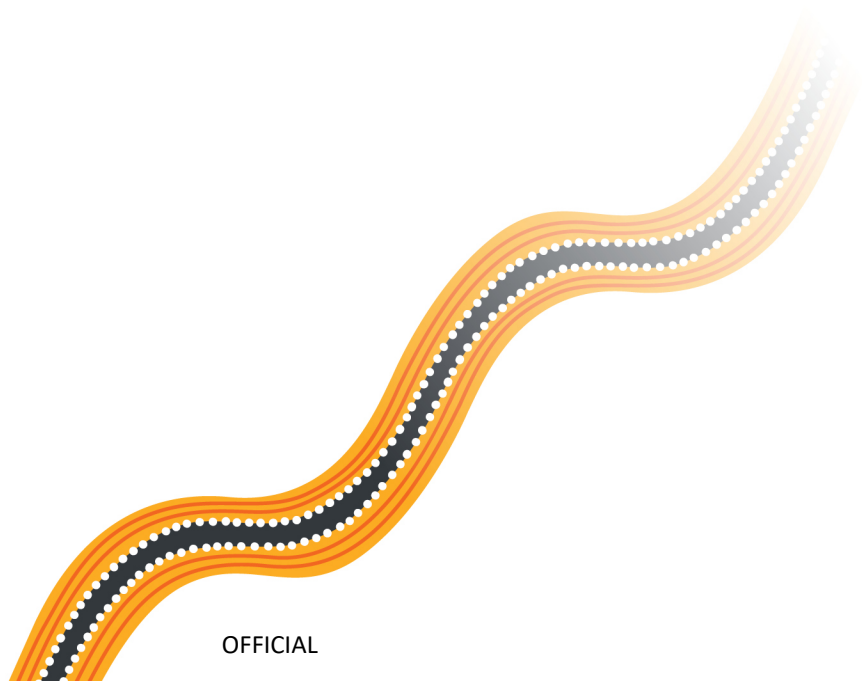


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1. Overview of the project

Transport for NSW (**TfNSW**) is exploring opportunities to transform under-utilised government owned land into vibrant urban places, attracting new services and businesses where people live, work, enjoy and travel.

Central Station is Sydney's most important and busiest transport interchange in NSW. Over 270,000 customers use it each day, but the current customer experience does not meet with contemporary expectations and the area around it delivers a relatively poor urban experience.

In September 2016, the NSW Government announced engagement on the potential revitalisation of Central Station to better understand what the community, customers, stakeholders and industry would like to see in the Precinct. From this early engagement piece, the project has evolved to become the Central Precinct Renewal Program (the **Program**).

The Program is an NSW Government initiative which aims to renew up to 24 hectares of Government-owned land in and around Sydney's Central Station (**Central Precinct**), the main transport interchange for the city and for NSW. The Program area is located on the traditional lands of the Gadigal people of the Eora Nation and holds significant social, cultural and commercial values to both Aboriginal and non-Aboriginal people.

The Program presents an opportunity to reinvigorate the Central Precinct for the next generation through urban renewal. It includes Central Station, the broader transport interchange and its place within, connections to, and revitalisation of the surrounding area.

The Program will guide the future evolution of the site, balancing precinct, transport, public spaces, development, heritage conservation and built-form requirements to foster high-quality, integrated urban renewal and transport outcomes.

2. Project objectives

At the core of the Program is the aim to revitalise the Central Precinct, with Central Station as the key feature of the project area. TfNSW has outlined some of the key benefits that will arise from the renewal as:

- Celebrating the heritage of Central as an iconic location with new and enhanced public open spaces;
- Expanding the Central Business District economy through job creation;
- Reviving Central Station as a global transport interchange for local, regional and international travellers; and
- Delivering a socially and environmentally sustainable precinct.

Key planning priorities for the Program include enhancing placemaking, commercial use of space and open spaces for community and sustainability. Aims that relate specifically to Aboriginal peoples include:

- Promoting social cohesion by providing spaces for gathering, connection, exchange, opportunity and cultural expression;
- Incorporating Country-centred planning that respects diverse communities; and

- Honouring the culture and identity of the precinct's Aboriginal and non-Aboriginal community.

The aim of the Aboriginal community engagement is to ensure that an authentic Aboriginal voice is embedded and integrated into the planning, design development, construction and operation for the Program.

The overall aims of the Aboriginal engagement services and advice sought by TfNSW include:

- Identifying opportunities to promote Aboriginal culture and heritage across all stages of the Program;
- Aiming to identify opportunities for celebrating and sharing the Aboriginal story with a broader audience through all phases of the Program;
- Identifying opportunities and approaches for integration of Aboriginal cultural values within the preferred design plans such as through public art, heritage interpretation, landscaping, and programming for the Program;
- Building and/or supporting relationships between TfNSW and key Aboriginal stakeholders around the Program;
- Identifying opportunities for Aboriginal workforce participation in the Program;
- Identify opportunities to embed the Aboriginal Participation in Construction and Aboriginal Procurement policies in the Program; and
- Providing support to ensure that Aboriginal knowledges and stories are acknowledged and managed consistently with cultural protocols through the Program lifecycle.

Focus areas of inquiry for the Aboriginal engagement proposed are:

1. The cultural and social significance of the Central Precinct.
2. Traditional Custodians' and key Aboriginal stakeholders' connection to, and interests in, the Central Precinct.
3. What role the Central Precinct could play to a broader audience and how the local and historical area could be celebrated.
4. How the Program can best celebrate the culture and history of the Central Precinct area, in ways that are meaningful to past, present and future users.
5. The types of design and interpretation Aboriginal peoples wish to see embedded in the realisation of the Program.
6. Needs and aspirations of Aboriginal people in relation to using and accessing the Central Precinct, including strategies to ensure the space is welcoming and inclusive of Aboriginal people.
7. Processes for supporting an ongoing conversation and input between Aboriginal people and the Program team over the life of the renewal, including partnership opportunities.
8. Appropriate protocols and processes around using Aboriginal cultural knowledge, stories, and language as part of the Program.
9. Scoping activities in relation to the types of employment opportunities that could be developed throughout the Program, including future phases.

3. Methodology

3.1 Project principles

The following project principles are considered ideal practice when working in First Nations communities:

- *Co-designing projects and solutions* – by working flexibly and in ways that are responsive to the client and the needs of communities.
- *Using diverse and innovative methods* – which are economical, effective and fit-for-purpose.
- *Taking a knowledge-informed approach* – by understanding issues and identifying solutions that are evidence-based.
- *Using a strength-based approach* – by focusing on the opportunities, abilities and strengths of clients and communities, so that solutions identified are those that are most likely to succeed.
- *Presenting quality, accessible information* – by delivering reports and materials that present information clearly and will be readily understood by different audiences.
- *Focusing on creating social change* – by delivering innovative activities and initiatives that will benefit communities.

It is recommended that when working with Aboriginal and Torres Strait Islander communities, the principles below should be followed:

- *Respecting cultural protocols* – including engaging with Aboriginal and Torres Strait Islander communities in ways that are appropriate to their immediate and local circumstances.
- *Keeping Aboriginal and Torres Strait Islander voices at the centre* – throughout planning, practice and decision-making processes, through the way information is understood and interpreted, and how findings are presented back to clients and communities.
- *Respecting the knowledge held by communities* – particularly the knowledge held by communities about the issues that affect them, and the solutions to address those issues.
- *Providing feedback to communities where possible* – to provide transparency about how communities' information has been used and what decision the feedback has influenced.

3.2 Coordination with related projects

It is crucial to be aware of other relevant consultation associated with related projects where possible, particularly those involving common Aboriginal stakeholders. Coordination is important to avoid project siloes, to maximise efficiency, and to limit consultation fatigue. Relevant projects include:

- **TfNSW Redfern North Eveleigh Precinct Renewal Project**, running parallel to the Program.
- **TfNSW Redfern Station Upgrade – New Southern Concourse**, major construction is underway.

- The NSW Government's planning for a NSW-focused Aboriginal cultural space at the **Barangaroo Cutaway**. It is recommended to make contact through Peter White of Create NSW, notifying him of potential overlapping stakeholders in advance to discuss how to ensure appropriate information sharing.
- The Aboriginal community engagement for upgrades and place making through the **Circular Quay (Warrane) Renewal Project**.
- The City of Sydney's **Eora Journey**, which has involved a project for an interpretative walk and related artworks. This project is currently at the early planning stages.
- The **City of Sydney's purchase of 119 Redfern Street**. Community consultation is expected in the coming months about aspirations for this space.
- **Atlassian Central Development**, which is currently in the design phase.
- The **Dexus/Frasers Development**, currently in the design phase and at Stage 3 of the NSW Government's Unsolicited Proposal. A Development Application has been lodged with City of Sydney.
- The **TOGA proposal**, currently developing a detailed proposal at Stage 2 of the NSW Government's Unsolicited Proposal.

3.3 Respecting Indigenous knowledge and cultural and intellectual property

It is critical that the rights of Aboriginal people and communities to control their stories and cultural heritage (Indigenous Cultural and Intellectual Property or **ICIP**) are recognised and respected. Processes for collecting, managing, and using knowledge held by Aboriginal communities that is consistent with best practice Indigenous rights must be developed, prior to any Aboriginal engagement being undertaken.

Providing a framework to ensure that Aboriginal stakeholders who offer knowledge, stories, cultural heritage information or other sensitive information to consultants, wider project team members, or TfNSW for this project do so with free, prior and informed consent.

Specific tools to ensure protocols are followed for this project recommend:

- **Copyright provisions in the project contract:** Protecting Indigenous Cultural Intellectual Property through professional services contracts is recommended.
- **Establishment of a clear ICIP collection, management and use explainer** which is included in the community engagement materials or given verbally if needed. See **Appendix A**. It is recommended that clear notes are kept recording when and how this explainer was given.
- **Release forms** for any photographs or other materials that stakeholders provide during engagement.
- It is recommended that at the completion of community engagement, **TfNSW is advised** about future management and use of any stories, language names or other ICIP included by consultants in their advice/report.

3.4 Benefit sharing

Aboriginal and Torres Strait Islander people have the right to control and maintain their culture and heritage, including benefiting from research undertaken by, with

and about them (*AIATSIS Code of Ethics for Aboriginal and Torres Strait Islander Research*, 2020).

Benefits sharing measures implemented in this project include:

- The ICIP protocol; and
- Payment of knowledge and time (see the fee schedule).

3.5 Confidentiality

Participants in the community engagement should be asked whether they wish their feedback to be de-identified, confidential to TfNSW, or attributed (i.e. not confidential). Notes of meetings should be taken by consultant staff, for internal use, and only shared with permission. Also see **Appendix A**.

4. Desktop research

Desktop research was undertaken to inform the development of the Aboriginal Engagement Plan.

The desktop research has included a review of critical Program documents to understand the context, scope, scale and previous engagement of the project, including:

- Transport for NSW's Transport Reconciliation Action Plan 2019 – 2021
- Central Precinct Heritage Framework, 2018
- Before Central Station: an historical and archaeological assessment, 2019
- Central Precinct Draft Strategic Vision, 2019
- Eora Journey, City of Sydney
- NSW Government's Aboriginal Procurement Policy
- NSW Government's Aboriginal Participation in Construction Policy
- Central to Eveleigh Urban Transformation Strategy prepared by Urban Growth, November 2016
- Greater Sydney Region Plan – A Metropolis of Three Cities prepared by Greater Sydney Commission, March 2018
- Our Greater Sydney 2056 – Eastern City District Plan prepared by Greater Sydney Commission, March 2018
- Camperdown – Ultimo Place Strategy Collaboration Area prepared by Greater Sydney Commission, February 2019
- Sydney Innovation and Technology Precinct prepared by Department of Industry, February 2019
- Archaeological & Heritage Management Solutions for Urban Growth NSW (September 2015) *Central to Eveleigh Corridor: Aboriginal and Historical Heritage Review Final Report*.
- Origin Communications Australia for Urban Growth NSW (2015) *Central to Eveleigh Urban Transformation and Transport Program. Final Report on Engagement Activities and Feedback from Aboriginal Community Members, Organisations and Stakeholders (Phase 1 – 2015)*.
- Michael Davis for the Sydney Metropolitan Development Authority (July 2012) *Aboriginal Connections with Eveleigh*.
- Government Architect NSW Connecting with Country Framework.

The key themes from these documents relating to Engagement/Planning/Heritage were summarised by Cox Inall Ridgeway into a report titled **Review of Central and Redfern Renewal Project Documents** (February 2021).

4.1 Previous engagement

Key engagement with the Aboriginal community to date has included:

- December 2014 – a meeting was organised with a range of Aboriginal stakeholders by Archaeological & Heritage Management Solutions to provide information and discuss Aboriginal heritage values in the Central to Eveleigh corridor;
- February 2015 – A Values Workshop was held by Archeological & Heritage Management Solutions at the request of Metropolitan LALC;
- June to September 2015 – Origin Communications undertook engagement of over 100 participants from the Aboriginal community to inform the Central to Eveleigh Transformation and Transport Program.

Key themes that emerged from previous engagement included:

- The importance of acknowledging Traditional Owners, the diversity of Aboriginal peoples and shared history of the Central-Redfern areas;
- Addressing planning challenges such as how to protect sacred and non-public information, housing affordability, gentrification and design elements seen as exclusionary to the Aboriginal community; and
- A range of specific suggestions for potential design elements including co-naming, interpretation/signage, oral histories project, a Keeping Place, cultural expression through art and murals, mapping familial connections of place and trade, a Gathering Place and smart apps/virtual reality tours/museums.

Also, the Central Precinct Strategic Vision embeds a consideration of Aboriginal issues throughout, including:

- An Acknowledgement of Country;
- A consideration of both traditional ownership and contemporary usage of the Central precinct area by the Gadigal people and of local Aboriginal peoples, including the use of Belmore park and Central station as ceremonial sites; and
- Honouring the Aboriginal culture and identity of the precinct is listed as a key planning consideration for the Program.

5. Community engagement

5.1 Purpose and focus

Aboriginal community engagement is designed to capture the diversity of views amongst:

- Key Aboriginal stakeholders with cultural knowledge and values;
- Local Aboriginal people with long histories of living in an area with connections to that place;
- Aboriginal organisations who have statutory responsibility for representing Aboriginal people in the area (Land Councils);
- Other Aboriginal organisations who have a connection with the area or who have expert knowledge about the area (such as local cultural institutions);

- Indigenous digital businesses; and
- Relevant government agencies and key contacts.

Community engagement proposed for this project is intended to support multiple strategies and studies required for the Program, including master planning, public art, public domain, and green infrastructure. Note that this is not an exhaustive list.

In relation to the SSP process, Aboriginal engagement may inform several SSP Studies expected to be exhibited by Department of Planning, Industry and Environment in mid-late 2022, including:

- Connecting with Country Framework (Study Requirement 1.8),
- Aboriginal Cultural Heritage Study (Study Requirement 5.1),
- Heritage Interpretation Strategy (Study Requirement 5.4),
- Social Infrastructure Study (Study Requirement 6.1),
- Equity-Focused Health Impact Assessment (Study Requirement 6.2),
- Consultation Outcomes Report (Study Requirement 15.2), and
- Any other Study Requirements where Aboriginal engagement outcomes may provide value.

5.2 Stakeholder types

The stakeholder groups who are proposed as the focus for the Aboriginal engagement are:

- Gadigal Elders and families;
- Elders and community members with cultural/historic connections to the Central precinct;
- The Local Aboriginal Land Council network (State and Metro);
- Aboriginal community-controlled organisations and businesses or Programs based in the inner-Sydney area;
- Organisations that may advise on Aboriginal employment opportunities or business support;
- Aboriginal-owned digital and tech businesses, and
- Relevant government stakeholders associated with the project (Peter White of Create NSW, Edie Coe and the Aboriginal and Torres Strait Islander Advisory Panel of City of Sydney, Melissa Hamilton of Aboriginal Affairs, and TfNSW internal Aboriginal Engagement Team).

It is recommended that TfNSW remains flexible and open to speak to other potential stakeholder groups who may be identified once community engagement has been launched:

- Key Aboriginal visitors or site user groups who might not have otherwise been captured by community engagement and research to date, such as buskers and rough sleeping population;
- Non-Indigenous organisations including government agencies with an interest in the site. This could include historical or heritage organisations;
- Local Aboriginal and Torres Strait Islander community members, residents, workers, and students; and
- Individuals with expert knowledge or background in planning, placemaking and design for the area.

5.3 Stakeholder mapping

Where relevant, the proposed list of stakeholders has been limited to the Central area. Given the significance of Redfern to Aboriginal history, and the proximity of Central to Redfern, producing a list of appropriate stakeholders has intended to be inclusive with regards to demographics such as age, gender, social services, recreational and community centres, Aboriginal-owned businesses, community support services, and known Elders and Traditional Owners. The list below is not intended to be exhaustive and may contain errors. Further stakeholders appropriate for engagement may be identified through subsequent engagement activities.

Stakeholders have also been identified for consultation where required under SSP Study Requirements.

It is noted that TfNSW Redfern North Eveleigh Precinct Renewal is also currently underway in parallel with the Program. Noting that the likelihood of crossover of stakeholders across the two projects is significant, where possible, CIR will endeavour to lessen the burden on the Aboriginal community and provide more seamless engagement outcomes for TfNSW. CIR will work with TfNSW as both projects progress to create efficiencies where possible.

Stakeholder	Key contact	Scope of engagement	Previously engaged
Organisations/community controlled organisations			
Gadigal Information Service	John Leha and/or Tim Leha	Inform and seek advice on the project, the history and cultural heritage of the project area, and aspirations of Aboriginal people in the area for the future of the site	No
NSW Indigenous Chamber of Commerce	Deb Barwick	Inform and seek advice on the project and opportunities for Aboriginal businesses in the area for the future of the site	No
Coota Girls Aboriginal Corporation	Aunty Fay Moseley	Inform and seek advice on the project, the history and cultural heritage of the project area, and aspirations of the Stolen Generation in the area for the future of the site	No
Indigenous Business Australia	Rajiv Viswanathan (CEO)	Inform and seek advice on the project, the history and cultural heritage of the project area, and aspirations of Aboriginal people in the area for the future of the site	No
Government			

Stakeholder	Key contact	Scope of engagement	Previously engaged
Metropolitan Local Aboriginal Land Council	Nathan Moran	<p>Inform and seek advice on the project, the history and cultural heritage of the project area, and aspirations of Aboriginal people in the area for the future of the site</p> <p>Seek advice about Elders or knowledge holders who should be engaged through the project</p> <p>Note: Consulting Metro LALC is required under SSP Study Requirements</p>	Yes
NSW Aboriginal Land Council	Nick Redman (property coordinator)	Inform and seek advice on the project	No
Aboriginal Affairs	Melissa Hamilton	Inform and seek advice on the project	Yes
City of Sydney	Edie Coe Aboriginal and Torres Strait Islander Advisory Panel	<p>Advice on other NSW Government initiatives and opportunities to align</p> <p>Advice on aspirations for the renewal of the Central Precinct</p> <p>Ensure alignment with other relevant projects</p> <p>Advice throughout the project as required, noting Redfern engagement projects being planned by the City of Sydney in the future</p> <p>Consulting the Advisory Panel is required under SSP Study Requirements</p>	No
Create NSW	Peter White	<p>Advice on background to project and Cultural Framework Advice on community engagement, protocols and project approach</p> <p>Advice on other NSW Government initiatives and opportunities to align</p>	No

Stakeholder	Key contact	Scope of engagement	Previously engaged
		<p>Advice on aspirations for the renewal of the Central precinct</p> <p>Ensure alignment with other relevant projects</p> <p>Advice throughout the project as required</p>	
Government Architect NSW	Dillon Komumberri	<p>Advice on background to project</p> <p>Designing with Country approaches</p> <p>Advice on other NSW Government initiatives and opportunities to align</p> <p>Advice on aspirations for the renewal of Redfern North Eveleigh</p> <p>Ensure alignment with other relevant projects</p> <p>Advice throughout the project as required</p>	Yes
Transport for NSW	Internal Aboriginal Engagement Team	Keep updated about the project and seek advice where and when appropriate	No
Aboriginal owned digital and tech businesses			
Ngakkan Nyaagu (NGNY) – Indigenous Digital Agency	Liam Ridgeway and John Saulo (Co-Founders)	Inform and seek advice on the project, and aspirations of Aboriginal people in the area for the future of the site including opportunities for the project to support emerging Indigenous digital economies	No
Old Ways New	TBC	Indigenous digital consultancy	No
NCIE – Indigenous	TBC	The Indigenous Digital Excellence (IDX) Initiative was co-founded and	No

Stakeholder	Key contact	Scope of engagement	Previously engaged
Digital Excellence		designed by the National Centre of Indigenous Excellence (NCIE) and the Telstra Foundation in 2013 to unlock digital world opportunities for Aboriginal and Torres Strait Islander peoples	
NITV	TBC	Aspiration to consult employees from the digital arm of the business	No
Rae Johnson		First Science & Technology Editor for NITV	No
Indigispace	Greg Hodgkinson (Founder)	Inform and seek advice on the project and opportunities for Aboriginal businesses in the area for the future of the site	No
Elders/Community members			
Uncle Charles (Chikka) Madden		Inform and seek advice on the project, the history and cultural heritage of the project area	No
Uncle Ray Davidson		Inform and seek advice on the project, the history and cultural heritage of the project area	Yes
Aunty Esther Dixon		Inform and seek advice on the project, the history and cultural heritage of the project area	No
Aunty Norma Ingram		Inform and seek advice on the project, the history and cultural heritage of the project area,	No
Aunty Millie Ingram		Inform and seek advice on the project, the history and cultural heritage of the project area	No
Aunty Ann Weldon		Inform and seek advice on the project, the history and cultural heritage of the project area	No
Aunty Joyce Clague		Inform and seek advice on the project, the history and	No

Stakeholder	Key contact	Scope of engagement	Previously engaged
		cultural heritage of the project area,	
Gary Foley		Inform and seek advice on the project, the history and cultural heritage of the project area	No
Aunty Dulcie Flowers		Inform and seek advice on the project, the history and cultural heritage of the project area	No
Aunty Delilah McGillivray		Inform and seek advice on the project, the history and cultural heritage of the project area	No
Dennis Foley		Inform and seek advice on the project, the history and cultural heritage of the project area	No
Aunty Margaret Campbell		Inform and seek advice on the project, the history and cultural heritage of the project area	No

5.4 Recommended engagement approach

The strategy below details the approach for achieving meaningful Aboriginal stakeholder engagement for the Program. The engagement approach broadly falls across the key phases of the SSP Study process, including:

- SSP Study Preparation;
- SSP Study Exhibition;
- Assessment and recommendation; and
- Minister of Planning and Public Spaces' determination.

Whilst noting the above, consultation outcomes will also be fed into the development of the other Program strategies that sit outside of the SSP Study process.

The engagement activities below were designed with the expectation that primary consultation may be undertaken over the next six (6) months, with specific dates to be determined upon advice and guidance from TfNSW. It is recommended reconvening stakeholders prior to TfNSW lodging the SSP Study in early-mid 2022.

Study preparation

The key activities to assist with the preparation of the SSP Study will be the planning, facilitation, and consultation outcomes reporting following the Aboriginal stakeholder engagement process. The timing to undertake the strategy below is **TBD**.

The **key deliverables** for this phase include:

- Final and approved stakeholder list delivered to TfNSW;
- Facilitation of stakeholder workshops and consultations;
- Draft engagement summary report delivered to TfNSW and other Program consultants;
- Final engagement summary report delivered to TfNSW and other Program consultants prior to lodging the SSP Study; and
- Community-facing summary report delivered to stakeholders who participated in the consultation and engagement process. This report will outline the key findings gained from the consultation process and next steps in the project.

The process to undertake this involves the following stages:

- Stage 1 – Planning;
- Stage 2 – Stakeholder engagement; and
- Stage 3 – Analysis and reporting.

Stage 1 – Planning (timing: TBD)

Key activities include:

- Raising awareness of the project with Aboriginal stakeholders and identifying community members to attend community workshops through a targeted social media and EDM campaign;
- Relationship building with identified Aboriginal stakeholders;
- Final confirmation of stakeholders to be consulted;
- Scheduling stakeholder consultations and workshops; and
- Inception meeting with other Program consultants to align approaches and identify key engagement outcomes to support other project streams.

Awareness raising

As soon as feasibly possible, CIR will run a series of communications and EDM campaigns to: 1) raise awareness of the project amongst Aboriginal stakeholders, and 2) identify community members who may wish to attend community workshops, with a particular focus of identifying Aboriginal peoples aged 18-25. Capturing diversity of voices and perspectives is important in all projects, especially contemporary voices given more than 50% of Australia's Aboriginal population is under 25 years of age and will form the future users of the Precinct.

Attempts to identify community members will include a targeted social media campaign, as well as distributing communications to stakeholder organisations in the Central Precinct inviting them to share amongst their networks and in physical form at their offices. We also propose displaying physical collateral at Central Station, advertising the engagement process to organic foot traffic and transport patrons.

The use of social media platforms in creating and driving interest is recommended for consultation processes targeted towards First Nation communities, noting that Aboriginal people are higher users of social media (particularly Facebook) when compared to non-Indigenous people.

CIR proposes to facilitate 2 community-focused workshops throughout the engagement phase, with a maximum of 8 community members per workshop.

Relationship building

Due to the large amount of development and consultation currently underway, it can be a difficult task to get stakeholders to participate in an engagement process. With stakeholders that we do not have an established relationship with, CIR recommends informal relationship building with these stakeholders to present the project and explain their potential involvement in an ongoing capacity. It is recommended to present these stakeholders with the value proposition (located below) for being involved in the engagement process.

If considered appropriate, CIR invites members from the TfNSW Program team to join these informal meetings to establish and build their own relationships with these stakeholders.

Suspected confirmed stakeholders

From the list of stakeholders already identified in this document, the parties that CIR suspects will be confirmed for consultation for this project are:

- Metropolitan Local Aboriginal Land Council – Nathan Moran (CEO)
- Aunty Dulcie Flowers
- Uncle Ray Davidson
- Aunty Margaret Campbell
- Dennis Foley
- City of Sydney – Indigenous Engage Team and Aboriginal and Torres Strait Islander Advisory Panel
- Create NSW – Peter White
- NSW Aboriginal Land Council
- Coota Girls Aboriginal Corporation
- Kinchela Boys Home Aboriginal Corporation
- Indigenous Businesses Australia
- NSW Indigenous Chamber of Commerce
- Gadigal Information Service
- Transport for NSW’s internal Aboriginal Engagement Team
- NGNY
- Old Ways New
- NITV
- Community members who make themselves known/available throughout the consultation process

Given CIR’s established relationships with the above stakeholders, our consultants will contact the stakeholders to gauge their willingness in being consulted. Effective consultation practices typically rely on providing stakeholders with a strong value proposition for participating in any consultation processes.

The value proposition for the Program has been identified as:

The Central Precinct holds significant historic, cultural, and social values for First Nations peoples. Central Station has seen the mobility of transient Aboriginal people and communities for decades as they moved across the country and has played a significant role in key parts of Australia’s First Nations history, including the Stolen Generation, activism, social services and supports, and the industrial employment of Aboriginal people. Additionally, as a key connector to Redfern, Central Station has played a critical role in connecting Aboriginal people to culture, community, and Country.

As the Central Program progresses, it is critical to include traditional and contemporary First Nations voices into the project to ensure Aboriginal

perspectives, respect and consideration for Country, and continuation and evolution of Aboriginal culture remains strong in the community.

Scheduling stakeholder consultation workshops

Upon confirmation of all stakeholders to be engaged, CIR will schedule all consults and workshops within timeframes deemed suitable by both stakeholders and TfNSW.

Collaboration with other Program consultants

CIR recommends holding an inception meeting (or mini-inception meetings) with other Program consultants to align approaches and identify key engagement outcomes to support other project streams. This ensures clarity in approach for all consultants.

Stage 2 – Stakeholder Engagement (timing: TBC)

Note: NAIDOC week runs July 4–July 11 – it is not recommended to facilitate any engagement

Stakeholder engagement

Below is a table outlining a proposed engagement matrix, noting that this is subject to change based on stakeholder availability.

All consultations and workshops will be facilitated by senior and experienced Aboriginal staff members, using the discussion guide provided (see **Appendix C**). This discussion guide will be administered flexibly, allowing stakeholders to lead the discussion where relevant.

The engagement approach will be delivered in a mixed-methods approach, using both face-to-face and phone/videoconferencing capabilities. With regards to the COVID-19 situation and the vulnerability of some of the Aboriginal population, CIR will be led by participants as to their preferred method of engagement.

Stakeholder	Method	Key outcome/learning
Metro LALC (Nathan Moran)	Face-to-face consult (60 minutes)	Key focus on any project considerations they wish to highlight and how Metro LALC should be included and consulted in the project going forward
2 x Community workshops (participants to be identified in through social media/EDM campaign, with a maximum of 8 participants)	Face-to-face OR virtual consult (90 minutes)	Key focus on local Aboriginal history and knowledge, community perspectives and opinions on the projects, opportunity for Aboriginal employment throughout the project, cultural considerations and use of Country, design, and interpretation opportunities for

Stakeholder	Method	Key outcome/learning
		inclusion of First Nations culture, future aspirations of use and access to the Precinct, recommendations on how to ensure the Precinct is welcoming and inclusive
4 x consults with Identified Elders	Face-to-face consult (60 minutes) Note: all consults with Elders should be held separately, be delivered face-to-face and remunerate them for their time	Key focus on obtaining cultural knowledge, values, history, heritage, and cultural considerations about the Precinct, as well as advice in relation to design interpretation
Government workshop (Create NSW, City of Sydney, Aboriginal Affairs)	Virtual workshop (75 minutes)	Key focus is to understand how this project aligns with other SSPs currently in development or being proposed within Sydney and what community and cultural considerations TfNSW should be aware of, especially with learnings from past or current projects of a similar scale
Gadigal Information Service	Virtual workshop (60 minutes)	Key focus is to understand the current needs of local Aboriginal community, how the Aboriginal community use the services/organisations, and anticipated future need for other Aboriginal services
Coota Girls Aboriginal Corporation	Face-to-face consult (90 minutes)	Key focus is to understand critical heritage concerns and considerations about the Precinct and Central Station and how these may be respectfully honoured and included in design planning
Kinchela Boys Home Aboriginal Corporation	Face-to-face consult (90 minutes)	Key focus is to understand critical heritage concerns and

Stakeholder	Method	Key outcome/learning
		considerations about the Precinct and Central Station and how these may be respectfully honoured and included in design planning
Peak body workshop (NSW Aboriginal Land Council, NSW Indigenous Chamber of Commerce, Indigenous Business Australia, Aboriginal Affairs)	Virtual workshop consult (60 minutes)	Key focus on obtaining advice and recommendations into identifying opportunities for Aboriginal employment and procurement through the Program
Indigenous Digital Business workshop (Old Ways New, NGNY, NITV)	Virtual workshop consult (60 minutes)	Key focus on obtaining insight into the Indigenous tech space and any aspirations or opportunities for Indigenous tech companies to be involved in the Tech Precinct as it develops
City of Sydney Aboriginal and Torres Strait Islander Advisory Panel	Virtual attendance at their monthly meeting (30 minutes)	Seek feedback on the project

Stage 3 - Analysis and Reporting (timing: TBC)

Following the completion of all stakeholder consults, CIR will:

- Code, theme, and deidentify stakeholder consultation feedback;
- Identify trends between the varying stakeholder feedback;
- Develop key reporting lines; and
- Meet with TfNSW and Program consultants to share key feedback and findings.

Following the analysis and debrief, CIR will develop a community engagement summary report which will explore:

- The Aboriginal significance of the Precinct;
- Traditional and contemporary Aboriginal occupation and use of the Precinct;
- Existing cultural capital at the Precinct;
- Recommendations for future recognition, celebration and inclusion of Aboriginal culture, including design and interpretation suggestions from stakeholders;
- The presence and celebration of Country at the Precinct;
- Opportunities for ensuring the precinct is welcoming and inclusive for Aboriginal people;
- Identifying items that stakeholders consider important to protect or not change throughout the renewal;

- Suggestions for Aboriginal employment opportunities during the renewal;
- Advice and recommendations for ensuring Aboriginal stakeholders are involved and providing advice through the life of the project; and
- Advice for managing Country in the future.

It is expected that CIR's community engagement summary report will provide context and value to the strategies and studies listed in 5(b) of this strategy.

Note that CIR will prepare a **draft community engagement summary report** for TfNSW to consider and provide feedback on before submitting a **final report**, which will be delivered prior to the SSP Study submission.

CIR will also draft and deliver a community-facing summary report to all stakeholders who were part of the consultation process. This is common practice to ensure transparency and ethical dealings with Aboriginal stakeholders.

1. Public exhibition

Timing – TBC

CIR notes that there is a minimum exhibition period of 30 days.

CIR's role in this period will include:

- Liaising with Aboriginal stakeholders about the public exhibition process; and
- Encouraging institutional stakeholders to provide submissions to the Department of Planning, Industry and Environment (DPIE) about the project

It is noted that prior to the assessment and recommendation phase (see below) that TfNSW formally responds to all feedback received during public exhibition.

2. Assessment and recommendation

Timing – TBC

CIR's role in this phase will include:

- Update the community on DPIE's assessment and all responses to the submission that may impact First Nations stakeholder feedback.

3. Minister's determination

Timing – TBC

CIR's role in this phase will include:

- Informing community of outcome, commentary of next steps and further engagement, if necessary.

6. Risk management framework

Risk	Level	Management Strategy
<p>Stakeholder engagement</p> <p>The number of stakeholders being consulted is too small to get an accurate picture of Aboriginal community views</p>	Medium	<p>The purpose of the engagement at this stage is not to collect comprehensive views of all Aboriginal people and organisations with an interest and connection to the Central Precinct. Broad community consultation will take place during future phases of the Program.</p> <p>As noted above, Aboriginal community engagement undertaken is designed to capture the diversity of views amongst key Aboriginal stakeholders with cultural knowledge (Gadigal people and others who conduct cultural activities in the area), key Aboriginal organisations, including the main representative bodies and community-controlled organisations in the catchment, and those who have a connection with the area (for example as regular users of the Central Precinct).</p>
<p>The wrong stakeholders have been identified</p>	Low	<p>Cox Inall Ridgeway has completed stakeholder mapping based on extensive knowledge of the local area, its history and its organisations.</p> <p>Consultation will be undertaken with key Indigenous and non-Indigenous stakeholders within TfNSW and agency partners before being finalised.</p>
<p>There are competing views between stakeholders</p>	Medium	<p>While acknowledging and respecting the cultural protocols about who can speak for Country, and the statutory regime in NSW about who is responsible for representing Aboriginal people within the area (including Land Councils) the community engagement approach outlined in this plan is designed to canvas the views of a diversity of organisations with connection or interest in the Central precinct, and not prioritise one to the exclusion of others.</p> <p>Cox Inall Ridgeway is aware of existing tensions between some of the key stakeholders, including around who has authority to speak for particular issues. It is anticipated that some stakeholders will make claims that other stakeholders' views are illegitimate. It is important for the consultant undertaking engagement to appropriately respond to these issues as required, and in a matter which is consistent with cultural protocols for working with Aboriginal and Torres Strait Islander people.</p>

Risk	Level	Management Strategy
There is conflict between key Aboriginal organisations and families to be consulted for the project	Medium	<p>It is recommended that this issue is monitored throughout the community engagement with advice provided to the Program project team as required.</p> <p>It is recommended that stakeholders are consulted individually where there is a risk, and that project advice includes views around who has the authority to speak for the area.</p> <p>It is recommended that confidential internal notes about relationships between individuals consulted are kept, including family, partners and historical conflicts. These should be taken into account as appropriate when analysing and presenting the community feedback in the project reports.</p>
Stakeholders will criticise the timeframe for consultation	High	<p>It can be made clear that the focus of the community engagement is to foster <i>ongoing</i> relationships between the TfNSW project team and Aboriginal people and organisations who have cultural responsibility and knowledge in relation to the area, or connection through their activities or history.</p>
Stakeholders will want to know specific plans and details	High	<p>It is not possible or advisable for specific plans or images to be presented to stakeholders at this stage.</p> <p>The engagement will test high level concepts and design directions, and present the <i>types of things</i> that could happen on the project area in the future.</p> <p>A flexible approach should be taken with the potential to test new ideas if sought by TfNSW, throughout the consultation period.</p> <p>Strong facilitation is required to keep discussions on track and manage community expectations appropriately.</p>
Stakeholders will be concerned that the consultation is limited to particular organisations and individuals	High	<p>Stakeholder mapping identifies the key organisations and families that should be consulted at this stage. Flexibility to consult with some additional stakeholders beyond the original mapping list, throughout the project should be maintained.</p>

Risk	Level	Management Strategy
Stakeholders may try and use the consultation to lobby for a particular outcome.	Medium	<p>Decision makers will not be included in the consultations/ in the room. It should be made clear that the purpose of current engagements is not to recommend specific actions but rather to summarise feedback received from the community.</p> <p>It should be made clear how stakeholders can connect with decision makers if they wish.</p>
Organisations will be unavailable to respond in the timeframe.	Medium	<p>‘Consultation fatigue’ is very common in this space. This is addressed in the Engagement Plan through a flexible approach to community engagement. Extensions to the consultation timeframe could also be considered.</p> <p>The fee protocol will assist as an incentive for organisations and individuals to participate.</p> <p>Where appropriate, consultations should be coordinated with other community consultations underway.</p>
Some stakeholders have a financial interest in the project	Low	Project conflicts should be clear to those running the engagements and should be managed accordingly. These include organisations and individuals with financial interests in the future of the Central Precinct (for example because they conduct a business in the area), and organisations with related or competing projects.
<p>Project management</p> <p>Tasks and milestones fall behind due</p>	Low	Clear timelines should be included in any project plan. TfNSW should be updated regularly on any issues and they should be addressed as they arise; community timelines and approaches should be flexible where possible.
<p>Other projects</p> <p>There are other relevant projects underway which are seeking to engage the same stakeholders</p>	Medium	Mapping of related projects has been undertaken. It is recommended that engagement ensures appropriate coordination (see Methodology section of this plan).
<p>Data</p> <p>Key insights are not captured or the quality of data collected is poor.</p>	Low	It is recommended that note-taking templates and coding frameworks are implemented.

Risk	Level	Management Strategy
Cultural knowledge is not handled appropriately	Medium	Please refer to recommendations on how to manage communities ICIP in a way which acknowledges and respects that knowledge. Steps to put this into practice are included in this plan.
Reporting and advice Feedback from the community does not inform the SSP process	Medium	Regular, progressive updates should be made to TfNSW throughout the consultation period. This will ensure feedback is provided to decision makers as it is received.

Appendix A : Explainer re collection, management and use of ICP

To be included in project community engagement materials or explained verbally as needed

Cox Inall Ridgway and TfNSW respect the rights of Aboriginal and Torres Strait Islander people and communities to control their stories and cultural heritage is recognised and respected.

Cox Inall Ridgway has been engaged by Transport for NSW to collect advice and information from the community about the Central precinct and how the project to 'renew' the area could reflect, support and celebrate Aboriginal cultures, history, businesses and employment.

Providing information to Cox Inall Ridgway through this project will not transfer rights to any stories or information, including if information is included in the written report or other advice to Transport for NSW.

You have the choice to provide feedback and advice to Cox Inall Ridgway confidentially, or be attributed (that is, to have quotes or information you provided acknowledged in any reporting).

You may wish to provide information under conditions (for example, give permission for information only to be used in particular ways, or disclosed to particular people).

Cox Inall Ridgway will provide a summary or notes to you after our discussion, so you can confirm that the information properly reflects what was discussed, and so that you can confirm you understand and agree to how that information can be used.

Appendix B: Communication tools

Methods and tools for community engagement

Community engagement works best when easy to understand summary information, including graphics, is available, to give background to what the agency is doing, and why. The consultant will work with TfNSW to include accessible summary information with background about the Program in the materials, for example the scope of what may be included in the 'renewal'. Any material explaining the project would be approved by TfNSW before being used. Tools will consider issues such as COVID restrictions. Tools must be approved by TfNSW before being used.

Community engagement tool	Description
Discussion Guide or Information Sheets about the project – see Appendix C (External)	<p><i>Target: critical and key stakeholders</i></p> <p>A Discussion Guide or Guides will include a brief background to the project, and a list of questions or areas of inquiry for the project. Discussion Guides may be provided to stakeholders prior to meetings or interviews. Discussion Guides will also include information about confidentiality and what information will be used for. Different versions of Discussion Guides may be produced for different stakeholders.</p> <p>Information sheets will include a short summary of key information and maps. They may be provided prior to or at meetings.</p> <p>Neither Discussion Guides or Information Sheets should contain any confidential information, as it should be assumed that they will be circulated within organisations and the community.</p> <p><i>Discussion Guides can be sent by email, and in the case of Elders who would prefer mail that can be arranged in advance.</i></p>
Q and As (Internal/ Confidential)	<p><i>Target: Project team [ie INTERNAL]</i></p> <p>Internal Q and As will provide responses to anticipated questions from the community. These will ensure that the engagement team provides responses that are approved and in line with the agreed narrative.</p>
Photos and maps of the area (External)	<p><i>Target: all stakeholders</i></p> <p>Photos and maps will be used to describe the project area, its history, current uses and directions of change. Maps and photos should illustrate the site in context.</p>

Community engagement tool	Description
	<p>Photos or images showing potential designs or indicative design directions for the Central precinct are not to be included in the photos and maps of the area.</p>
<p>Targeted meetings or interviews with key individuals (External)</p>	<p><i>Target:</i> Critical and key stakeholders</p> <p>Noting that community stakeholders may not have strong internet connections or ready access to email from home, recommend both email and calling stakeholders to establish meetings, and ask what their preferred method of engagement is.</p> <p>Meetings will be structured, with an agenda circulated in advance.</p> <p>Interviews will be semi-structured. The focus on each engagement should consider:</p> <ul style="list-style-type: none"> • The areas of inquiry and draft questions, • The project objectives, and • The individual stakeholder.
<p><i>In person</i></p>	<p><i>Noting the easing of COVID restrictions, stakeholders can be provided the opportunity to meet face to face, at a location of their choosing (for example at their office), to the extent possible.</i></p> <p><i>Likely to be preferred by organisations in the local area</i></p>
<p><i>At the site</i></p>	<p><i>Stakeholders may be provided the opportunity to meet at/around Central if this is preferred. This may be the preferred option for people with cultural knowledge of the area, or who operate out of the Central precinct.</i></p> <p><i>Likely to be preferred by organisations operating out of the site or knowledge holders</i></p> <p><i>On site meetings need to be subject to safety and other protocols, to be cleared by Program team before undertaken. A plan to respond to any questions from the public during the site visit is to be developed in advance of any site visit.</i></p>
<p><i>By phone</i></p>	<p><i>Likely to be preferred by individuals at home with poor internet, or who are more comfortable with the phone. This includes Elders. A three-way phone call or a Phone Link Up (PLU) to be organised. It is recommended that most engagements include one staff member conducting the interview and one taking and coding notes.</i></p>

Community engagement tool	Description
	<i>Likely to be preferred by groups where larger team or organisational meetings are usually held by PLU rather than video call.</i>
By video – Zoom, Skype or Microsoft Teams	<p><i>Individual, or if a group meeting limit to no more than 8 participants, to ensure an opportunity for everyone to have their say.</i></p> <p><i>Benefits of video tools is that they allow for maps and images to be shown during discussion; and note-taking to be visible/ tracked during the meeting through whiteboard features or sharing screen of note-taker.</i></p> <p><i>Limitations include that they depend on all participants having access to adequate internet connections; and people need to have installed and be familiar with the relevant technology in advance.</i></p>
Email information (External)	<i>Target: Stakeholders as required</i>
Email feedback opportunity	<p><i>Target: Aboriginal stakeholders who have an interest in the project, but are not key stakeholders so have not received an invitation to complete an interview or attend a targeted meeting.</i></p> <p><i>An informal mechanism which enables interested people to provide input, in the form of an email or completing an online form. This would be framed as an opportunity to provide input, and would avoid representation as a wide or open consultation process.</i></p> <p><i>A ‘Have your say’ webpage is not proposed.</i></p>

Standard blurb about the project

To be used in email communications and Discussion Guides

Central Precinct will become an exciting new place for business and the community by renewing up to 24 hectares of Government-owned land in and around Australia’s busiest transport interchange – Sydney’s Central Station.

In particular, the NSW Government will consider opportunities to ensure Aboriginal history, arts and cultural heritage are a key part of any future plans for the area.

Transport for NSW has engaged Cox Inall Ridgeway to undertake Aboriginal community engagement and provide advice for the project. Transport for NSW is

committed to ensuring that Aboriginal voices are embedded at the early stages and through the planning, design development, construction and operation of the Central Precinct Renewal Program.

Cox Inall Ridgeway was hoping to speak to you/ your organisation about the Central Precinct Renewal Project.

Discussion questions

A Discussion Guide (see **Appendix C**) will be circulated which includes the brief explainer about the project, a map or images of the area, advice about confidentiality and the management of knowledge, and focus questions. It is recommended that interviews be semi-structured, allowing both the stakeholders and the consultant to shape and direct interviews or meeting type conversations.

For example, not all questions may be asked, or will be adjusted to reflect the group or person being interviewed. Additional questions about collection and use of language and stories (cultural knowledge) should be included for Gadigal people, the LALC and knowledge holders.

Maps, photos and images

Community engagements could be held at the site where possible. Images including photos and maps will be used sparingly, where needed:

- To show the specific boundaries of the project area,
- To show the context of the area (such as connecting places, public access and transport), and
- To demonstrate site constraints.

Specific maps and images developed by TfNSW are below. High-res images are sought from TfNSW.

It is recommended *not* to show examples of potential future designs or design elements for the renewal to ensure that opportunity for input is left broad.



Figure 1: The Central Precinct map aerial view from the Strategic Vision.



Figure 2: Program project boundaries from Strategic Vision.

Appendix C: Discussion Guide

Introduction

Central Precinct will become an exciting new place for business and the community by renewing up to 24 hectares of Government-owned land in and around Australia's busiest transport interchange – Sydney's Central Station.

In particular, the NSW Government will consider opportunities to ensure Aboriginal history, arts and cultural heritage are a key part of any future plans for the area.

Transport for NSW has engaged *Cox Inall Ridgeway* to undertake Aboriginal community engagement and provide advice for the project. Transport for NSW is committed to ensuring that Aboriginal voices are embedded at the early stages and through the planning, design development, construction, and operation of the Central Precinct Renewal Project.

[Insert consultant name] was hoping to speak to you/ your organisation about the Central Precinct Renewal Project, including how the project can best embed Aboriginal worldviews and celebrate Aboriginal stories, both past and present.

This Discussion Guide outlines some of the questions and issues we were hoping to explore with you. You are welcome to provide feedback and advice on a confidential or non-confidential basis.

What area is being considered for renewal?

The area under consideration for the project includes Central Station and surrounding areas, bounded by Pitt Street to the west, Cleveland Street to the south, Eddy Avenue to the north and Elizabeth Street to the east.

Indicative discussion questions

<p>Introduction</p> <p>Can you please tell us a little about your role and your organisation?</p> <p>What was your experience/ can you please tell us about your connection with/ your organisation's connection with the Central area?</p>
<p>Significance of Central</p> <p>Do you think the Central Precinct is an important place for Aboriginal people? Why/ why not?</p> <p>What about the area's significance to the wider Aboriginal community?</p>
<p>What are some of the ways that the Aboriginal community is visiting and using the Central area at the moment?</p>

<p>Cultural heritage and Country</p> <p>How are Aboriginal people and Aboriginal cultural heritage acknowledged now at Central?</p> <p>How would you like to see Aboriginal cultural heritage acknowledged and celebrated?</p> <p>How is Country recognised or celebrated now at Central?</p> <p>How would you like to see Country reflected?</p>
<p>Acknowledging history</p> <p>The area includes names, places, plaques and statues which mainly reflect British colonial history. How would you like to see Aboriginal history and experiences acknowledged?</p>
<p>Opportunities for the future?</p> <p>What is your advice for the NSW Government/ Transport for NSW about ways to ensure that Central is welcoming and inclusive of Aboriginal people?</p> <p>Central Precinct has a focus on becoming a ‘tech precinct’ in the future. What opportunities do you see for Aboriginal people and businesses involvement in this?</p>
<p>Design opportunities</p> <p>What types of design and interpretation do you think would best celebrate past, present and future Aboriginal history, culture and perspectives?</p> <p>What about these sorts of ideas:</p> <ul style="list-style-type: none"> • Reflecting the shape of Country in the future design? • Integrating designs by Aboriginal arts/designers within the buildings and public spaces? • Spaces for cultural and community gatherings? • Information about Country including showing the connections between spaces and places? • Gadigal names for places? • Integrating designs by Aboriginal artists/designers within the buildings and public spaces? • Aboriginal artworks and sculptures? • Interpretive signs recognising Aboriginal history and/ or people? • Spaces for cultural ceremony and performances? • Statues recognising Aboriginal people? • An oral histories project to record stories of the area?
<p>As part of the renewal, is there anything that it is important to protect or <i>not</i> change at Central?</p>
<p>Aboriginal employment opportunities</p> <p>How would you/ your organisation like to see Aboriginal employment and workplace participation promoted through the project? What about during the upgrade/ renewal? (if it gets approval to go ahead, the upgrade will take several years).</p>

Protocols and community engagement

Do you have advice about the best way to ensure that custodians, knowledge holders and the Aboriginal community are involved and providing advice through the life of project?

Aboriginal culture x technology

As the world becomes increasingly connected and focused on digitization and automation, what opportunities to do you see for Aboriginal culture in the tech space?

Central Precinct is aiming to become a Tech Precinct – what opportunities for Indigenous digital and tech businesses do you see in this space?

What are the current trends or insights in the Indigenous tech space that could be explored in the Program?

Managing Country

In the future, what role would you like to see for custodians, knowledge holders and the Aboriginal community in managing the areas around Central?

Have you/ your organisation been involved in managing other places and sites or know of models which have worked to properly engage with culturally significant places?

Is there any other information you would like to provide or questions for us?



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