



COLLABORATION AREA

**ANSTO**

Place Strategy



## Acknowledgement of Country

The Greater Sydney Commission acknowledges the Dharawal people, the traditional owners of the lands that includes the Australian Nuclear Science and Technology Organisation (ANSTO) site, and the living culture of the traditional custodians of these lands.

The Commission recognises that the traditional owners have occupied and cared for this Country over countless generations and celebrates their continuing contribution to the life of Greater Sydney.

## List of shortened terms

ANSTO - Australian Nuclear Science and Technology Organisation

CSIRO - Commonwealth Scientific and Industrial Research Organisation

DPIE - Department of Planning, Industry and Environment

DPIE - EES Group - Department of Planning, Industry and Environment – Environment, Energy and Science Group

EPA - NSW Environment Protection Authority

Giant - Grenoble Innovation for Advanced New Technologies

IAEA - International Atomic Energy Agency

NBN - National Broadband Network

NSW SES - NSW State Emergency Service

NSW RFS - NSW Rural Fire Service

OPAL - Open Pool Australian Light-water multipurpose reactor

SSC - Sutherland Shire Council

SMEs - Small to medium enterprises

STEMM - Science, technology, engineering, mathematics and medicine

TfNSW - Transport for NSW. Due to recent Machinery of Government changes Transport for NSW as the lead agency will include the functions of Roads and Maritime Services

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# Foreword

**Peter Poulet**  
Central City District  
Commissioner  
South District Commissioner



This Place Strategy supports ANSTO's vision for an Innovation Precinct at its Lucas Heights campus. It builds on ANSTO's outstanding science research infrastructure and its place at the heart of Australia's innovation capabilities.

All of us involved in the Collaboration Area process believe that ANSTO's Innovation Precinct will nurture and drive technology development. This Place Strategy aims to optimise ANSTO's assets and bring together the many organisations that have a stake in its future. Its vision is for ANSTO to mature into a globally recognised Innovation Precinct.

This Place Strategy builds on the work of the previous South District Commissioner, Morris Iemma, over the past year, and considers every aspect of the Innovation District as a new and engaging place for people to socialise and interact.

The ANSTO Innovation Precinct will co-locate knowledge-intensive businesses: high-tech industry, science, technology, engineering, mathematics and medicine graduates from Australian universities as well as scientific partners. It will align with broader ambitions to increase the number of knowledge-intensive jobs in Greater Sydney's South District.

ANSTO is well placed to connect to health and education precincts at Liverpool and Bankstown. It sits within a landscape shaped by Heathcote National Park, Royal National Park, Woronora River and a rich Aboriginal culture and history.

Bringing stakeholders together allows us to address issues such as public

and active transport connections, short-term accommodation needs, and environmental constraints such as bushfire, flooding and protecting birds, animals and cultural sites.

We will work collectively to provide water, sewer, stormwater, gas and telecommunications infrastructure. We will draw on this investment to introduce precinct-wide energy, water and waste efficiency solutions, replace inefficient infrastructure and enable new utility models and technologies.

We have all the right building blocks at ANSTO – this Place Strategy takes this foundation, and looks at how we can all work, plan and invest collaboratively to create an Innovation Precinct.

## 1

# Introduction

This Australian Nuclear Science and Technology Organisation (ANSTO) Collaboration Area Place Strategy was developed by the stakeholders involved in planning for the future of the ANSTO Collaboration Area. The Collaboration Area encompasses ANSTO's existing campus in southern Sydney at Lucas Heights, and adjoining land managed by ANSTO (see Figure 1).

This Place Strategy supports ANSTO's vision for an Innovation Precinct at its Lucas Heights campus. This vision would match broader ambitions to increase the number of knowledge-intensive jobs in Greater Sydney's South District.

Specifically, this Place Strategy:

- builds on ANSTO's vision for the Collaboration Area
- identifies impediments and opportunities
- sets priorities for the Collaboration Area
- identifies actions to deliver the vision.

This Place Strategy will inform both public and private policy and investment decisions. It represents a collaboration between multiple and diverse stakeholders, who have identified and recognised complex, place-specific issues, and complex and interrelated challenges and opportunities. The Place Strategy prioritises ANSTO's continued growth in line with the vision.

## 1.1 About ANSTO

Established in 1987, ANSTO is an Australian Government agency. It replaced the Australian Atomic Energy Commission, which was established in 1952.

Construction of the Lucas Heights campus began in 1955. Australia's first nuclear reactor, HIFAR (High Flux Australian Reactor), began operation in 1958. The reactor's applications included the production of medical radioisotopes and it operated as the national research reactor for nearly 50 years.

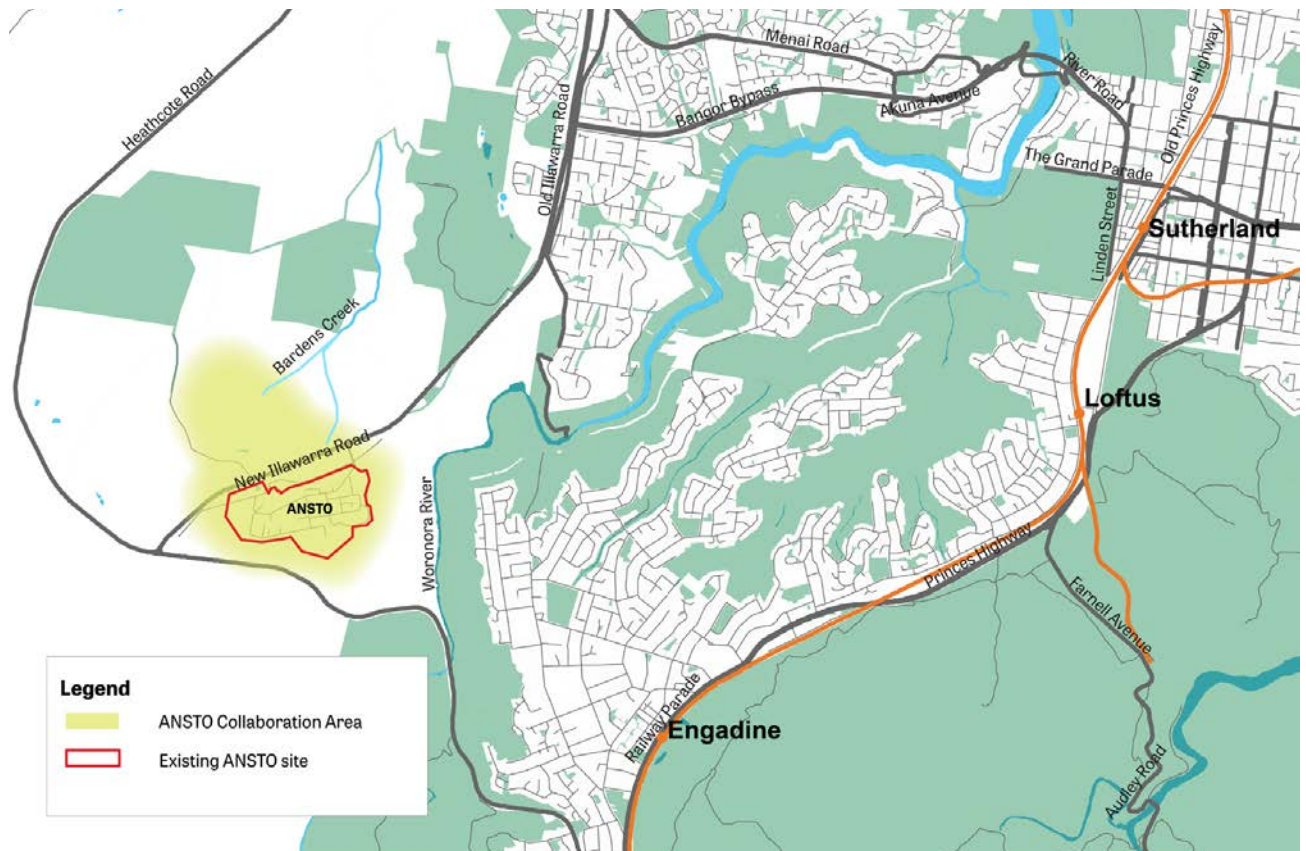
In 2007, the HIFAR was replaced with the Open Pool Australian Light-water (OPAL) multipurpose reactor, one of the world's most efficient multipurpose reactors.

### Research role

Today, ANSTO is at the centre of Australia's nuclear science and technology capabilities, driving research, infrastructure and partnerships and supporting Australian industry. Research is undertaken under the themes of health, nuclear fuel cycle and the environment (see Table 1).



**Figure 1:** ANSTO Collaboration Area



**Table 1:** ANSTO's key research themes

| Research theme     | Description   |
|--------------------|---|
| Human health       | <ul style="list-style-type: none"> <li>• Building knowledge and optimise the benefits of nuclear science on human health</li> <li>• Producing current and future nuclear medicines for diagnosis and treatment of cancers, heart disease and other illnesses</li> <li>• Conducting and enabling research for prevention, and better detection, diagnosis and treatment of disease using nuclear and accelerator infrastructure</li> </ul> |
| Nuclear fuel cycle | <ul style="list-style-type: none"> <li>• Studying fuels for nuclear reactors</li> <li>• Understanding materials under extreme conditions</li> <li>• Managing spent fuel and waste</li> </ul>  |
| Environment        | <ul style="list-style-type: none"> <li>• Understanding water resources</li> <li>• Responding to environmental change</li> <li>• Characterising the behaviour of contaminants</li> </ul>   |

Nuclear science is fundamental to ANSTO's research. Nuclear research enables:

- better understanding of biological processes and environmental factors that lead to disease
- better imaging techniques
- food to be optimised for better health
- an understanding of the beneficial biological response to radiation
- the provision of radioisotopes and radiopharmaceuticals for diagnosis and treatment of disease
- X-ray technologies that support a diversity of health research, including protein mapping and computed tomography (CT) imaging.

### Infrastructure and facilities

ANSTO's science research infrastructure naturally places it at the heart of Australia's innovation capabilities. Facilities co-located on one campus at Lucas Heights include:

- the OPAL multipurpose reactor
- the Centre for Accelerator Science
- the Australian Centre for Neutron Scattering
- the National Deuteration Facility.

ANSTO also manages the National Research Cyclotron in Camperdown, Sydney and the Australian Synchrotron at Monash Innovation in Clayton, Melbourne.

### Partnerships and projects

ANSTO connects Australia to the global research community and supports Greater Sydney's position as a global centre for research and innovation. It is part of strategic international collaborations with world-leading research institutes and universities (Figure 2). More than 150 PhD candidates use ANSTO infrastructure and expertise.

ANSTO's work with globally significant and transformative science and engineering projects – including the Generation IV International Forum (next generation of nuclear energy), ITER (fusion energy technologies) and CERN (particle therapy, accelerator technology and particle physics) – keep Australia actively involved in these developments.

Through ANSTO, Australia is a member of the International Atomic Energy Agency (IAEA) Board of Governors. ANSTO's long-term partnership with the IAEA has global responsibilities and commits Australia to the peaceful application of nuclear science and technology.

ANSTO is central to Australia's nuclear medicine manufacturing capabilities through the OPAL reactor at Lucas Heights (Figure 3) and the Cyclotron at Camperdown, which produces radioisotopes for health research and clinical trials.

### ANSTO community

ANSTO hosts approximately 6,500 researcher visits annually, and its partnerships and collaborations include academics and institutions, university and industry, both domestically and internationally. This makes ANSTO one of the largest concentrations of knowledge-intensive science and technology jobs in the South District.

ANSTO employs approximately 1,245 staff, including specialists in business administration and communication, IT and policy professionals.

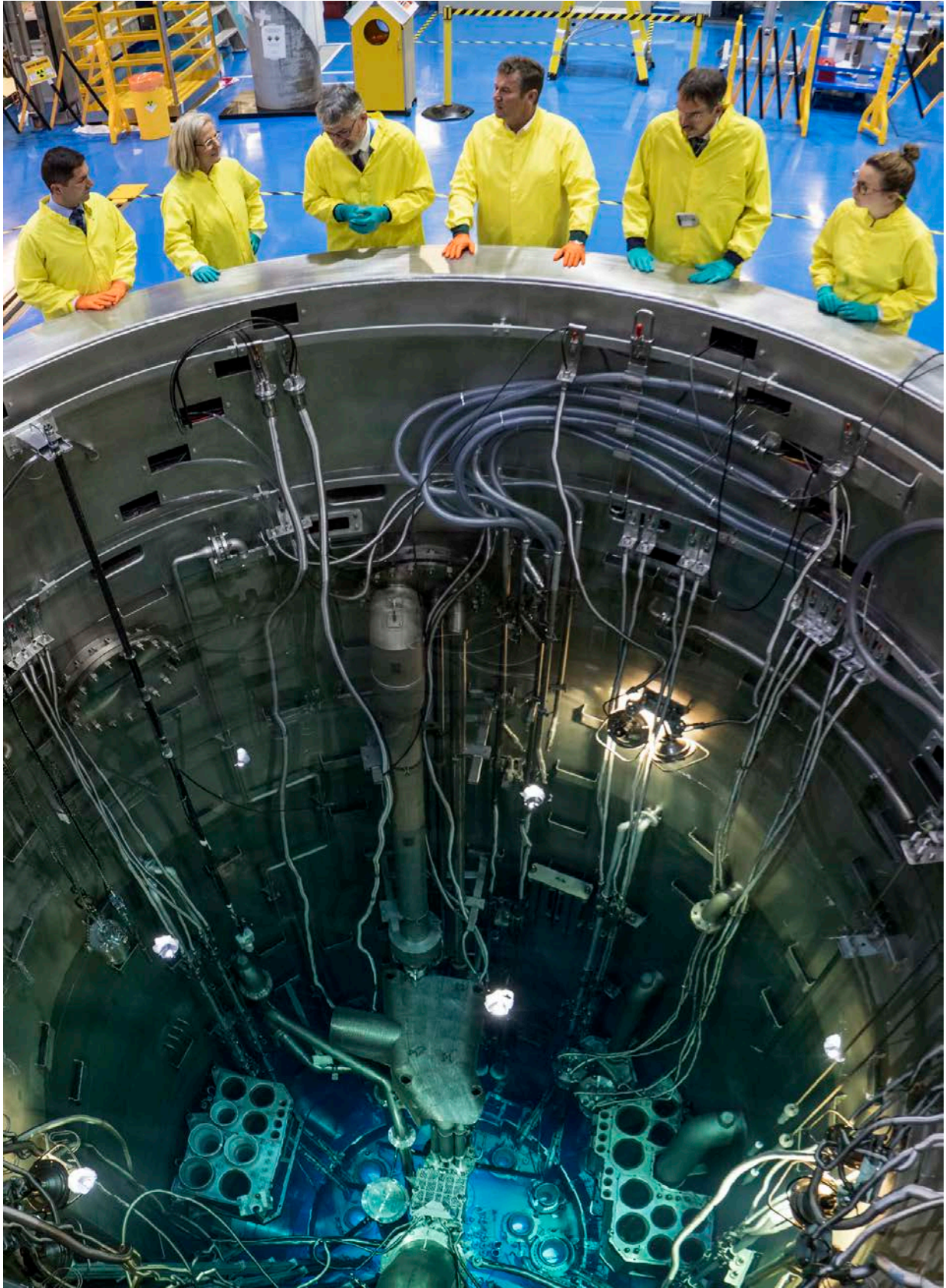
Around 17,000 Australian and international visitors come to the site each year. These visitors largely consist of school and community groups.



Figure 2: Some of ANSTO international partners



**Figure 3:** The OPAL multipurpose reactor





## Case Study – Producing therapeutic radioisotopes for clinical trials

The OPAL multipurpose reactor produces lutetium-177 (a radioisotope) for use in clinical trials. Lutetium-177 is being evaluated for use in neuroendocrine tumours and advanced prostate cancer.

The Peter MacCallum Cancer Centre in Melbourne is evaluating LuPSMA therapy, which combines lutetium-177 with a molecule that recognises and attaches to prostate cancer cells. This allows clear biomedical imaging and targeted radiation treatment. Targeted radiation limits damage to the surrounding healthy tissue and organs.

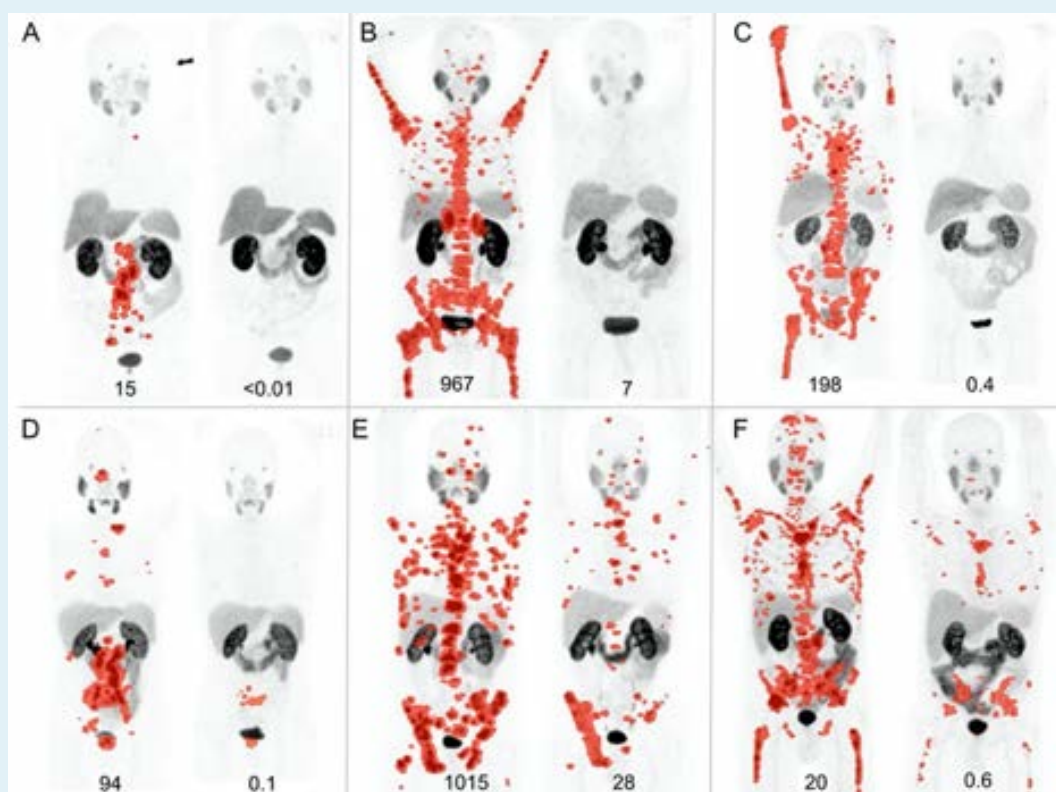
Results to date have been encouraging and have garnered worldwide interest.

Figure 4 shows before and after of six patients who have received LuPSMA therapy for prostate cancer. The tumours are shown in red. Following targeted radiation treatment all patients had evident tumour shrinkage. The patients are living longer and feeling better.

ANSTO provides molybdenum-99, the parent isotope of technetium-99m, to Australia and the Asia-Pacific. It also provides some bulk molybdenum-99 globally. Technetium-99m is the most widely used nuclear medicine in the world, used for the diagnosis of a range of diseases, including cancer and heart disease.

A state-of-the-art Molybdenum-99 manufacturing facility began operations in 2019. A new synroc waste processing facility for the processing of liquid waste from nuclear medicine production is under construction.

**Figure 4:** Before and after images of LuPSMA therapy treatment



## 1.2 Vision

ANSTO's Innovation Precinct will become a globally connected, vibrant and inclusive community with researchers, start ups and industries creating inspired solutions in partnership for a sustainable world. The Innovation Precinct will be a campus that will be connected through walking and cycling links. It will be surrounded by the existing natural landscape and have centres of activity with a mix of lifestyle, cultural, commercial, business and mixed used spaces. See Figures 5 and 6.

## 1.3 ANSTO as an Innovation Precinct

In line with ANSTO's purpose to drive Australian innovation through greater synergies between science and business, ANSTO is 'putting science to work' and establishing an Innovation Precinct at its Lucas Heights campus. This Place Strategy will provide actions that will require many stakeholders to work together to support the Innovation Precinct.

Innovation precincts contribute to economic productivity due to the agglomeration effects of co-locating scientific, research, health, education, creative, technical and start-up businesses. This agglomeration achieves critical mass to sustain new research and innovation as well as international competitiveness.

Alongside Australia's centre of nuclear capabilities and expertise, an ANSTO Innovation Precinct would co-locate knowledge-intensive businesses; high-tech industry, science, technology, engineering, mathematics and medicine (STEMM) graduates from Australian universities; and scientific partners.

Two significant components are *nandin*, a deep technology incubator, and the Graduate Institute, a portal to support graduates. Together, they will create an innovation community that nurtures and drives technology development and transfer; opportunities for commercialisation, entrepreneurialism and collaboration; and industry-ready postgraduates.

**Figure 5:** Concept of ANSTO's Innovation Precinct





**Figure 6:** Indicative images of ANSTO's Innovation Precinct



## 1.4 Shared objectives

The ANSTO Collaboration Area stakeholder group agreed to nine shared objectives to guide the future projects that will build towards the vision.

ANSTO's Innovation Precinct:

1. is globally recognised for nuclear science and technology
2. supports and retains the best and brightest researchers and engineers
3. provides access to Australia's best research infrastructure and is a centre of employment
4. co-locates scientific partners (universities and large businesses), small to medium enterprises (SMEs), high-tech industry and STEMM graduates to enhance collaboration
5. is connected to the rest of Greater Sydney by walking, cycling and public transport
6. provides opportunities for arts and cultural engagement, showcasing Aboriginal Australia and supporting local artists
7. provides a safe, diverse and accessible night-time offering
8. respects the natural environment and bushland setting
9. provides a greater diversity and quantity of short-term accommodation.

## 1.5 International examples – nuclear science

The concept of ANSTO's Innovation Precinct is informed by international examples, including the Grenoble Innovation for Advanced New Technologies (GIANT) Innovation Campus in Grenoble, France. GIANT demonstrates that a concentration of nuclear research infrastructure can be developed into an innovation ecosystem where people live, work and spend leisure time.

Table 2 provides a high-level comparison between the Grenoble Campus and ANSTO.

**Figure 7:** GIANT – Grenoble France (Source: <http://www.jnte2018.fr/>)



**Table 2:** High-level comparison between GIANT and ANSTO

|                                     | GIANT  | ANTSO  |
|-------------------------------------|--|--|
| Major research infrastructure       | Research reactor<br>Synchrotron  | Research reactor<br>Accelerators<br>Synchrotron (Victoria)       |
| Local population                    | 160,000  | 229,213 (Sutherland Shire) <sup>1</sup>                          |
| Jobs                                | 15,000   | 1,245  |
| Fundamental research                | Energy, IT and healthcare  | Nuclear fuel cycle, environment and human health                 |
| Innovation management               | 200 spin out/start-ups<br>40 companies onsite  | Developing   |
| Approx. number of students          | 10,000   | To grow from 150   |
| Approx. number of visitors (annual) | 10,000 (international and local)   | 17,000 (international and local)<br>6,500 (visiting researchers) |
| Public transport                    | Extensive network of buses, trams and trains. Train links from Grenoble to Lyon  | Nil  |
| Higher education institutions       | Grenoble Ecole de Management (business school)<br>Grenoble INP (engineering school)<br>Joseph Fourier University (specialises in technology, science and health) | Nil  |

<sup>1</sup> Profile ID 2019



## 1.6 Strategic planning context

*Greater Sydney Region Plan - A Metropolis of Three Cities* identifies ANSTO as a Collaboration Area due to its unique opportunity to evolve into an Innovation Precinct. This Place Strategy represents the outcomes of the Collaboration Area process - a place-based, multi-stakeholder approach to solving complex urban issues that was facilitated by the Commission throughout 2019.

The *South District Plan* includes a Planning Priority S7 to grow and invest in the ANSTO Innovation Precinct, given its potential to create additional knowledge-based jobs, and the opportunity to activate the areas and attract more visitors to the site and to the Sutherland Shire.

## 1.7 Challenges and opportunities

ANSTO owns and manages approximately 500 hectares at Lucas Heights. The developed 70-hectare site includes a childcare centre, ANSTO Discovery Centre for visitors and students, small motel, café, pool, lecture theatre and gymnasium (see Figure 8).

The Innovation Precinct requires a partnership between three tiers of government to realise its potential as an economic catalyst in the South District. This work must acknowledge a number of challenges and opportunities.

Challenges include:

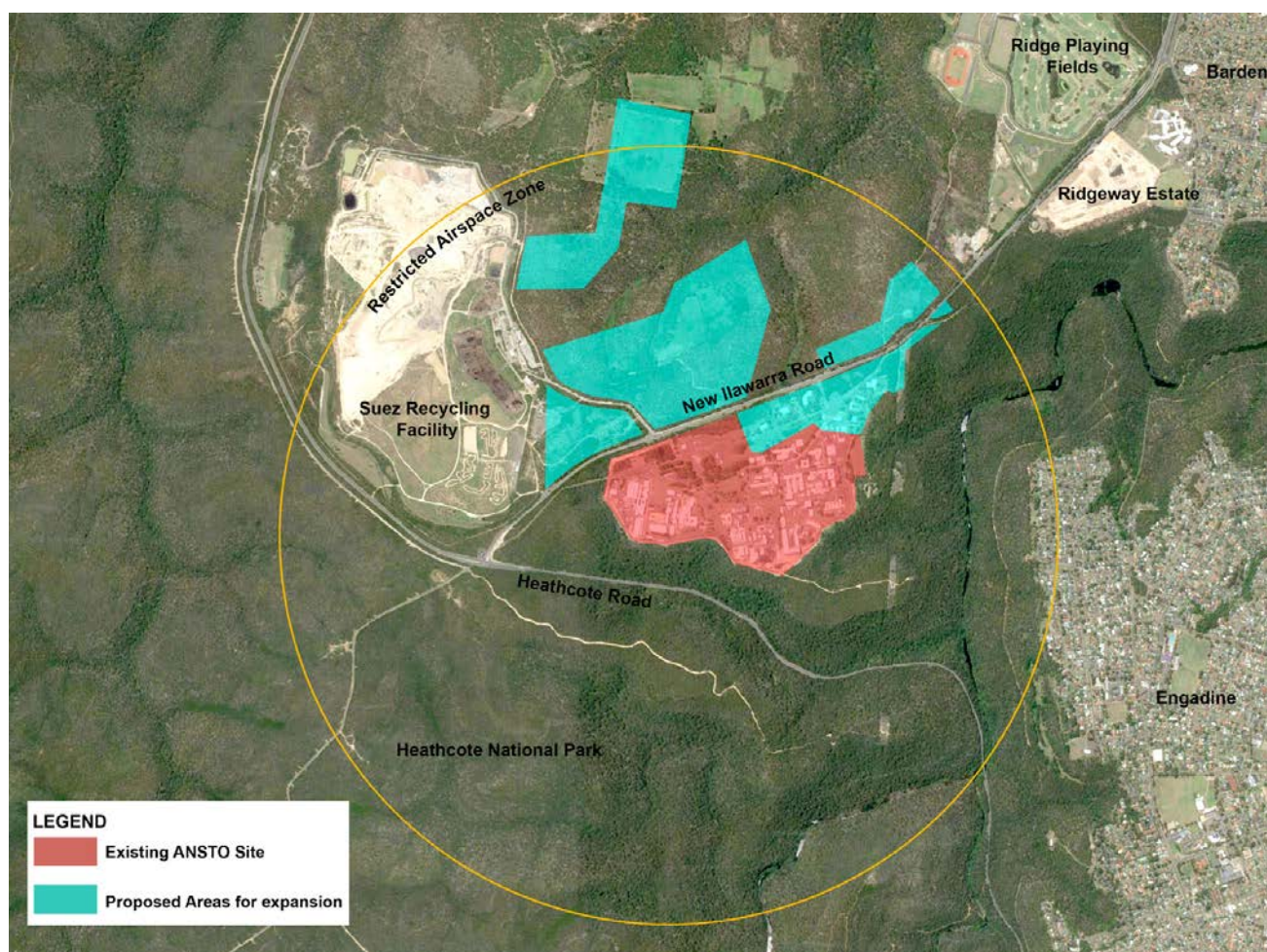
- the lack of public transport access (this is arguably the greatest challenge facing ANSTO)
- the location of New Illawarra Road, which bisects the site
- the anticipated growth in the number of staff, students, Australian and international visitors, start-ups, and high-tech tenants over the next 10 to 15 years
- the need for short-term accommodation to serve ANSTO and the Innovation Precinct
- the need for essential infrastructure including water, sewer, stormwater, gas and telecommunications
- various environmental constraints including bushfire, flooding, and the protection of flora and fauna.

Transforming ANSTO into an Innovation Precinct will capitalise on many opportunities, including:

- existing partnerships with universities and research organisations within Australia and internationally
- the need to activate the site and attracting more visitors
- how to attract associated businesses, industries and commercialisation opportunities
- integrating ANSTO with the Sutherland Shire and broader region to create a vibrant destination for the ANSTO community and visitors
- potential connections from ANSTO to Sydney Metro Southwest to Bankstown and a mass transit link from Parramatta to Bankstown and Kogarah (10 to 20 year vision)
- better connections to the strategic centres of Sutherland and Miranda, and surrounding local centres
- nearby open space and recreation facilities such as Heathcote National Park, The Royal National Park, Mill Creek Mountain Bike Trail, The Ridge Playing Fields and nearby beaches and coastline
- the South District's Aboriginal, European and natural heritage
- proximity to Wollongong, Liverpool, the future Western Sydney International Airport, Sydney Airport and the Harbour CBD.



**Figure 8:** ANSTO's location and potential for expansion



## 2

# Framework and response

To deliver on the vision and nine shared objectives, this Place Strategy proposes 10 priorities and 16 actions. To align with *A Metropolis of Three Cities* and *South District Plan*, the priorities and actions are set around five themes:

- connectivity
- liveability
- productivity
- sustainability
- governance.

The four actions identified as immediate imperatives are:

- **Action 2:** Develop a travel report that details:
  - current travel options and staff numbers
  - current constraints for cyclists and pedestrians
  - current and future freight requirements
  - anticipated growth numbers for the Innovation Precinct

Provide the travel report to Transport for NSW (TfNSW) to inform transport planning to support ANSTO, including:

- public transport connections to surrounding sites and centres such as Sutherland, Liverpool and Bankstown
- freight impacts and routes
- links across New Illawarra Road
- access to and egress from the site.
- **Action 5:** Investigate opportunities for short to medium-term visitor accommodation, including a hotel and serviced apartments.
- **Action 10:** Conduct discussions with NSW Health about commercialisation opportunities and partnerships.

- **Action 16:** Establish a Collaboration Area Governance Group to:

- ensure ongoing implementation of the actions in this Place Strategy
- support and promote the expansion of ANSTO's Innovation Precinct
- support and promote opportunities for private sector investment, start-ups and commercialisation of research
- celebrate the site's Aboriginal history and culture and create employment and tourism (arts and culture) opportunities for the local Aboriginal community.

Implementing this Place Strategy requires a governance arrangement that gives industry, institutions, State agencies, Australian Government entities and other partners a forum for interactions, investment and development.

The Place Strategy uses the following terms to provide this guidance:

- **Priority:** a focus area to progress *A Metropolis of Three Cities* and *South District Plan* as they apply to the ANSTO Collaboration Area
- **Outcome:** what the priority will achieve by 2036
- **Actions:** initiatives and projects that stakeholders will lead to realise the outcome
- **Immediate imperatives:** the actions of critical importance to be undertaken early
- **Lead:** stakeholders that take ownership of the action
- **Partner:** stakeholders that actively collaborate with leads, help to integrate the action with their own agency programs and provide technical assistance and advice.

These priorities, outcomes and actions are outlined in the following chapters. They should be considered in addition to those set out in *A Metropolis of Three Cities* and *South District Plan*. They acknowledge that ANSTO is subject to the *Australian Nuclear Science and Technology Organisation Act 1987*, which exempts it from NSW planning legislation.

The Place Strategy also identifies the next steps required to bring the vision to reality.

## 2.1 Understanding the challenges

The Collaboration Area process explored and uncovered the challenges and opportunities facing ANSTO at eight workshops and meetings between October 2018 and August 2019.

The following strategic plans should be consulted alongside this Place Strategy to understand the wider policy context for the Collaboration Area's future:

- *A Metropolis of Three Cities*: the NSW Government's 40-year vision and 20-year plan to rebalance growth and deliver benefits more equally and equitably to residents across Greater Sydney
- *Future Transport Strategy 2056*: the decisions the NSW Government needs to make now to address Greater Sydney's growth and change over the next 40 years
- *State Infrastructure Strategy 2018-2038*: the NSW Government's priorities for the next 20 years and, combined with the *Future Transport Strategy 2056* and *A Metropolis of Three Cities*, bringing together infrastructure investment and land use planning for cities
- *South District Plan*: translating the metropolitan-level objectives in *A Metropolis of Three Cities* to inform local planning.

Other strategies and assessments that have informed the Place Strategy include:

- Partnerships and Place – Insights from Collaboration Areas 2017–2019 (October 2019)
- *Draft Sutherland Shire Local Strategic Planning Statement (LSPS)* (September 2019)
- *Create NSW Cultural Infrastructure Plan* (February 2019)
- *Draft Sutherland Shire Integrated Transport Strategy* (January 2019)
- *Sutherland Shire Economic Strategy* (December 2018)
- ANSTO Innovation Precinct Draft Concept Master Plan (April 2018)
- Sutherland Shire Council's bicycle network map (2015).

## 3

## Summary of priorities and actions

|             | Connectivity   |  | Liveability  |  |   |
|-------------|--|--|--|--|---|
| Priorities: | <b>Priority 1:</b> Improve public transport to and from ANSTO  | <b>Priority 2:</b> Improve walking and cycling connections   | <b>Priority 3:</b> Provide short and medium-term accommodation   | <b>Priority 4:</b> Provide cultural infrastructure for current and future generations  | <b>Priority 5:</b> Grow ANSTO's economic community  |
| Actions:    | <b>Action 1:</b> Identify current and future projected travel needs and identify opportunities to introduce new public transport services to the Innovation Precinct<br><br><b>Action 2:</b> Develop a travel report that details: <ul style="list-style-type: none"> <li>• current travel options and staff numbers</li> <li>• current constraints for cyclists and pedestrians</li> <li>• current and future freight requirements</li> <li>• anticipated growth numbers for the Innovation Precinct</li> </ul> Provide the travel report to TfNSW to inform transport planning to ANSTO, including: <ul style="list-style-type: none"> <li>• public transport to surrounding sites and centres such as Sutherland, Liverpool and Bankstown</li> <li>• freight impacts and routes</li> <li>• links across New Illawarra Road</li> <li>• access to and egress from the site</li> </ul> | <b>Action 3:</b> Prioritise the cycling route between ANSTO and Ridgeway Estate to connect to the existing cycleway network (subject to funding). Inclusion of end of trip facilities are to be considered<br><br><b>Action 4:</b> Prioritise pedestrian links to neighbouring locations such as the Ridge Playing Fields and Sports Complex, the Woronora River foreshores, nearby schools and Menai town centre (subject to funding) | <b>Action 5:</b> Investigate opportunities for short to medium-term visitor accommodation, including a hotel and serviced apartments | <b>Action 6:</b> Liaise with creative agencies and organisations to pilot: <ul style="list-style-type: none"> <li>• partnerships and MOUs</li> <li>• regional Australia opportunities</li> <li>• international tourism</li> <li>• artists in residence</li> <li>• joint programming opportunities</li> <li>• exhibitions and spaces that celebrate Aboriginal culture</li> </ul> <b>Action 7:</b> Undertake a needs and opportunities study for cultural infrastructure and authentic experiences to determine what ANSTO requires in terms of shared facilities | <b>Action 8:</b> Develop opportunities for an expanded day and night-time economy including tourism |



| Productivity   |   | Sustainability   |   | Governance  |
|--|---|--|---|---|
| <p><b>Priority 6:</b> Invest in the ANSTO Innovation Precinct</p>  | <p><b>Priority 7:</b> Improve digital connectivity and essential infrastructure</p>   | <p><b>Priority 8:</b> Protect Aboriginal, cultural and natural heritage</p>  | <p><b>Priority 9:</b> Create a resilient and sustainable place</p>  | <p><b>Priority 10:</b> Develop a precinct-level governance structure to support the vision</p>  |
| <p><b>Action 9:</b> Develop and implement an economic strategy that promotes ANSTO's research capability and success to attract further investment from government and the private sector</p> <p><b>Action 10:</b> Conduct discussions with NSW Health about commercialisation opportunities and partnerships</p>  | <p><b>Action 11:</b> Prioritise high-speed broadband throughout the Innovation Precinct</p> <p><b>Action 12:</b> Investigate future energy and water demand</p> | <p><b>Action 13:</b> Develop an Aboriginal cultural management plan to:</p> <ul style="list-style-type: none"> <li>determine Aboriginal sites with potential to be publicly accessible</li> <li>detail how sites will be accessed, managed and protected</li> <li>involve local organisations such as Strong Sisters and Brothers Group</li> <li>create opportunities for Aboriginal community to enhance their connection with the site.</li> </ul> | <p><b>Action 14:</b> Develop ANSTO's Campus Development Framework and identify:</p> <ul style="list-style-type: none"> <li>refuge and bush fire asset protection zones</li> <li>flood risk</li> <li>where to increase density on the existing site before expanding across New Illawarra Road</li> <li>areas of Aboriginal and environmental significance to be protected</li> </ul> <p><b>Action 15:</b> Develop a sustainability roadmap and resilience plan for ANSTO to transition to a sustainable precinct and investigate as a potential pilot project to contribute to the NSW aspirational target of net-zero carbon emissions by 2050</p> | <p><b>Action 16:</b> Establish a Collaboration Area Governance Group to:</p> <ul style="list-style-type: none"> <li>ensure implementation of the actions in this Place Strategy</li> <li>support and promote the expansion of ANSTO's Innovation Precinct</li> <li>support and promote opportunities for private sector investment, start-ups and commercialisation of research</li> <li>celebrate the site's Aboriginal history and culture and create employment and tourism (arts and culture) opportunities for the local Aboriginal community</li> </ul> |
| <p><b>Immediate imperatives</b></p> <ul style="list-style-type: none"> <li><b>Action 2:</b> Develop a travel report and provide it to TfNSW to inform transport planning</li> <li><b>Action 5:</b> Investigate opportunities for short to medium-term visitor accommodation, including a hotel and serviced apartments</li> <li><b>Action 10:</b> Conduct discussions with NSW Health about commercialisation opportunities and partnerships</li> <li><b>Action 16:</b> Establish a Collaboration Area Governance Group</li> </ul> |   |  |   |   |

## 4

# A collaborative process

Collaboration Areas represent a place-based, multi-stakeholder approach to solving complex urban issues. The Greater Sydney Commission establishes a stakeholder group in each Collaboration Area chaired by the District Commissioner.

The stakeholder group meets regularly in various settings including large workshops and smaller working groups. Emerging priorities are tested and refined over time, building a deeper understanding of each stakeholder's influence on the place.

The outcome is a Place Strategy that prioritises connectivity, productivity, liveability, sustainability and places. The Commission chairs the stakeholder group, established October 2018, which includes:

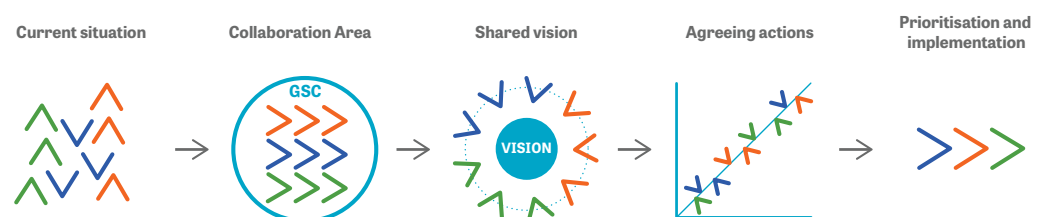
- ANSTO
- Sutherland Shire Council
- Transport for NSW
- Department of Planning, Industry and Environment
- NSW State Emergency Service
- Sydney Water
- National Broadband Network
- Fire and Rescue NSW
- NSW Rural Fire Service

- Treasury
- Property NSW
- Customer Service NSW
- Create NSW
- Museum of Applied Arts and Sciences
- representatives of the Aboriginal community
- NSW Health (Office for Medical Health and Research)
- Ausgrid.

The stakeholder group has:

- supported ANSTO's vision
- documented nine shared objectives
- identified existing infrastructure and current capacity
- highlighted the requirements for, and roadblocks to, future growth
- documented growth and infrastructure needs (including public transport and pedestrian connections)
- detailed opportunities to improve liveability and environmental performance of the broader Collaboration Area
- developed this Place Strategy.

**Figure 9:** Collaboration Area process



## 5

# Connectivity - priorities and actions

## 5.1 Analysis of opportunities and impediments

### Public and active transport

The ANSTO site is isolated due to historical land use restrictions, referred to as a 'buffer zone' around the site to manage the risks of the now-retired HIFAR. The buffer zone for the OPAL reactor is the reactor building itself and surrounding safety systems. This means the Innovation Precinct can be developed for a range of uses.

ANSTO is generally bound by Heathcote Road, New Illawarra Road and Woronora River. There is limited public transport, with the closest bus stop 3.7km from ANSTO reception (see Figure 10).

There is no pedestrian access and limited bicycle access. While there is a formal off-road cycleway from Sutherland to Ridgeway Estate, the cycle link from Ridgeway to ANSTO is not funded (see Figure 11).

Currently, staff and visitors must rely on private vehicles to access ANSTO. During peak times, ANSTO provides nine incoming and nine outgoing shuttle bus services (21 seats) from Sutherland Rail Station a day. On average, 1,400 people use this service per month.

ANSTO employs 1,245 staff and another 200 people from CSIRO and various businesses work on the site. Nearly two-thirds of ANSTO's staff are from south and south west Sydney.

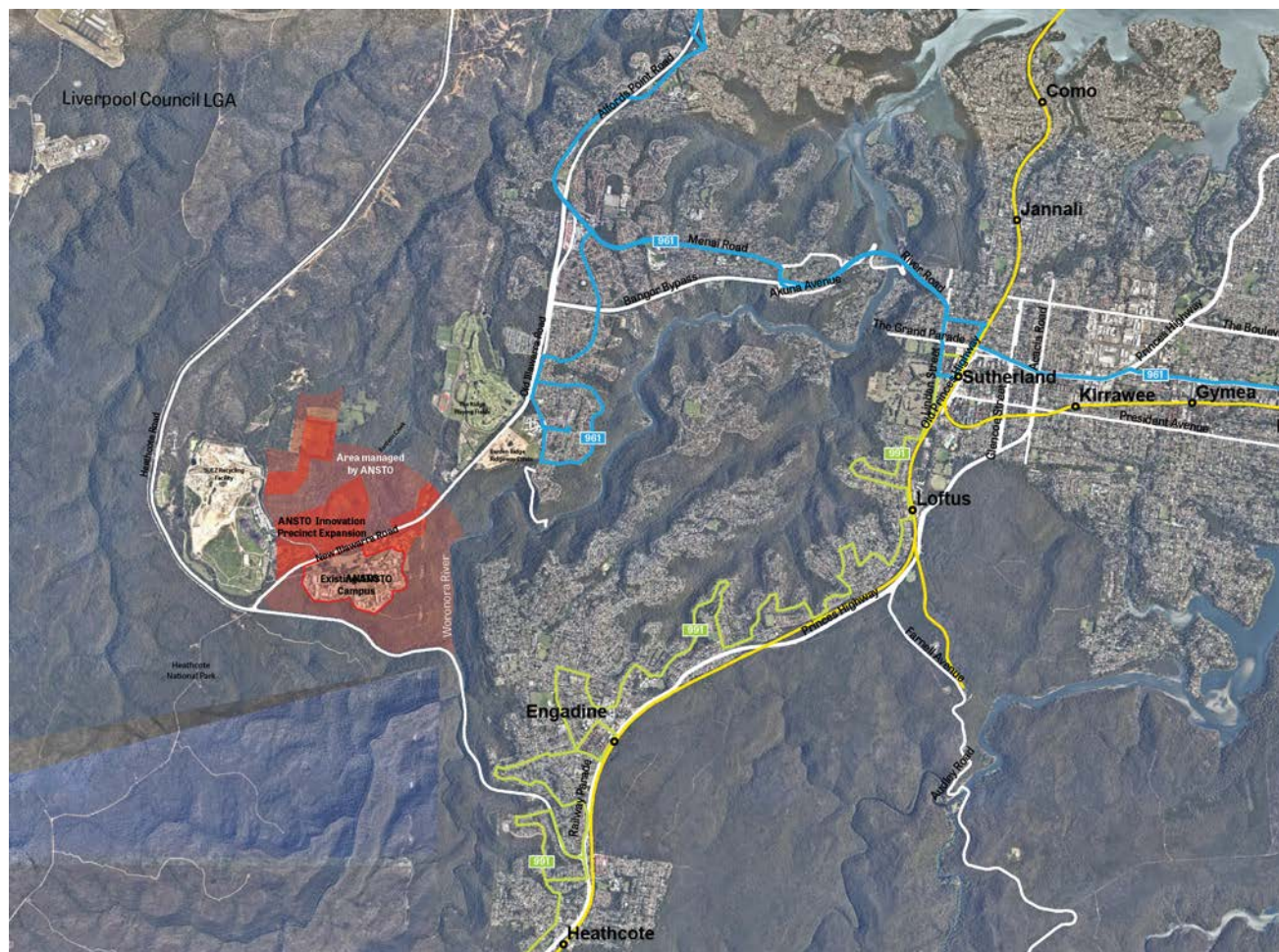
Short-term opportunities to improve public and active transport to ANSTO include extending nearby local bus service connection to surrounding rail stations and the missing cycleway link to Ridgeway Estate.

Sutherland Shire Council is currently working on a long-term draft green grid plan. The plan aims to better connect existing green spaces with centres to create pleasant and safe walking and cycling connections.

These future green grid links (shown in Figure 11) will link ANSTO to the Ridge Playing Fields and Sports Complex, the Woronora River foreshores, nearby schools and Menai town centre.

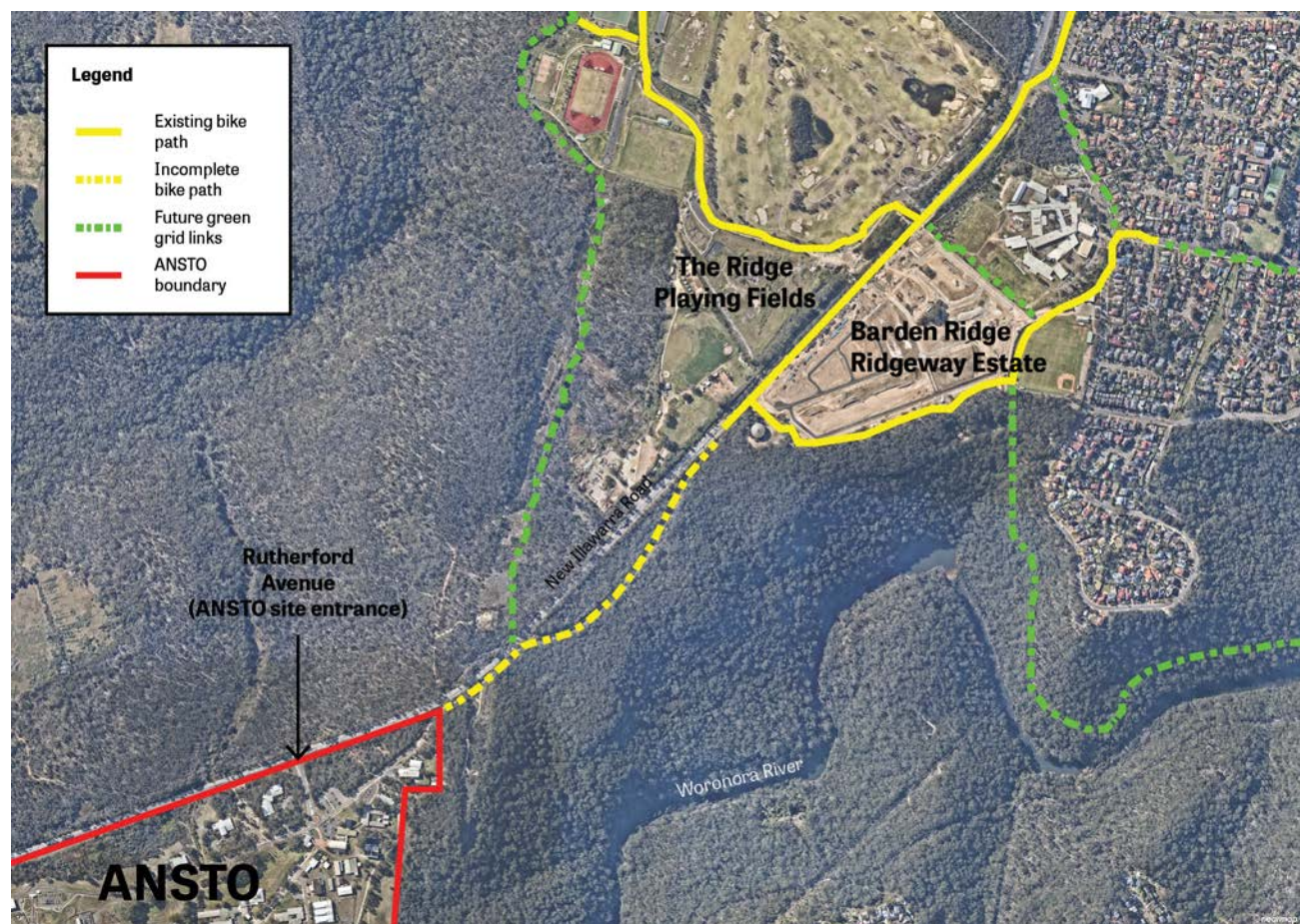
The ANSTO site would gain amenity by taking advantage of the natural qualities of the Woronora Valley and access to sites of Aboriginal heritage. ANSTO's cultural and natural heritage assets are discussed further in Chapter 8.

**Figure 10:** Nearest bus routes and trains stations to ANSTO (bus 961 route in blue, 991 route in green and train line yellow)





**Figure 11:** Bicycle access surrounding ANSTO



## Vehicle access

At any one time, there are more than 700 cars in the secured fenced area of ANSTO, with more in car parks outside the fenced area. There are more than 6,000 vehicle movements in and out of the main entrance each day, a combination of ANSTO staff, drop offs to and pick ups from the childcare centre, people visiting the café, guests of the motel, freight trips, maintenance contactors, construction vehicles and deliveries.

Around 15 coaches (15 to 18-seater) drive to the ANSTO Discovery Centre each week for school and community tours.

The entrance to ANSTO is via Rutherford Avenue, off New Illawarra Road. Right and left turn access is provided with no light signals. New Illawarra Road is an undulating single carriageway route, with descending grades on both approaches to the Rutherford Avenue entrance. Due to the nature of the site, there is no short-term solution to improve vehicular access. Potential long-term solutions to enable site access will need to be developed collaboratively and could consider a grade separated interchange with on and off ramps and bridges incorporating active transport connections.

## Freight network and deliveries

As Australia's largest producer of nuclear medicine, ANSTO typically delivers more than 12,500 patient doses of nuclear medicine to over 250 hospitals and medical practices across Australia every week. Efficient delivery requires four to six vans to transport nuclear medicine from ANSTO to:

- Sydney Airport three times a day
- Western, northern and eastern Sydney once a day
- Canberra once a day.

On average, the ANSTO loading dock receives deliveries from six pantech trucks and 25 to 40 vans each day.

New Illawarra Road is a higher mass limit (HML) permitting route. Eligible vehicles include 25/26m B-doubles and short combination vehicles (a standard six-axle semi-trailer). This HML network includes New Illawarra Road from Heathcote to Bangor Bypass. The Alford's Point Bridge is a restricted structure for 25/26m B-doubles. There is a heavy vehicle enforcement site (northbound) between Heathcote Road and the Suez waste management site access.

## Strategic vision – long term public transport

ANSTO's strategic location provides an opportunity for a wider connection to nearby health and education precincts at Liverpool and Bankstown, as shown in Figure 12. Sydney Metro South West (Sydenham to Bankstown) is anticipated to open in 2024, allowing customers to travel from Bankstown approximately a 25-minute drive from ANSTO. With the potential of a rapid bus route from ANSTO to surrounding centres (e.g. Bankstown) and improvements in public transport across Sydney, ANSTO could be better connected to the Harbour CBD within the next four years.

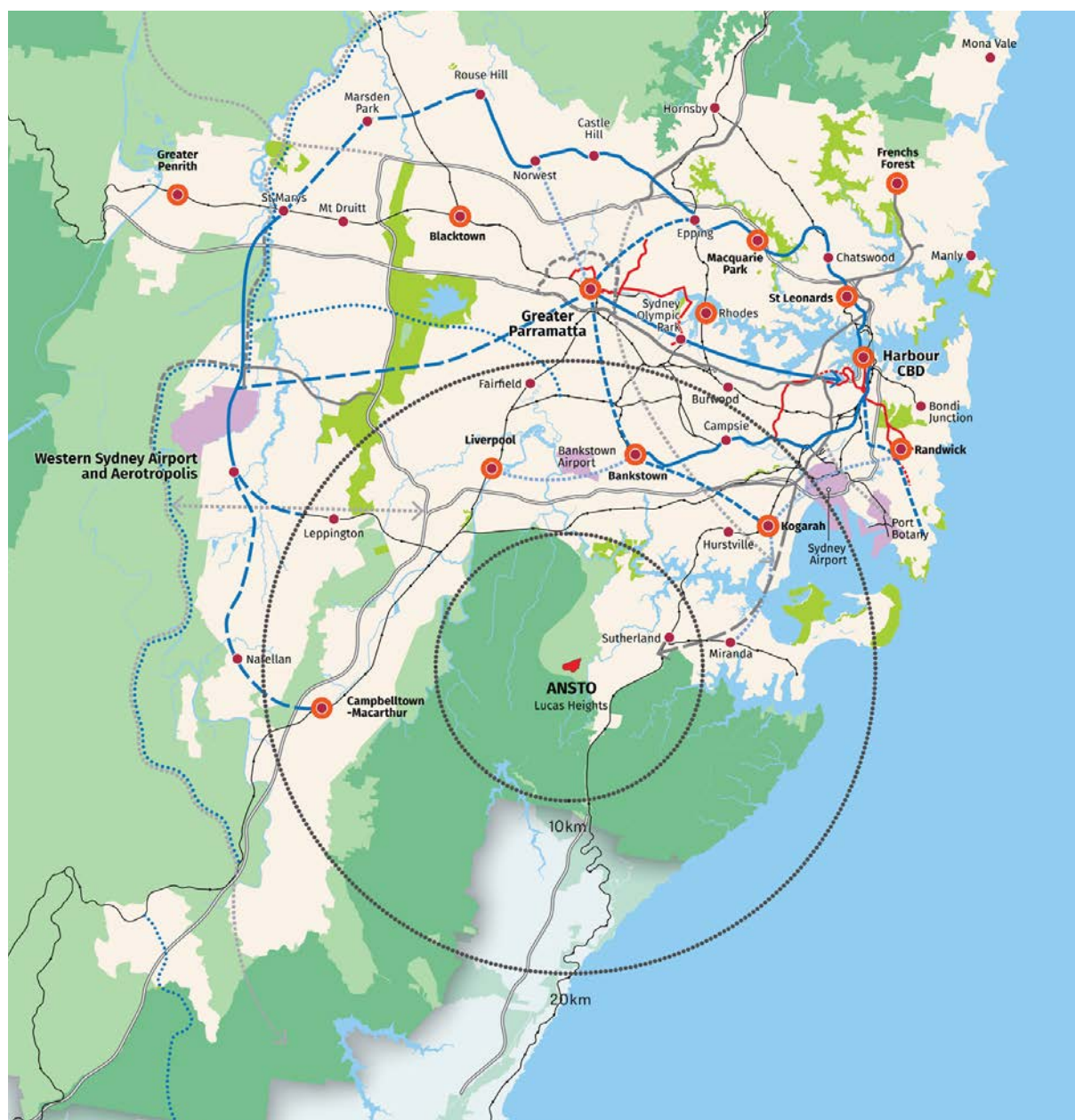
*Future Transport Strategy 2056* identifies a Sydney Metro extension to Liverpool and a mass transit link from Parramatta to Bankstown and Kogarah. ANSTO Innovation Precinct could connect to these centres.

The completion of the Western Sydney International Airport in 2026 will provide another avenue to distribute freight nuclear medicine.

2 Sydney Metro 2019



Figure 12: Strategic location of ANSTO





|  |  |  |   |  |                                |
|--|--|--|---|--|--------------------------------|
|  | Health and Education Precinct                              |  | Waterways   |  | Light Rail                     |
|  | Local Centre   |  | Train Station                                     |  | Light Rail Investigation       |
|  | Trade Gateway  |  | Committed Train Link                              |  | Motorway                       |
|  | Urban Area   |  | Train Link/Mass Transit Investigation 0–10 years  |  | Committed Motorway             |
|  | Protected Natural Area                                     |  | Train Link/Mass Transit Investigation 10–20 years |  | Road Investigation 0–10 years  |
|  | Metropolitan Rural Area                                    |  | Train Link/Mass Transit Visionary                 |  | Road Investigation 10–20 years |
|  | Major Urban Parkland including National Parks and Reserves |  | Freight Rail Investigation                        |  | Road Visionary                 |



## 5.2 Connectivity priorities

The following priorities and actions underpin the vision for the ANSTO Innovation Precinct, while giving effect to *A Metropolis of Three Cities* and the *South District Plan* (including its planning priorities and actions).

| <b>Priority 1</b><br>Improve public transport to and from ANSTO  |                   |                   |
|--|-------------------|-------------------|
| <b>Outcome</b><br>More staff, students, researchers and visitors can access ANSTO and the Innovation Precinct by public transport  |                   |                   |
|  Actions  | Lead              | Partner           |
| <b>Action 1:</b> Identify current and future projected travel needs and identify opportunities to introduce new public transport services to the Innovation Precinct.  | ANSTO and TfNSW   | Council           |
| <b>Action 2:</b> Develop travel report that covers: <ul style="list-style-type: none"> <li>• current travel options and staff numbers</li> <li>• current constraints for cyclists and pedestrians</li> <li>• current and future freight requirements</li> <li>• anticipated growth numbers for Innovation Precinct.</li> </ul> Provide the report to TfNSW to inform transport planning, including: <ul style="list-style-type: none"> <li>• public transport connections to local sites and centres such as Sutherland, Liverpool and Bankstown</li> <li>• freight impacts and routes</li> <li>• links across New Illawarra Road</li> <li>• access and egress to the site.</li> </ul> | ANSTO             | TfNSW and Council |
| <b>Priority 2</b><br>Improve walking and cycling connections   |                   |                   |
| <b>Outcome</b><br>ANSTO is easily accessed by bike or on foot, with links to surrounding open space and places of interest.  |                   |                   |
|  Actions  | Lead              | Partner           |
| <b>Action 3:</b> Prioritise the cycling route between ANSTO and Ridgeway Estate to connect to the existing cycleway network (subject to funding). Inclusion of end of trip facilities are to be considered.  | Council and ANSTO | TfNSW             |
| <b>Action 4:</b> Prioritise pedestrian links to neighbouring locations such as the Ridge Playing Fields and Sports Complex, the Woronora River foreshores, nearby schools and Menai town centre (subject to funding).  | Council           | ANSTO and TfNSW   |



## 6

# Liveability - priorities and actions

## 6.1 Analysis of opportunities and impediments

Of the 6,500 annual researcher visits, approximately 2,000 visit ANSTO's Lucas Heights campus each year to access landmark research infrastructure. This is in addition to ANSTO's staff. Many of them stay at the onsite motel, which has 25 to 30 rooms and an occupancy rate of approximately 70 per cent. Most researchers stay for three to seven days, yet students often stay longer. Stakeholders identified a need for short to medium-term visitor accommodation within ANSTO and the Sutherland Shire.

For an innovation precinct to thrive, it needs amenity, cultural infrastructure, experiences and night-time activities. The South District, in comparison to other districts, contains fewer arts, creative and cultural facilities. Create NSW's Cultural Infrastructure Plan (2019) identifies the following gaps in the provision of cultural infrastructure in NSW<sup>3</sup>:

- suitable exhibition space for major touring exhibitions
- flexible and multipurpose spaces for interdisciplinary cultural events and experiences, particularly in Western Sydney, to meet demand for more experimental events
- affordable rehearsal and studio spaces.

The Cultural Infrastructure Plan also notes the lack of a dedicated space for authentic experiences of Aboriginal heritage and contemporary culture in Greater Sydney, despite the findings of Tourism Australia's 2016 Consumer Demand Project, which ranked 'rich history and heritage' and 'native or cultural heritage activities' as factors that attract consumers from Australia's key international tourism markets.

ANSTO operates a modest visitor centre that showcases its world of nuclear science. The Innovation Precinct could incorporate an enhanced discovery, learning and engagement experience with large, flexible, shared facilities and dynamic spaces, through partnerships with regional arts and cultural organisations and NSW cultural institutions such as Museum of Applied Arts and Sciences. This could promote tourism, create an attraction for local residents and increase cultural activity in the area. Tourists and visitors will require a diversity of food and beverage facilities such as food trucks and cafés, which would drive the Precinct towards expanded day and night-time activities.

## 6.2 Liveability priorities

The following priorities and actions underpin the vision for the ANSTO Innovation Precinct, while giving effect to *A Metropolis of Three Cities* and the *South District Plan* (including its planning priorities and actions).

<sup>3</sup> Create NSW 2019



### Priority 3

Provide short and medium-term accommodation

#### Outcome

Researchers, students and visitors can easily find accommodation in the Innovation Precinct.

|  Actions   | Lead  | Partner                    |
|---|-------|----------------------------|
| <b>Action 5:</b> Investigate opportunities for short and medium-term visitor accommodation, including a hotel and serviced apartments | ANSTO | Council and private sector |

### Priority 4

Provide cultural infrastructure and experiences

#### Outcome

ANSTO's Innovation Precinct offers a variety of cultural infrastructure and experiences that attract tourists and visitors.

|  Actions  | Lead  | Partner   |
|--|---|---|
| <b>Action 6:</b> Liaise with creative agencies and organisations to pilot: <ul style="list-style-type: none"> <li>• partnerships and MOUs</li> <li>• regional Australia opportunities</li> <li>• international tourism</li> <li>• artists in residence</li> <li>• joint programming opportunities</li> <li>• exhibitions and spaces that celebrate Aboriginal culture</li> </ul> | ANSTO, Aboriginal community representatives and Museum of Applied Arts and Sciences | Council and Create NSW                                      |
| <b>Action 7:</b> Undertake a needs and opportunities study for cultural infrastructure and authentic experiences to determine what ANSTO requires in terms of shared facilities  | ANSTO   | Create NSW, Museum of Applied Arts and Sciences and Council |

### Priority 5

Grow ANSTO's economic community

#### Outcome

ANSTO offers a range of activities and retail options for people during the day and at night, making it a desirable place to visit and stay.

|  Actions         | Lead              | Partner        |
|---|-------------------|----------------|
| <b>Action 8:</b> Develop opportunities for an expanded day and night-time economy including tourism | ANSTO and Council | Private sector |

## 7

# Productivity - priorities and actions

## 7.1 Analysis of opportunities and impediments

ANSTO's 1,245 staff are structured into the following functions:

- nuclear science and technology and landmark infrastructure (450)
- nuclear business (230)
- corporate support (225)
- engineering and technical (340).

ANSTO's current tenants at Lucas Heights include CSIRO and PETTECH Solutions. ANSTO recently opened *nandin*, a deep technology incubator for entrepreneurs, start-ups and small and medium enterprises, including Enware, Amentum Defence and Security, Crypses, Bio air, MAS Management System, Hyron Scientific PtyLtd, WorkM8 and EVisuals.

ANSTO received a \$12.5 million NSW Government grant to:

- support the establishment of the Graduate Institute
- co-invest in a next-generation nuclear medicine industry cluster
- co-invest in industry laboratory suites for research and development
- contribute to a prototyping and maker space
- support establishment of a node of the Design Factory Global Network (<https://dfgn.org/>).

Sutherland Shire Council's Economic Strategy centres on building a prosperous community with a fulfilling work life balance. It aims to increase the number of full-time equivalent (FTE) local jobs in the Local Government Area by 10,000, to a total of 87,937 jobs by 2030<sup>4</sup>. The strategy identifies ANSTO as essential to this outcome.

### Jobs and economic growth

ANSTO, Kogarah Health and Education Precinct, Sutherland, Hurstville and Bankstown contain the District's largest concentration of knowledge-intensive jobs. Creating a hub of knowledge-intensive jobs similar to Macquarie Park in the South District can address the historic imbalance of high-skilled knowledge-intensive jobs in the South District compared to the Eastern City and North districts

Deloitte Access Economics<sup>5</sup> undertook a preliminary economic impact analysis to explore the benefit of ANSTO's Innovation Precinct. Based on the preliminary concepts, the Innovation Precinct is estimated to generate an additional \$1.1 billion in Gross Regional Product (GRP) in Southern Sydney over the 20-year period modelled. It is also estimated to create 3,740 jobs (on average 187 additional FTE jobs per year) in Southern Sydney.

At the NSW level, the Innovation Precinct is estimated to create an additional \$1.5 billion in Gross State Product (GSP), and an additional 5,080 jobs (254 additional FTE jobs per year) in NSW.

<sup>4</sup> Sutherland Shire Council 2018

<sup>5</sup> Deloitte Access Economics 2019

## Factors to create industry activity and an industry ecosystem

Figure 13 summarises six factors that can curate industry activity and encourage an industry ecosystem.

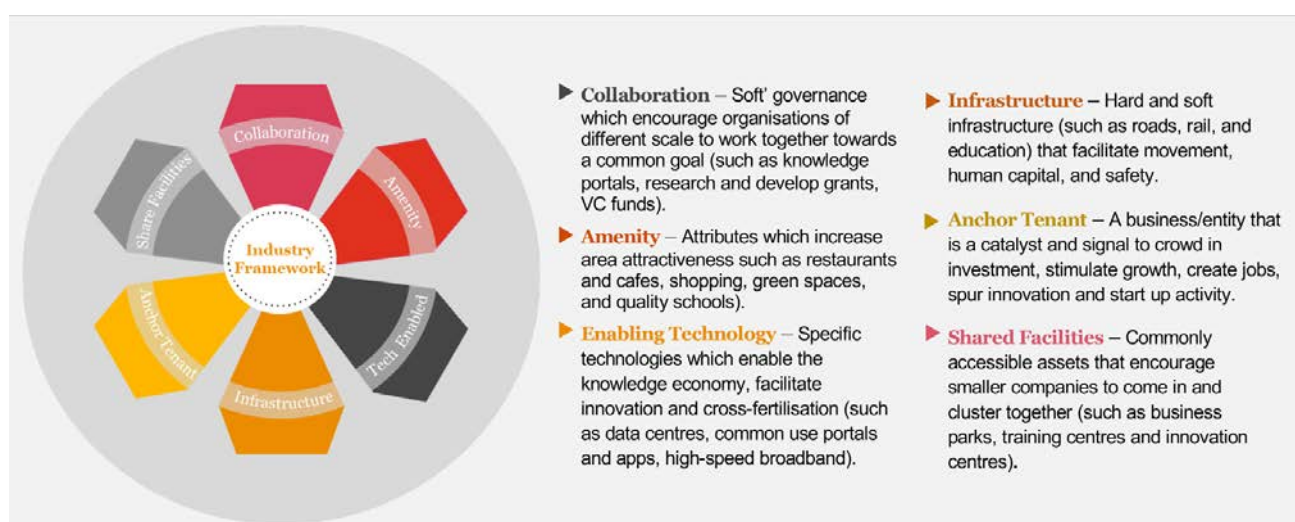
The stakeholder group (page 22) discussed the six factors and generally agreed that:

- collaboration is underway
- ANSTO's site lacks amenities and has no transport infrastructure
- shared facilities and anchor tenants are progressively underway through the *nandin* incubator and the \$12.5 million NSW Government grant
- enabling technology needs improvement.

The stakeholder group indicated limited awareness of ANSTO, including its research capability, information for business and how it is marketed to the wider Australian community. Many agreed that ANSTO's success must be promoted if the vision for the Innovation Precinct is to be met.

ANSTO also can tap into other markets for commercialisation in the health sector – genomics, proteomics, targeted therapy and pre-clinical discovery pipeline. Other opportunities include the use of IP and digital experience and developing these further.


**Figure 13:** Six factors to create an ecosystem (Source: PwC 2019)






## 7.2 Productivity priorities

The following priorities and actions underpin the vision for the ANSTO Innovation Precinct, while giving effect to *A Metropolis of Three Cities* and the *South District Plan* (including its planning priorities and actions).

| <b>Priority 6</b><br>Invest in the ANSTO Innovation Precinct   |             |                                    |
|--|-------------|------------------------------------|
| <b>Outcome</b><br>ANSTO's Innovation Precinct is an integrated and connected destination for research, innovation and community  |             |                                    |
|  <b>Actions</b>   | <b>Lead</b> | <b>Partner</b>                     |
| <b>Action 9:</b> Develop and implement an economic strategy that promotes ANSTO's research capability and success to attract further investment from government and the private sector | ANSTO       | Customer Service NSW, DPIE and GSC |
| <b>Action 10:</b> Conduct discussions with NSW Health about commercialisation opportunities and partnerships   | ANSTO       | NSW Health                         |

| <b>Priority 7</b><br>Improve digital connectivity and essential infrastructure                     |                  |                          |
|--|------------------|--------------------------|
| <b>Outcome</b><br>ANSTO is digitally connected to support businesses, start-ups and community      |                  |                          |
|  <b>Actions</b> | <b>Lead</b>      | <b>Partner</b>           |
| <b>Action 11:</b> Prioritise high-speed broadband throughout the Innovation Precinct               | ANSTO and NBN Co |                          |
| <b>Action 12:</b> Investigate future energy and water demand                                       | ANSTO            | Ausgrid and Sydney Water |

## 8

# Sustainability - priorities and actions

## 8.1 Analysis of opportunities and impediments

### Natural environment

ANSTO is surrounded by scenic landscapes, cultural and recreational facilities, coastline and parklands that will be protected and maintained through the *South District Plan*. These include:

- Woronora River
- Heathcote National Park
- Royal National Park
- Mill Creek Bike Trail
- Holsworthy military area
- Gandangara State Conservation Area
- The Ridge Playing Fields and Sports Complex
- Popular beaches such as Cronulla and Wattamolla
- Hazelhurst Regional Gallery
- Sutherland Entertainment Centre.

The ANSTO site and surrounding lands has significant vegetation including endangered ecological communities of Coastal Upland Damp Heath Swamp and Cumberland Shale Sandstone Ironbark Forest. ANSTO is also surrounded by a known Koala corridor that expands from the Heathcote area, through to Holsworthy and Campbelltown area<sup>6</sup>.

### Aboriginal heritage

The South District's rich Aboriginal, cultural and natural heritage includes rock engravings, middens and other sites that provide evidence of Aboriginal occupation and spirituality, including in national parks, waterways and on what is now private property<sup>7</sup>.

Representatives from the Commission, ANSTO and the Aboriginal community met in September 2019 to discuss the proposed Innovation Precinct. This meeting revealed there are many more Aboriginal sites such as artworks, shelters and axe engravings near the Woronora River and the western side of New Illawarra Road. Two sites on the western side of New Illawarra Road are estimated to be 3,000 to 4,000 years old, which does not necessarily mean that all other sites are from the same period. There is potential for:

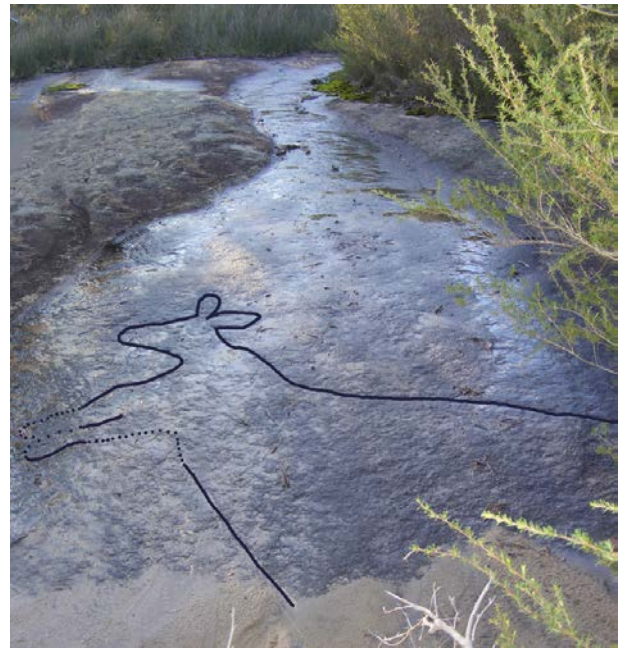
- some sites to be accessed by the public through organised walking tours
- walking tours to be curated and lead by the Strong Sisters and Brothers school group, a support network for the local Aboriginal community at Endeavour High School.
- a museum that features exhibitions on Aboriginal stone technology
- the Innovation Precinct's design and architecture to reflect the site's Aboriginal culture and history.

ANSTO must continue to liaise with the representatives of the Indigenous Aboriginal community and Dharawal people so that scenic and cultural landscapes are protected and links to Aboriginal cultural heritage acknowledged and preserved.

<sup>6</sup> DPIE 2015

<sup>7</sup> Sutherland Shire Council 2019

**Figure 14:** Kangaroo engraving lies in a seepage channel. The shape of the engraving, particularly the ears, together with its size at 2.5m in height, help identify the figure as a large kangaroo, probably an eastern grey. Photoshop has been used to trace the shape of the engraving in the 2nd image



### Natural hazards

The ANSTO site is flood and bush fire affected. The NSW State Emergency Service (SES) and NSW Rural Fire Service (NSW RFS) advise that:

- during rainfall events, the low point on New Illawarra Road has the potential to be inundated creating a hazard for motorists using the road
- a bush fire event would likely shut down the roads completely for extended periods
- there is potential for fire to jump across the road, even with road widening
- the road network can shut down for 8 to 12 hours when an accident occurs on Heathcote Road and New Illawarra Road.

Plans for expansion must consider these issues, identify refuge and asset protection zones in the event of fire incident and consider a flood risk management plan. ANSTO may consider increasing the density of the existing built up area of the

campus prior to expanding across New Illawarra Road, as there are many benefits. These benefits include, but are not limited to, building upon ANSTO's current community, utilising existing connections to utilities such as power and water and intensifying links between industry tenants and ANSTO's existing research workforce.

### Sustainable resource use

As a single landowner, ANSTO is well placed to control environmental outcomes in areas such as water, waste, circular economy, energy, transport and parking.

Planned growth and development will increase the demand for energy, water and the generation of waste. ANSTO has an opportunity to include precinct-wide energy, water and waste efficiency solutions for its renewal. This may include replacing inefficient infrastructure and enabling new utility models and technologies.



## 8.2 Sustainability priorities

The following priorities and actions underpin the vision for the ANSTO Innovation Precinct, while giving effect to *A Metropolis of Three Cities* and the *South District Plan* (including its planning priorities and actions).

### Priority 8

Protect Aboriginal, cultural and natural heritage

#### Outcome

ANSTO celebrates the site's Aboriginal heritage and sets a benchmark to protect its Aboriginal, cultural and natural heritage assets


|  Actions  | Lead   | Partner |
|--|--|---------|
| <b>Action 13:</b> Develop an Aboriginal cultural management plan to: <ul style="list-style-type: none"> <li>determine which Aboriginal sites have the potential to be publicly accessible</li> <li>detail how the sites will be accessed, managed and protected</li> <li>outline opportunities for local organisations such as Strong Sisters and Brothers Group to be involved</li> <li>create opportunities for Aboriginal community to enhance their connection with the site.</li> </ul> | ANSTO and representatives of the Dharawal people | Council |

### Priority 9

Create a resilient and sustainable place

#### Outcome

The site responds effectively to natural hazards and is a low-carbon high-efficiency place

|  Actions  | Primary stakeholder                           | Supporting stakeholder                       |
|--|---|--|
| <b>Action 14:</b> Develop ANSTO's campus development framework and identify: <ul style="list-style-type: none"> <li>refuge and bush fire asset protection zones</li> <li>flood risk</li> <li>where to increase density on the existing site before expanding across New Illawara Road</li> <li>areas of Aboriginal and environmental significance to be protected</li> </ul> | ANSTO   | NSW RFS, NSW SES and Council                 |
| <b>Action 15:</b> Develop a sustainability roadmap and resilience plan for ANSTO to transition to a sustainable precinct and investigate as a potential pilot project to contribute to the NSW aspirational target of net-zero carbon emissions by 2050  | ANSTO and Collaboration Area Governance Group | GSC, DPIE-EES, Sydney Water, EPA and Ausgrid |

## 9

# Governance - priorities and actions

The Commission's Partnerships and Place Insights Paper 2019 provides observations and lessons learned when building a culture of collaboration to support place-based planning. This draws on earlier Collaboration Area processes. It emphasises implementation as the most important and challenging part of any plan – and that it takes time<sup>8</sup>.

The ANSTO Collaboration Area process has revealed the need for ANSTO to maintain relationships with State and Australian Government entities and many non-government partners to achieve the vision for an Innovation Precinct in the South District. A viable and efficient governance structure will be essential

## 9.1 Governance priorities

The Commission's *Pulse of Greater Sydney* is the first comprehensive monitoring and reporting framework for Greater Sydney. It gathers up-to-date public data, and, over time, monitoring and reporting will expand as more data becomes available.

The Governance Group should consider the *Pulse of Greater Sydney* as the basis for a potential place-based monitoring and evaluation framework for the Collaboration Area. Any framework should align with indicators for the region and district plans.

The following priority and action underpin the vision for the ANSTO Innovation Precinct, while giving effect to *A Metropolis of Three Cities* and the *South District Plan* (including its planning priorities and actions).

### Priority 10

Develop a precinct-level governance structure to support the vision

### Outcome

An inclusive and cohesive approach supports and promotes the ANSTO Innovation Precinct



### Actions

**Action 16:** Establish a Collaboration Area Governance Group to:

- ensure implementation of the actions in this Place Strategy
- support and promote the expansion of ANSTO's Innovation Precinct
- support and promote opportunities for private sector investment, start-ups and commercialisation of research
- celebrate the site's Aboriginal history and culture and create employment and tourism (arts and culture) opportunities for the local Aboriginal community

### Lead

GSC and ANSTO

### Partner

All

# 10

## Next steps

Implementing the ANSTO Collaboration Area Place Strategy requires collective action and resources from all stakeholders, various levels of government and the private sector. The Strategy is a support tool for stakeholders to guide decision-making towards the vision.

### 10.1 The role of the NSW Government

The Place Strategy identifies projects that can only be implemented with the support of the NSW Government. The Collaboration Area process directly involves State agencies to understand issues, articulate the vision and identify projects that might address the impediments to growth. The NSW Government will:

- consider the timing, costs and benefits of projects and initiatives to achieve the Collaboration Area vision in the context of *A Metropolis of Three Cities*, *Future Transport Strategy 2056*, *State Infrastructure Strategy* and respective programs
- where necessary, consider the preparation of business cases to support investment
- continue to collaborate with the Commission, ANSTO and State agencies to identify opportunities for investment in infrastructure that will support the vision.

### 10.2 The role of the Greater Sydney Commission

The Commission facilitates whole-of-government coordination, partnerships with councils and the stakeholder-driven governance structure. The Commission will:

- transition the leadership role, and put governance arrangements in place, including the Collaboration Area Governance Group, to continue planning and development for the ANSTO Innovation Precinct
- recognise the District Commissioner's strategic oversight for implementing the Place Strategy so that it continues to align with the *South District Plan*
- include the Place Strategy's priorities and actions in future updates to the *South District Plan*, giving them a statutory basis
- assure the progress and continued collaboration around the vision and associated projects through local planning processes such as updated local environmental plans
- elevate strategic issues and/or decision-making to the Commission's Infrastructure Delivery Committee where appropriate
- annual report back to the Infrastructure Delivery Committee on the Place Strategy actions through a reporting template designed to be used by the Collaboration Area Governance Group.



### 10.3 The role of ANSTO

ANSTO's leadership in the Collaboration Area is critical. ANSTO will:

- be the point of contact for coordination and implementation of the Place Strategy
- help establish the Collaboration Area Governance Group
- help identify and facilitate opportunities for partnerships, particularly with the business community
- help implement the Strategy's actions through place-making, identifying funding mechanisms and advocacy with the Collaboration Area Governance Group.

### 10.4 The role of Sutherland Shire Council

Sutherland Shire Council will:

- help establish the Collaboration Area Governance Group
- help identify and facilitate opportunities for partnerships
- lead the local strategic planning process
- ensure the draft local strategic planning statement aligns with the Place Strategy
- provide opportunities for community engagement as the Place Strategy is implemented
- leverage community and local stakeholder input to decision-making
- help implement the Strategy's actions through place-making, identifying funding mechanisms and advocacy with the Collaboration Area Governance Group.

### 10.5 The role of representatives of the Dharawal people

The representatives of the Dharawal people will:

- help establish the Collaboration Area Governance Group
- provide advice on the protection of scenic cultural landscapes to acknowledge and preserve links to Aboriginal cultural heritage
- help identify and facilitate opportunities for partnerships with the local Aboriginal community.

### 10.6 The role of the community

This Place Strategy reflects the community's input into the development of the *South District Plan*, and Council's local plans such as *Draft Sutherland Shire Local Strategic Planning Statement*. The community will be offered opportunities to participate in planning for the ANSTO Collaboration Area through:

- future updates of the *South District Plan*
- Sutherland Shire Council's community strategic plan, local strategic planning statement and local environmental plan
- consultation on individual State agency programs and projects.

## 11

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