



# Social Impact Analysis of the Proposed Redevelopment of 2 Bachell Avenue, Lidcombe

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FINAL – Prepared for Pacific Planning by PPM Consulting

Date: 22 January 2019

**COMMERCIAL – IN – CONFIDENCE**

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## Executive Summary

The site at 2 Bachell Avenue is identified as part of the Lidcombe East precinct in the 2015 Auburn *Employment Lands Strategy* (ELS) and the 2017 Cumberland Draft *Employment And Innovation Lands Strategy & Land Use Planning Framework*. The strategies seek to encourage the establishment and expansion of creative and commercial enterprises, and suggest that “a flexible approach to considering a range of employment / industrial uses that may have different access and floor space requirements” be adopted. The Lidcombe East precinct has no vacant land, so the increase in employment floor space envisaged by the employment strategies can only come through redevelopment of underperforming sites.

The site, at 8,738m<sup>2</sup> in area, is suitable for redevelopment, consistent with the strategies. The site is currently zoned IN1 General Industrial in the Auburn Local Environmental Plan (LEP) 2010 with a floor space ratio (FSR) of 1:1. It contains a pre-existing 2,250m<sup>2</sup> industrial building currently occupied by a dry cleaner. The building was constructed over a stormwater drainage channel that runs in a south to north-west direction through the site. The remaining part of the drainage channel is exposed. The site is within the flood planning area and contains land below the foreshore building line.

The current site characteristics are shown in Table E1.

**Table E1: Site Characteristics**

<b>Site size</b>	8,738m <sup>2</sup>
<b>FSR</b>	1:1
<b>Current Industrial Floorspace</b>	2,250m <sup>2</sup>
<b>Current Zoning</b>	IN1 General Industrial

The site will require:

- demolition of the factory and remediate the land, at a cost of \$1.5 million
- significant storm water and flood mitigation works at a cost of \$1.5 million
- the construction of a two-storey basement

The proposed concept for the site is a mix of commercial and industrial uses over up to seven storeys. Table E2 shows the proposed total floorspace for each of the intended use.

**Table E2: Proposed Uses**

<b>Proposed Use</b>	<b>Area (m<sup>2</sup>)</b>
Food and drinks, shops, recreation, etc	5,278
Light industries, industrial retail, hardware, etc	7,374
High technology industry, office premises, etc	7,058
Warehouse, storage, wholesale suppliers, etc	5,173
<b>Total Floorspace</b>	<b>24,883</b>

Source: Michael Raad Architects, Proposed Development Concept Design, 2 Bachell Avenue, Lidcombe, October 2018

Figure E1 shows the concept plan for the site.

**Figure E1: Concept Site Plan**



Source: Michael Raad Architects, Proposed Development Concept Design, 2 Bachell Avenue, Lidcombe, 14 August 2018

As can be seen, the concept is for 24,883m<sup>2</sup> of commercial and industrial floorspace.

The assessment of impacts examines the potential for impacts on the main stakeholder groups affected by the proposal. These include:

- residents currently living in close proximity to Bachell Avenue, who may experience changes to their local area through this proposal
- residents of the area who would benefit from the increased employment opportunities
- residents of the wider area who may benefit from the new retail offerings
- Cumberland and Parramatta City Councils.

At the 2016 census, the suburb of Lidcombe had a population of 19,627 persons. There were 6,382 houses in the suburb. Adjoining Lidcombe, and in the same catchment, is the suburb of Berala, with 9,049 residents and 2,963 houses in the 2016 census. Table E3 outlines the catchment population of the proposed development.

**Table E3: Population statistics**

2016	Lidcombe	Berala
<b>People</b>	19,627	9,049
<b>Houses</b>	6,382	2,963
<b>People per Household</b>	3.2	3.2

Source: 2016 Census Community Profiles

Of the 6,382 houses in Lidcombe, 48 are on Bachell Avenue and are likely to be impacted by the proposed development more directly than those in the whole of the catchment.

The unemployment rate in the Lidcombe-Berala area is 9 per cent – 2.7 percentage points higher than the state average and 2.1 percentage point higher than the national average. Table E4 shows the summary of labour force statistics for the area.

**Table E4: Labour Force Summary, Lidcombe and Berala, NSW and Australia**

	Lidcombe/Berala	NSW	Australia
Total employed	12,901		
Total unemployed	1,269		
Total labour force	14,168		
Unemployment Rate	9.0	6.3	6.9

Source: 2016 Census Community Profiles

The area is quite car-dependent, with nearly 60 per cent of the population driving at least part of their way to work. Only a handful of people (a little over 600) work from home or can access their job via walking. Therefore, it can be said that the area around Bachell Avenue is an area of social disadvantage due to a high unemployment rate and high car dependency.

Table E5 shows the potential employment impact of the proposed concept against the status quo. This table breaks down the industrial floorspace into “industrial” and “warehousing” based on the concept design plan by Michael Raad Architects.

**Table E5: Potential Jobs Under Redevelopment Scenarios**

	Ind Jobs/m <sup>2</sup>	Com/Retail Jobs/m <sup>2</sup>	Whse Jobs/m <sup>2</sup>	Ind (m <sup>2</sup> )	Com/ Retail (m <sup>2</sup> )	Whse (m <sup>2</sup> )	Ind Jobs (no.)	Com/ Retail Jobs (no.)	Whse Jobs	Total Jobs (no.)
Current	0.01	0.05	0.002	2,250	0		23	0		23
Proposed	0.01	0.05	0.002	7,374	12,336	5,173	74	617	10	701

The main social impacts that would be likely to arise from the proposed redevelopment of the site at 2 Bachell Avenue include:

- Positive impacts
  - renewal of a rundown industrial site
  - new community facilities and services
  - new areas of open space
  - additional industrial employment floorspace
  - significant employment during construction and once complete and a large economic stimulus
  - flood mitigation
  - community integration and social cohesion.
- Negative impacts:
  - noise impacts on existing residents
  - odour impacts on existing residents
  - traffic impacts for existing residents
  - property values.

Most negative impacts can be mitigated by careful design at the detailed design stage.

Importantly, new industrial floorspace is rare in the area. The proposed development is likely to provide spaces for small businesses to establish, allowing them to be incubated. Local entrepreneurs would not have to leave their local area to establish their business, allowing them to spend more time with family and friends – rather than commuting.

It is likely that the negative social impacts of the proposed development can be mitigated at the design stage and will be outweighed by the positive impacts. The proposed development would increase social cohesion through the establishment of new businesses and new public open space and bring new jobs closer to an area of relatively high unemployment and social disadvantage.

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## Introduction

PPM Consulting was commissioned by Pacific Planning to undertake this study into the social impacts of the proposed redevelopment of the site at 2 Bachell Avenue, Lidcombe. The goal of this report is to provide advice on the social impacts of the proposal and strategies to mitigate negative impacts.

The site is governed by the Auburn LEP 2010 and the 2015 Auburn *Employment Lands Strategy* (ELS) and the Cumberland Draft *Employment And Innovation Lands Strategy & Land Use Planning Framework 2017* (“the strategies”).

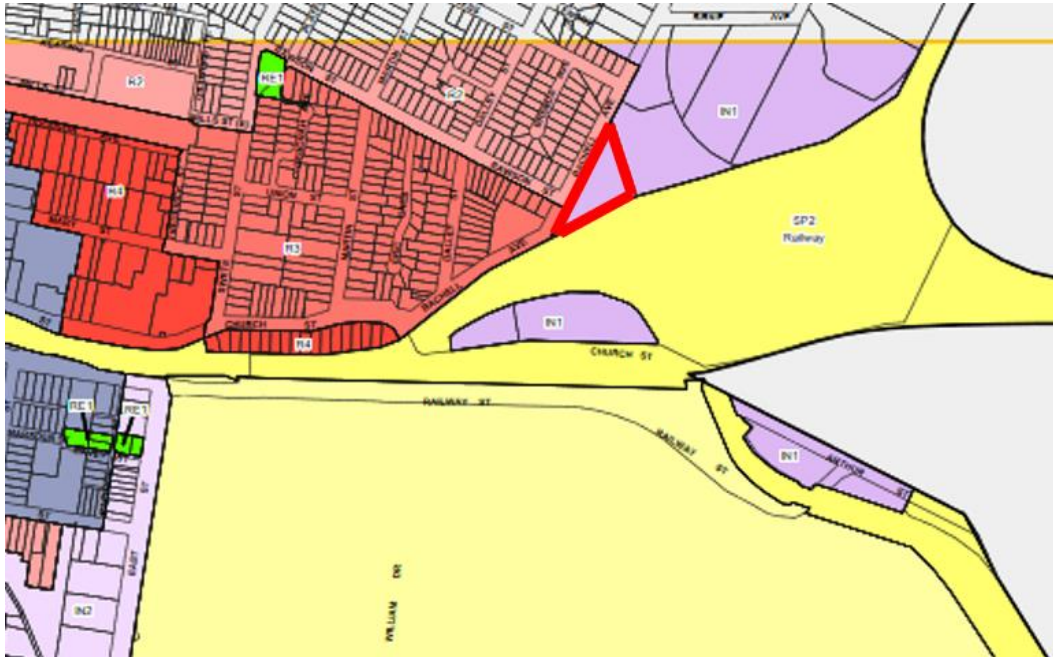
The site is 8,738m<sup>2</sup>, and sits in the Lidcombe East industrial precinct. Immediately to the west are houses, predominantly single dwelling houses, but also including some flats/townhouses. The site is currently zoned IN1 General Industrial in the Auburn Local Environmental Plan (LEP) 2010 and contains a pre-existing 2,250m<sup>2</sup> underutilised industrial building.

The freestanding warehouse currently located on the site was constructed in 1972 and has been home to an industrial printing company until recently. The warehouse is now occupied by a dry cleaning company. The building was constructed over a stormwater drainage channel that runs in a south to north-west direction through the site. The remaining part of the drainage channel is exposed. The site is within the flood planning area and contains land below the foreshore building line.

The site has a high level of connectivity, with direct access to the Parramatta Road and almost-direct access to the Western Motorway. The subject site also has high connectivity to adjacent industrial precincts and employment centres such as Sydney Olympic Park via Parramatta Road.

Figure 1 shows the site along with the zoning.

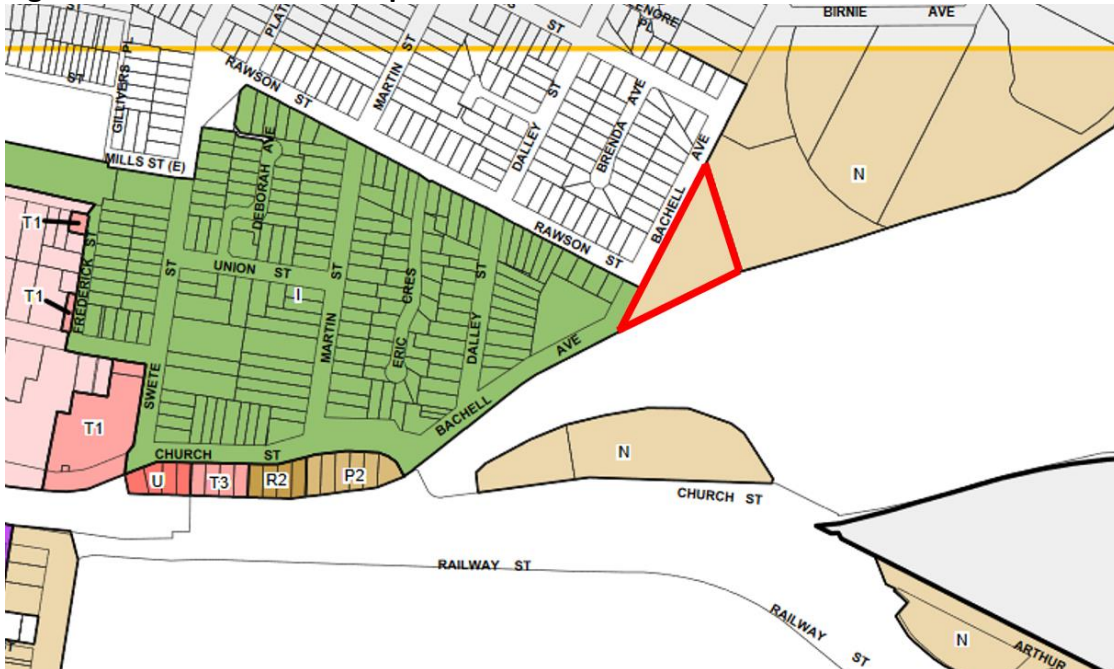
**Figure 1: The Site and Zoning**



Source: Auburn LEP 2010

The site has a floor space ratio control of 1:1, as shown in Figure 2.

**Figure 2: The Site and Floor Space Ratio Controls**



Source: Auburn LEP 2010

The ELS is Council's current guiding document for employment lands within the former Auburn local government area (LGA). This is complemented by the draft 2017 *Employment And Innovation Lands Strategy & Land Use Planning Framework*. The strategies draw together economic and property market research and employment growth projections to ascertain the likely nature and quantum of demand for employment lands (including centres) within the former Auburn LGA and Cumberland Council. The 2017 draft strategy seeks to turn the Lidcombe East precinct into a "creative and commercial corridor".

The proposed concept for the site is a mix of commercial and industrial uses over up to seven storeys. Table 1 shows the proposed floorspace for each of the intended uses

**Table 1: Proposed Uses**

Proposed Use	Area (m <sup>2</sup> )
Food and drinks, shops, recreation, etc	5,278
Light industries, industrial retail, hardware, etc	7,374
High technology industry, office premises, etc	7,058
Warehouse, storage, wholesale suppliers, etc	5,173
<b>Total Floorspace</b>	<b>24,883</b>

Source: Michael Raad Architects, Proposed Development Concept Design, 2 Bachell Avenue, Lidcombe, October 2018

Figure 3 shows the concept plan for the site.

**Figure 3: Concept Site Plan**



Source: Michael Raad Architects, Proposed Development Concept Design, 2 Bachell Avenue, Lidcombe, October 2018

As can be seen, the concept is for 24,883m<sup>2</sup> of commercial and industrial floorspace.

Table 2 shows the specifications for the proposed concept.

**Table 2: Concept Specifications**

Industrial Floorspace		Commercial Floorspace	
Total	12,547	12,336	
Developable Site Area: 8,738m <sup>2</sup>			

\* Derived

## Strategic Context

### Zoning

The site is currently zoned IN1 General Industrial. Box 1 shows the provisions of the zone.

#### **Box 1: Auburn LEP 2010 IN1 General Industrial Provisions**

##### 1 Objectives of zone

- To provide a wide range of industrial and warehouse land uses.
- To encourage employment opportunities.
- To minimise any adverse effect of industry on other land uses.
- To support and protect industrial land for industrial uses.
- To encourage economic growth of the locality.
- To minimise adverse effects on the natural environment.

##### 2 Permitted without consent

Nil

##### 3 Permitted with consent

Building identification signs; Business identification signs; Depots; Freight transport facilities; Garden centres; General industries; Hardware and building supplies; Industrial training facilities; Kiosks; Light industries; Markets; Neighbourhood shops; Places of public worship; Restaurants or cafes; Roads; Warehouse or distribution centres; Any other development not specified in item 2 or 4

##### 4 Prohibited

Agriculture; Amusement centres; Animal boarding or training establishments; Boat sheds; Camping grounds; Car parks; Caravan parks; Cemeteries; Charter and tourism boating facilities; Centre-based child care facilities; Correctional centres; Crematoria; Eco-tourist facilities; Educational establishments; Entertainment facilities; Environmental facilities; Exhibition homes; Exhibition villages; Extractive industries; Farm buildings; Forestry; Funeral homes; Health services facilities; Heavy industries; Highway service centres; Home occupations (sex services); Information and education facilities; Marinas; Mooring pens; Moorings; Office premises; Passenger transport facilities; Recreation facilities (major); Registered clubs; Research stations; Residential accommodation; Respite day care centres; Restricted premises; Retail premises; Rural industries; Signage; Tourist and visitor accommodation; Veterinary hospitals; Water recreation structures; Water supply systems; Wharf or boating facilities

Note that “office premises” and many other business and commercial uses are prohibited under the IN1 zone. One option could be to rezone the site to include a schedule that allows “office premises” and other business and commercial uses with consent, or remove their prohibition. Another suggested option is to rezone the site to a zoning that allows “office premises” and other business and commercial uses. One such zone is B6 Enterprise Corridor. Note the B6 Enterprise Corridor zone does not prohibit “office premises” and many other business and commercial uses, so are therefore permitted with consent. A further option would be to rezone the site B7 Business Park.

That said, the proponent is proposing a rezoning to B5 Business Development zone. This would allow “office premises” and many other business and commercial uses to be permissible with consent. The B5 Business Development zone currently does not exist in the Auburn LEP.

## Strategic Context

### ***A Metropolis of Three Cities – The Greater Sydney Region Plan***

In March 2018, the NSW Government published *A Metropolis of Three Cities – The Greater Sydney Region Plan* (The Plan). The Plan is built on a vision of three cities where most residents live within 30 minutes of their jobs, education, health facilities, services and great places. The subject site is within the Central River City. The population of the Central River City is projected to increase from 1.3 million people to 1.7 million people over the next 20 years.

The subject site is within the Lidcombe East Industrial Precinct and is located in the Greater Parramatta and the Olympic Peninsula (GPOP). Lidcombe East is located on the boundary between the “essential urban services, advanced technology and knowledge sectors” quarter and the Olympic Park Lifestyle Super Precinct quarter within the Corridor. The GPOP is integral to the vision of A Metropolis of Three Cities and the Central River City.

Greater Sydney’s three cities identified in the Greater Sydney Region reach across five districts. The subject site is within the Central City District, which is forecast to grow substantially, capitalising on its location close to the geographic centre of Greater Sydney.

The Planning Proposal aligns with the objectives and directions of the NSW Government’s strategic planning framework. The Planning Proposal will provide the potential to create new jobs in an established urban services area, creating the conditions for a stronger economy (Productive Direction). The Planning Proposal, through the broadening of employment uses and intensification of employment floorspace realises the vision to “grow a stronger and more competitive Greater Parramatta” and “maximise opportunities to attract advanced manufacturing and innovation in industrial and urban services”.

### ***Auburn Employment Lands Strategy 2015***

The site is currently zoned IN1 General Industrial and forms the most southerly portion of the Lidcombe East Industrial Precinct. The site is 8,738m<sup>2</sup> and currently has a maximum floor space ratio (FSR) of 1:1.

The site is within “Precinct 10” (Lidcombe East) in the former Auburn ELS. The precinct is generally well occupied with direct access off Parramatta Road without having to traverse residential land.

The ELS forecasts a reduction in industrial floor space demand in Auburn LGA of approximately 204,400m<sup>2</sup> over the period to 2031. Despite this, the ELS projects that Lidcombe East will experience an additional demand for employment floor space by 2031.

More than half of this additional floor space is based on more intensive commercial and retail employment uses being located within the precincts. However, this is difficult to fulfil as “office premises” and “retail premises” are currently prohibited in the current zoning (although neighbourhood shops, restaurants and cafes are permissible with consent).

The ELS recommends the following for the precinct:

*Retain as IN1 General Industrial and promote the precinct as one of Auburn's important industrial areas.*

*Adopt a flexible approach to considering a range of employment/industrial uses that may have different access and floor space requirements, e.g. office-type floor space, loading and circulation requirements.*

As there is no vacant land in the precinct, the increase in floor space envisaged by the ELS can only be fulfilled through redevelopment of sites or changes to planning controls that permit additional uses. Relevant to the proposed development, the ELS states that Lidcombe East has, "Large lots, enabling potential subdivision or densification in the future."

***Cumberland Council Draft Employment And Innovation Lands Strategy & Land Use Planning Framework 2017***

Although still a draft, the 2017 *Cumberland Council Draft Employment And Innovation Lands Strategy & Land Use Planning Framework* ("the strategy") lists Lidcombe East as a "creative and commercial corridor".

The strategy states that the "Lidcombe (East and West) and Corridor West Auburn (along Parramatta Road Corridor) benefit from having the greatest proximity to Sydney and the 'Greater Parramatta to the Olympic Peninsula' (GPOP)." Furthermore, it states that the locations are desirable already and will become more desirable as infrastructure improvements improve connectivity to the Sydney CBD.

The vision is for uses along and off Parramatta Road to be renewed for productive and intensive employment uses, including but not limited to sectors such as digital technologies/media, advanced knowledge services and creative industries. It also seeks to protect and enhance industrial uses.

The strategy also includes "innovation" criteria for planning proposals in employment and innovation lands. This is shown below.

**Table 3: “Innovation” Criteria for Planning Proposals in Employment and Innovation Lands**

Criteria	Rationale
Does the Planning Proposal contribute to the locality's vision?	Council should ensure that any planning proposal in the employment and innovation lands is consistent with the vision for that particular locality.
Is the Planning Proposal consistent with the West Central District Plan?	Consideration should be given as to consistency with the Productive City priorities in the West Central District Plan. Does the proposal: <ul style="list-style-type: none"><li>• Develop a better understanding of the value and operation of employment and urban services land to increase total jobs.</li><li>• Contribute to achieving a '30 minute city'.</li></ul>
Does the planning Proposal adversely impact on employment land stocks in Cumberland?	Consideration should be given as to whether the planning proposal would reduce the available stock of employment and innovation lands in the LGA, or whether it could potentially impact on the availability of employment uses identified in the strategy vision.
Would the Planning Proposal support the key targeted sectors?	Would to proposal accommodate employment in the target sectors, specifically food and beverage manufacturing, advanced manufacturing, digital media, allied health and creative industries.
Does the site a part of, or contribute to a significant employment cluster?	Loss of a major element of a significant business cluster can weaken the viability of the remaining parts of the cluster, resulting in a decline in employment opportunities and the overall health of the local economy.
Does the Planning Proposal consider the Key Freight Transport Accessibility map?	It is important that Council maintain the integrity of the key freight transport routes through Cumberland to ensure businesses have an efficient transport network. Employment and innovation lands located near these key freight routes should be buffered from sensitive uses, nurtured and allowed to prosper. Council should be satisfied that any planning proposals in the areas surrounding the employment and innovation lands along key freight routes should not preclude the continued use of those routes for freight. Council should develop a key freight transport route to ensure planning proposals within the vicinity of those routes are assessed against these criteria.

Source: Mecone, Cumberland Council

The proposed concept would be consistent with the criteria in the above table.

## Options Report

PPM Consulting undertook the Options Report for the site. The goal of the options analysis was to provide advice regarding redevelopment of the site, within the context of the 2015 Auburn *Employment Lands Strategy* (ELS) and the Cumberland Draft *Employment And Innovation Lands Strategy & Land Use Planning Framework 2017* (“the strategies”).

The site at 2 Bachell Avenue is identified as part of the Lidcombe East precinct in the 2015 Auburn *Employment Lands Strategy* (ELS) and the 2017 Cumberland Draft *Employment And Innovation Lands Strategy & Land Use Planning Framework*. The strategies seek to encourage the establishment and expansion of creative and commercial enterprises, and suggest that “a flexible approach to considering a range of employment / industrial uses that may have different access and floor space requirements” be adopted. The Lidcombe East precinct has no vacant land, so the increase in employment floor space envisaged by the employment strategies can only come through redevelopment of underperforming sites.

Consistent with the employment strategies, the Options Report recommended the future redevelopment of this site, which would include enabling “office premises” and other business and commercial uses, either under the existing IN1 General Industrial zoning or an alternative method. A higher FSR would also be required to viably redevelop the site.

Five redevelopment scenarios were modelled:

- the status quo, with the current building footprint and permissibilities
- four FSR scenarios: 1.5:1, 2.0:1, 2.5:1 and 3.0:1 with expanded permissibilities to include “office premises” and other business uses.

All redevelopment scenarios above the status quo included an increase of industrial floorspace of 1,250m<sup>2</sup>.

As costs, revenues and usage splits were unknown, the five scenarios were given a viability score, as shown in Table 4.

**Table 4: Options Report Viability Scores**

	Unviable
	Somewhat viable
	Viable

The Options Report showed that given flexibility around commercial floorspace, redevelopment of the site can be viable. However, redevelopment using the current planning controls would be unviable. Even with greater permissibilities, redevelopment is expected to be unviable at an FSR of 1.5:1. At an FSR of 2.0:1, redevelopment would be expected to be somewhat viable. At an FSR of 2.5:1 and 3.0:1, redevelopment of the site would be expected to be viable, with returns great enough to encourage a developer to redevelop the sites. This is shown in Table 5.

The current footprint was modelled as a base case scenario. The footprint is an industrial building with 2,250m<sup>2</sup> of gross floor area (GFA). Theoretically, it would be possible to get a GFA of 8,738m<sup>2</sup> under the current controls on the site. However, because of the site’s

attributes (including the storm water channel and shape of the block), full site coverage would not only be impossible but also not viable. As a result, a scenario of full site coverage at an FSR of 1:1, using the current controls was not modelled in the Options Report.

**Table 5: Viability of Options at Alternative FSR Scenarios**

FSR (x:1)	Site Area	GFA	Industrial GFA	Commercial GFA	NDA Industrial	NDA Commercial	Viability
<b>Current Footprint</b>	8,738	2,500	2,500	0	2,250	0	
<b>1.5</b>	8,738	13,425	3,889	9,536	3,500	8,583	
<b>2.0</b>	8,738	17,900	3,889	14,011	3,500	12,610	
<b>2.5</b>	8,738	22,375	3,889	18,486	3,500	16,638	
<b>3.0</b>	8,738	26,850	3,889	22,961	3,500	20,665	

The Options Report points out that it is very unlikely that the site could be redeveloped as industrial only, with demand for industrial-only space very low. It would be very risky for a developer to redevelop the site with only industrial uses, and with a small GFA, as they would be unlikely to attract buyers/tenants at a price that would get a return. Without the prospect of buyers/tenants, no developer will redevelop the site.

The Options Report found that the key to viably redeveloping the site was flexibility – in both uses and allowable floor space. A higher floor space and more uses would enable greater amenity for buyers/tenants, and would attract greater returns.

The Options Report also showed that it is possible to increase the amount of industrial floor space whilst maintaining viability. However, it is likely that the more floor space devoted to industrial uses, the lower the returns on both industrial and commercial space, due to aural and visual amenity.

The greater the density, the higher the potential employment facilitated by redevelopment of the site. Table 6 shows the potential jobs facilitated by redevelopment of the site, including under current controls and the current building footprint.

**Table 6: Potential Jobs Under Redevelopment Scenarios**

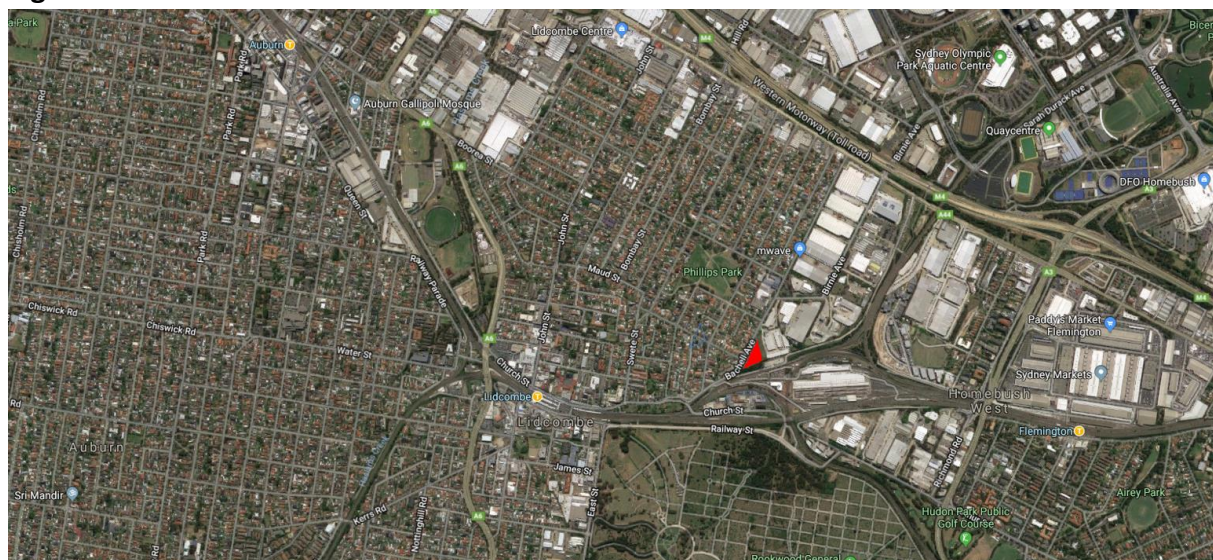
FSR (x:1)	Industrial Jobs (no.)	Commercial Jobs (no.)	Total Jobs (no.)
<b>1.0</b>	23	0	23
<b>1.5</b>	35	429	464
<b>2.0</b>	35	631	666
<b>2.5</b>	35	832	867
<b>3.0</b>	35	1,033	1,068

The best option, as demonstrated in the Options Report, would be for a new zone that allows “office premises” and other business and commercial uses, with a floor space ratio (FSR) of 3.0:1. This is estimated to have the best employment impact and be the most viable from a developer’s perspective. The second best option would be for the same permissible uses, with an FSR of 2.5:1. Viability and employment generation fall away dramatically at an FSR of 2.0:1, which is therefore not recommended.

## Local Population

The site at 2 Bachell Avenue is at the south-eastern-most part of the suburb of Lidcombe. Figure 4 shows the site (outlined in red) in the context of the suburb of Lidcombe and surrounds.

**Figure 4: Lidcombe and surrounds**



Source: Googlemaps

To the south and east of the site is the Flemington rail maintenance centre. To the west are detached dwelling houses and to the north is zoned IN1 General Industrial, with a mix of business park-style developments, factories, warehouses and supporting office space.

At the 2016 census, the suburb of Lidcombe had a population of 19,627 persons. There were 6,382 houses in the suburb. Adjoining Lidcombe, and in the same catchment, is the suburb of Berala, with 9,049 residents and 2,963 houses in the 2016 census. Table 7 outlines the catchment population of the proposed development.

**Table 7: Population statistics**

2016	Lidcombe	Berala
<b>People</b>	19,627	9,049
<b>Houses</b>	6,382	2,963
<b>People per Household</b>	3.2	3.2

Source: 2016 Census Community Profiles

## Socio-Economic Impact

### Labour Force

In the 2016 census, the combined labour force of Lidcombe and Berala was 14,168. Of those, 12,901 were employed and 1,269 were unemployed. The unemployment rate for the combined suburbs was 9.0 per cent. This compares with a statewide unemployment rate of 6.3 per cent and a national unemployment rate of 6.9 per cent on census night. Table 8 shows the summary of labour force statistics for the area.

**Table 8: Labour Force Summary, Lidcombe and Berala, NSW and Australia**

	Lidcombe/Berala	NSW	Australia
<b>Total employed</b>	12,901		
<b>Total unemployed</b>	1,269		
<b>Total labour force</b>	14,168		
<b>Unemployment Rate</b>	9.0	6.3	6.9

Source: 2016 Census Community Profiles

The unemployment rate in the area is 2.7 percentage points higher than the state average and 2.1 percentage point higher than the national average.

Of those who are employed, 24 per cent work in industries relevant to the proposal, including manufacturing, wholesale trade, accommodation and food services (the food services aspect, not accommodation), transport, postal and warehousing, and information media and telecommunications. If some retail trade is permitted (such as neighbourhood shops), this increases to 32.1 per cent of those employed. Table 9 shows the employment by industry for the combined suburbs of Lidcombe and Berala.

**Table 9: Employment by Industry, Lidcombe and Berala**

	<i><b>Total</b></i>	<i><b>%</b></i>
<b>Agriculture, Forestry and Fishing</b>	20	0.2%
<b>Mining</b>	15	0.2%
<b>Manufacturing</b>	466	5.8%
<b>Electricity, Gas, Water and Waste Services</b>	44	0.5%
<b>Construction</b>	578	7.2%
<b>Wholesale Trade</b>	329	4.1%
<b>Retail Trade</b>	651	8.1%
<b>Accommodation and Food Services</b>	562	7.0%
<b>Transport, Postal and Warehousing</b>	391	4.9%
<b>Information Media and Telecommunications</b>	178	2.2%
<b>Financial and Insurance Services</b>	556	6.9%
<b>Rental, Hiring and Real Estate Services</b>	125	1.6%
<b>Professional, Scientific and Technical Services</b>	760	9.5%
<b>Administrative and Support Services</b>	342	4.3%
<b>Public Administration and Safety</b>	378	4.7%
<b>Education and Training</b>	491	6.1%
<b>Health Care and Social Assistance</b>	1,227	15.3%
<b>Arts and Recreation Services</b>	78	1.0%
<b>Other Services</b>	310	3.9%
<b>Inadequately described/Not stated</b>	529	6.6%
<b>Total</b>	8,020	100.0%

Source: 2016 Census Community Profiles

Of those in the area who are employed, only 308 are able to get to their place of employment by walking, suggesting few employment opportunities for locals in the local area. Table 10 shows journey to work information for the area.

The site will be appropriate for digital technologies/media, advanced knowledge services and creative industries, as is called for in the Cumberland Employment and Innovation Lands Strategy.

**Table 10: Journey to Work, Lidcombe and Berala**

<i>Persons</i>	
<b>One method:</b>	
Train	3,373
Bus	128
Ferry	0
Tram (includes light rail)	5
Taxi	31
Car, as driver	5,993
Car, as passenger	669
Truck	74
Motorbike/scooter	28
Bicycle	44
Other	55
Walked only	308
<b>Total one method</b>	<b>10,712</b>
<b>Two methods:</b>	
<b>Train and:</b>	
Bus	510
Ferry	7
Tram (includes light rail)	19
Car, as driver	143
Car, as passenger	97
Other	28
<b>Total</b>	<b>807</b>
<b>Bus and:</b>	<b>0</b>
Ferry	0
Tram (includes light rail)	0
Car, as driver	6
Car, as passenger	3
Other	3
<b>Total</b>	<b>15</b>
<b>Other two methods</b>	<b>70</b>
<b>Total two methods</b>	<b>886</b>
<b>Three methods:</b>	
Train and two other methods	85
Bus and two other methods (excludes train)	0
Other three methods	3
<b>Total three methods</b>	<b>90</b>
<b>Worked at home</b>	<b>312</b>
<b>Did not go to work</b>	<b>751</b>
<b>Total</b>	<b>12,901</b>

Source: 2016 Census Community Profiles

It is unknown whether the final destination for the 6,662 who travel to work by car are travelling within the area for work, but it is unlikely. It is also unlikely that anyone who catches a train or bus is working in the local area. Therefore, more jobs locally could lead to more employment of local people, leading to fewer people in cars and on public transport.

The site currently has the potential to employ 23 people. The Economic Report for the site shows that the potential jobs impact rises from 23 for the status quo to 701 for the concept plan. Table 11 shows the breakdown of industrial, commercial and warehousing jobs that could potentially be provided on the proposed site.

**Table 11: Potential Jobs Under Redevelopment Scenarios**

	Ind Jobs/m <sup>2</sup>	Com/Retail Jobs/m <sup>2</sup>	Whse Jobs/m <sup>2</sup>	Ind (m <sup>2</sup> )	Com/ Retail (m <sup>2</sup> )	Whse (m <sup>2</sup> )	Ind Jobs (no.)	Com/ Retail Jobs (no.)	Whse Jobs	Total Jobs (no.)
<b>Current</b>	0.01	0.05	0.002	2,250	0		23	0		23
<b>Proposed</b>	0.01	0.05	0.002	7,374	12,336	5,173	74	617	10	701

It is clear that the Lidcombe-Berala area is disadvantaged, with high unemployment and high car dependency. Of those who are employed, many need to leave the local area to find work. The proposed development could bring more relevant jobs closer to the homes of Lidcombe and Berala.

Importantly, new industrial floorspace is rare in the area. The proposed development is likely to provide spaces for small businesses to establish, allowing them to be incubated. Local entrepreneurs would not have to leave their local area to establish their business, allowing them to spend more time with family and friends – rather than commuting.

## Social Impacts

### Identified Social Impacts

The main social impacts that would be likely to arise from the proposed redevelopment of the site at 2 Bachell Avenue include:

- Positive impacts
  - renewal of a rundown industrial site
  - new community facilities and services
  - new areas of open space
  - additional industrial employment floorspace
  - significant employment during construction and once complete and a large economic stimulus
  - flood mitigation
  - community integration and social cohesion
- Negative impacts:
  - noise impacts on existing residents
  - odour impacts on existing residents
  - traffic impacts for existing residents
  - property values

### Positive and negative impacts by stakeholder group

The assessment of impacts examines the potential for impacts on the main stakeholder groups affected by the proposal. These include:

- residents currently living in close proximity to Bachell Avenue, who may experience changes to their local area through this proposal
- residents of the area who would benefit from the increased employment opportunities
- residents of the wider area who may benefit from the new retail offerings
- Cumberland and Parramatta City Councils.

There are 48 detached dwelling houses on the western side of Bachell Avenue that will be directly impact on by the proposed development. Some of streets around the development will also be impacted.

### Potential Positive Social Impacts

#### *Renewal of a Run Down Industrial Site*

The proposal would transform and revitalise what is currently a largely disused industrial site into a mixed use industrial and commercial facility, with landscaped grounds, new areas of open space and an improved environment along the flood channel. This proposal would somewhat change the existing character of this local area in terms of its uses, visual appearance, activity levels and relationship to surrounding residential uses. It would extend and consolidate the industrial and commercial uses found on Bachell Avenue while also creating new, attractive and fit-for-purpose industrial, commercial and neighbourhood retail spaces to support the needs of the local and area population.

Commercial and industrial buildings proposed along Bachell Avenue would be up to three storeys in height. Set back from Bachell Avenue would be office and high-tech industrial

buildings with a height of up to seven storeys. A park would be constructed for community use in the south-west corner of the site.

The buildings would integrate into the community through landscaping, place-making and park embellishments, which will be outlined in more detail in the next stages of planning.

#### *New community facilities and services*

The proposed draft concept plan is expected to include:

- food and drink premises
- neighbourhood shops
- recreation facility (indoor)
- light industries
- industrial retail outlets
- hardware building suppliers
- high technology industry
- office premises and business premises
- digital technologies and creative industries
- warehouse and distribution
- storage facilities
- wholesale suppliers
- public open space

These represent new services in the local area and would serve the local population. It would make it easier for local people to obtain these services, including removing the need to travel.

#### *New areas of open space*

Parks promote healthier lifestyles, and encourage walking and cycling, although as shown previously, the area is particularly car-dependent. Although Phillips Park is around 300-500m walking distance from the site, there are few smaller neighbourhood-size parks in the local area. It is unlikely that workers on Bachell Avenue would take advantage of Phillips Park as it is more of a playing fields park than a place to have lunch and picnic. That said, there may be some opportunities for Council, along with the proponent, to promote Phillips Park as a playing field for lunch time activities, similar to the Domain in the Sydney CBD.

The proponent plans to include 500m<sup>2</sup> of public and private open space as part of the development (190m<sup>2</sup> of which will be public open space). This will increase residents' amenity, while also providing those who work at and visit the site with the opportunity to undertake outdoor recreation during the day.

In addition to the fully-accessible public open space (where none has existed in the past), the proponent is also proposing to provide open space on the first level of the building fronting Bachell Avenue. The purpose of this space is to be publicly available, serving the retail units fronting Bachell Avenue. While it is unknown at this stage if this space will be accessible 24 hours a day, it will be north-facing, providing good solar access for its users.

### *Additional industrial floorspace*

As outlined in the Options Report, the ELS for Auburn forecasts a reduction in industrial floor space demand in Auburn LGA of approximately 204,400m<sup>2</sup> over the period to 2031. Despite this, the ELS projects that Lidcombe East will experience an additional demand for employment floor space by 2031.

More than half of this additional floor space is based on more intensive commercial and retail employment uses being located within the precincts. However, this is difficult to fulfil as “office premises” and “retail premises” are currently prohibited in the current zoning (although neighbourhood shops, restaurants and cafes are permissible with consent).

As there is no vacant land in the precinct, the increase in floor space envisaged by the ELS can only be fulfilled through redevelopment of sites or changes to planning controls that permit additional uses. Relevant to the proposed development, the ELS states that Lidcombe East has, “Large lots, enabling potential subdivision or densification in the future.”

### *Flood mitigation*

A culvert runs through the part of the site, becoming an open drain in the northern portion of the site, where it continues north-west into the residential area. As a result, a flood risk currently exists to approximately 10 houses.

Flood modelling was undertaken by Royal HaskoningDHV. Modelling shows that the proposed development would actually alleviate the flood risk that is current faced by existing residents.

In addition to there being no flooding on-site under the developed conditions scenario, modelling indicates flooding of approximately 10 residential properties immediately downstream of the site (between Bachell Avenue and Brenda Avenue) has been alleviated. This is due to flow through the site being contained.

Furthermore, at most locations the proposed development lowers flow rates slightly. The exception is at the crest of Bachell Avenue at the downstream end of the site where flow is removed completely as it is now contained within the site.

### *Community integration and social cohesion*

The proposal has a mixture of:

- privatised public space, most likely consisting of food courts, cafes and the like within the ground floor retail areas
- public spaces, consisting of the roads and footpaths and a small park.

At the moment, there is no public open space available on the site. Social cohesion would be enhanced by the provision of public spaces, and where those public spaces provide opportunities for a range of groups and users. In addition, the “privatised” public space will provide opportunities for local residents, workers and visitors to meet, relax and recreate.

### **Potential Negative Social Impacts**

As well as the clear benefits outlined above, the proposal has the potential to create a relatively small number of adverse social and economic impacts. Social impacts that could arise as a result of the proposal are described below.

#### *Noise impacts from operation*

The potential for noise disturbance to current residents from operations of the site, once active is an important social risk

Noise would be generated by the following:

- vehicles visiting the site for work or to shop
- commercial vehicles accessing warehousing facilities
- operations of industrial businesses.

It is unlikely that the site will operate as a 24 hour facility, although it is likely that it will generate more noise on the weekend than the site in its current configuration does.

While it is acknowledged that good design and noise treatments will limit impacts for existing residents, there could nevertheless be some impacts of these treatments on the quality of life for residents within some dwellings. Detailed design will confirm the placement of buildings, internal access roads, loading facilities, etc, to mitigate noise impacts. In addition, the proposed scheme places all parking and loading/unloading facilities behind the main building line, utilising the buildings that front Bachell Avenue as a noise buffer. Furthermore, these buildings will provide a buffer from the rail noise for local residents.

#### *Odour impacts*

There is some potential for the site to be utilised by small scale brewers, distillers and coffee roasters, as well as creative industries such as bespoke furniture manufacturers and some high-tech manufacturing. There is the potential that these uses could create some air pollution in the form of unpleasant odours. The design and placement of buildings on the site will limit these impacts.

#### *Traffic impacts*

The proposed development will generate more traffic than the current site does. This will impact negatively on the local residents.

The peak traffic volume generated by the development is 217 vehicles per hour in the AM peak hour and 312 vehicles per hour in the PM peak hour.

Modelling was carried out to assess the performance of the following intersections as a result of the development:

- Church Street/Railway Street
- Arthur Street/Railway Street
- Swete Street/Church Street
- Church Street/Railway Street Bridge
- Bachell Avenue/Church Street.

The Church Street/Railway Street is operating at Level of Service F in both peak hours. The other 4 intersections will continue to provide a satisfactory Level of Service with spare capacity. To mitigate the effect of increased traffic on the Church Street/Railway Street intersection, it is recommended that a possible left turn slip lane from Railway Street west to Church Street be investigated and if feasible, a preliminary design and costing be prepared.

The car parking requirement to comply with the Auburn Council DCP 2010 is approximately 462 spaces. The concept plans show 49 spaces at ground level and 28 spaces at Level 1 but a parking layout has not been prepared for Basements 1 and 2, which should contain the remaining required spaces. As a result, the development will not create the need for on-road parking.

#### *Impact on Property Values*

The site is currently fairly run-down, which may be currently impacting on property values. During construction, it is likely that some negative impact will be felt by houses in the immediate area. However, some potential buyers may find the proposed development to be a positive. It is therefore likely that, after an initial small impact, there will be no net negative impact on property values as a result of the development.

That said, property values may be adversely impacted in locations where the traffic impact results in higher traffic at distances too far to increase the amenity of residents.

#### *Construction impacts*

Following a rezoning, construction of the proposed development would be expected to create socio-economic impacts, such as noise, dust and vibration, heavy vehicle movements and possibly changes to local access and traffic delays. The size and location of the site would limit the potential for any temporary inconvenience for residents living adjacent to the site.

Construction is likely to be undertaken over a period of 18 months. Commencement and completion dates will be subject to Council consent and market conditions.

Construction noise will likely adversely affect shift workers, households with small children and elderly residents in the immediate vicinity who may try to sleep during the day.

## Conclusion

The site is a run down factory, constructed in 1972. The proposal would replace this factory with a modern commercial and industrial development that would integrate with surrounding uses.

The proposed development is consistent with Council's employment strategies.

The Lidcombe and Berala population of a little under 30,000 residents would be impacted upon by the proposed development. There are 48 houses in Bachell Avenue itself that would be impacted upon directly.

The proposed development is likely to have both positive and negative social impacts.

On the positive side, the proposed development is likely to:

- increase employment opportunities in the local area
- provide jobs that are relevant to the local population, enabling people to work closer to home
- provide new community facilities and services
- provide new open space
- provide flood mitigation of the open drain
- improve community integration and social cohesion.

On the negative side, the proposed development is likely to:

- have noise impacts for existing local residents
- have odour impacts for existing local residents
- have traffic impacts for existing local residents
- have a slight impact on property values for existing local residents.

Most of the negative impacts can be mitigated by careful design at the detailed design stage.

The proposed development is likely to have few negative social impacts. It is likely that the positive impacts will outweigh the negative impacts, notwithstanding that immediate existing residents may be more impacted upon than those further from the site.

## APPENDIX A - SIC SCOPING REVIEW PRO-FORMA

### Instructions for completing this form

Applicants of developments where social impact assessment is required must complete this form.

The completed form should either be submitted to Council prior to the pre-DA meeting (where a pre-DA meeting has been requested) or submitted with the development application (unless it has been determined that a CSIA report is required and is submitted with the development application instead).

SOCIAL IMPACT COMMENT INITIAL ASSESSMENT FORM			
Applicant's Details:		Owner's Details (if different to applicant):	
Name		Name	
As per Planning Proposal		As per Planning Proposal	
Postal Address		Postal Address	
As per Planning Proposal		As per Planning Proposal	
Email		Email	
As per Planning Proposal		As per Planning Proposal	
Phone	Mobile	Phone	Mobile
As per Planning Proposal		As per Planning Proposal	
Proposed details:			
Lot number and Registered plan number			
As per Planning Proposal			
Site Address			
2 Bachell Avenue, Lidcombe			
Brief description of development proposal			
See above.			

1. Population change			
Will the development result in significant change/s to the local area's population (either permanently and/or temporarily)?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	If yes, briefly describe the impacts below	Describe your proposed mitigations (of negative impacts) or enhancements (of positive impacts) below
<b>Explanation:</b> Changes to the size, structure and capacity of the population can have significant implications for the provision and adequacy of community facilities, services, community cohesion and/or social sustainability			

2. Housing			
Will the proposal improve or reduce the quantity, quality, mix, accessibility and/or affordability of housing?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	If yes, briefly describe the impacts below	Describe your proposed mitigations (of negative impacts) or enhancements (of positive impacts) below
<b>Explanation:</b> A mix of housing types, sizes and costs is necessary for social diversity (in terms of ages, family life cycles, incomes, cultural backgrounds) and social inclusiveness. Retention/expansion of affordable housing is necessary for social equity and to avoid displacement of low-income persons and families			

3. Mobility and Access			
Will the development improve or reduce physical access to and from places, spaces and transport?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If yes, briefly describe the impacts below	Describe your proposed mitigations (of negative impacts) or enhancements (of positive impacts) below
<b>Explanation:</b> 'Access for all' is an essential component of a fair and equitable society. Additionally, accessible developments foster inclusive communities, maximise access to public transport, pedestrian and cycle networks and provide convenient and continuous paths of travel (thereby promoting healthy, sustainable lifestyles)		The proposed development will meet modern building codes for accessibility.	Detailed design will confirm the accessibility of the buildings.

4. Community & Recreation Facilities/Services			
Will the development increase, decrease or change the demand/need for community, cultural and recreation services and facilities?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	If yes, briefly describe the impacts below	Describe your proposed mitigations (of negative impacts) or enhancements (of positive impacts) below
<b>Explanation:</b> Access to diverse and adequate community and recreation services and facilities is necessary for physical and mental health, well-being, personal productivity, social cohesion and social sustainability			

5. Cultural Values/Benefits			
Will the development strengthen or threaten cultural or community values and beliefs?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	If yes, briefly describe the impacts below	Describe your proposed mitigations (of negative impacts) or enhancements (of positive impacts) below
<b>Explanation:</b> Cultural values include places, items or qualities of cultural or community significance or importance. They provide significant meanings and reference points for individuals and groups. The celebration and protection of cultural values is a key element in building strong and resilient communities.			

6. Community Identity & Connectedness			
Will the development strengthen or threaten social cohesion and integration within and between communities?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If yes, briefly describe the impacts below	Describe your proposed mitigations (of negative impacts) or enhancements (of positive impacts) below
<b>Explanation:</b> Social cohesion and integration require, in part, places and spaces for informal and safe social interaction. Developments can increase or decrease these interaction opportunities through their provision (or otherwise) of safe and connected pathways and linkages and attractive gathering places (parks, squares, civic spaces, streets)		<p>The area currently has few amenities, such as shops, cafes and public open space.</p> <p>Social cohesion will be enhanced through new amenities provided on the site, such as new neighbourhood retailing and services and provision of public open space. In addition, increased local employment opportunities will increase social cohesion. The current site is a run-down factory that would be replaced if this proposal is built.</p> <p>Council has stated in its letter to the proponent of 2 August 2018 that it, "... may look to limit 'retail uses' to ensure no adverse impact on Lidcombe Town Centre."</p>	<p>The proposed development would include both private (food courts, cafes, etc) and public open space. This will allow people to meet and recreate close to home.</p> <p>The proposed redevelopment of the site should ensure a scale of retail uses that is viable, supports employment on the site and within the precinct, and provides uses of a scale that offers convenience to the local neighbourhood.</p>

7. Health & Wellbeing			
Will the development strengthen or threaten opportunities for healthy lifestyles, healthy pursuits, physical activity & other forms of leisure activity?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If yes, briefly describe the impacts below	Describe your proposed mitigations (of negative impacts) or enhancements (of positive impacts) below
<b>Explanation:</b> Developments can increase or decrease opportunities for healthy lifestyles through increasing or decreasing the livability of places (in terms of safety, noise, dust, aesthetics) or increasing or decreasing opportunities for: <ul style="list-style-type: none"> <li>walking, cycling, play and other physical activity;</li> <li>healthy food choices;</li> <li>drinking, gambling and smoking.</li> </ul>		<p>The proposed development may have an impact on the area in terms of increased noise, increase odours, increased traffic.</p> <p>The proposed development includes the provision of public open space that is only available up to 500m away at Phillips Park. This would increase opportunities for walking, cycling, play and other physical activities.</p>	<p>A construction management plan will be established for the duration of the demolition and construction phases.</p> <p>Detailed design will confirm the placement of buildings, internal access roads, loading facilities, etc, to mitigate noise and odour impacts, however the proposed scheme places car parking and loading/unloading facilities behind the building line, creating a noise buffer.</p>

8. Crime & Safety			
Will the development increase or reduce public safety and opportunities for crime (perceived and/or actual)?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If yes, briefly describe the impacts below	Describe your proposed mitigations (of negative impacts) or enhancements (of positive impacts) below
<p><b>Explanation:</b> Developments can increase or decrease safety (perceived and actual) (e.g. through generating increased traffic, providing venues that may attract unruly behaviour). This can diminish social cohesion and integration – but can be mitigated by appropriate design (CPTED), traffic controls and management</p>		<p>The site is currently a run down factory that attracts graffiti and other antisocial behaviour.</p> <p>A redeveloped site would increase passive surveillance and reduce antisocial behaviour.</p>	<p>Detailed design will confirm the placement of buildings, internal access roads, loading facilities, etc, to ensure passive surveillance of the site and negate antisocial behaviour impacts.</p>

9. Local Economy & Employment			
Will the development increase or reduce the quantity and/or diversity of local employment opportunities (temporary and/or permanent)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	If yes, briefly describe the impacts below	Describe your proposed mitigations (of negative impacts) or enhancements (of positive impacts) below
<p><b>Explanation:</b> Unemployment and low income are associated with poor health and reduced social inclusiveness and resilience. Accessible and diverse local jobs (suited to the capacities of local populations) reduce the risk of unemployment (and the associated poorer health and social sustainability outcomes).</p>		<p>Lidcombe and Berala are areas of high unemployment. The proposed development would increase the job potential of the area by over 500 full-time equivalent jobs.</p> <p>The proposal would increase the number of cultural, technological and media jobs in the area, with the likelihood that this will encourage some in the local area to establish businesses.</p> <p>Over one-third of the employed labour force work in jobs relevant to the proposal allowing those who wish to, to have a job closer to home.</p>	<p>Detailed design will confirm the employment impact of the proposal.</p>

## 10. Needs of Population Groups

<p><b>Will the development increase or decrease inclusive opportunities (social, cultural, recreational, employment, governance) for groups in the community with special needs?</b></p>	<p>Yes <input checked="" type="checkbox"/></p> <p>No <input type="checkbox"/></p>	<p><b>If yes, briefly describe the impacts below</b></p>	<p><b>Describe your proposed mitigations (of negative impacts) or enhancements (of positive impacts) below</b></p>
<p><i><b>Explanation:</b> Council has an Access and Equity Policy which promotes access to life opportunities (e.g. jobs, education, full participation in the cultural life of the community) and inclusiveness for all (including those with special needs – youth, aged, CALD, Aboriginals, people with disabilities, children, women etc). Developments can increase inclusiveness through the provision of culturally-appropriate facility design and programs and the avoidance of communication barriers.</i></p>		<p>The proposed development has the potential to enhance opportunities for those with special needs. For example,</p> <ul style="list-style-type: none"> <li>the site will be fully accessible</li> <li>the site could provide space for employment of those with special needs</li> <li>as the site will consist of a variety of tenancy types, sizes and purposes, it is possible that culture-based retail and manufacturing could take place</li> <li>as the site will have an opportunity to act as a business incubator, those from diverse cultural and physical backgrounds will have the opportunity to create businesses to serve their communities</li> </ul>	<p>The commercial, industrial and retail offerings will be designed to ensure inclusivity.</p>

## About PPM Consulting

PPM Consulting is a highly experienced and skilled economics and government relations consultancy.

PPM Consulting brings strong analytical abilities, and is able to help clients by putting analysis into broader contexts, assessing risk and building a case for change. We have a keen understanding of the policy environment and the consequences of change and have shown an advanced level of ability in delivering results.

PPM Consulting consults to a wide range of industries, including the property development, retail and gaming sectors.

PPM Consulting brings a wealth of experience, including staff with experience in:

- designing, implementing and analysing economic impact assessments and cost-benefit analysis
- providing economic advice
- leading industry campaigns
- advocating on behalf of clients to state and Commonwealth government on various issues
- developing policy for the benefit of industries, companies and consortia
- writing and contributing to media releases and campaigns
- designing, implementing, analysing and reporting the results of surveys
- providing strategic advice for conferences and events.

PPM Consulting can manage complex major projects, ensuring delivery within budget and timeframes. PPM Consulting prides itself on its ability to work with clients to get the best results possible.

The Director and Principal, Martin Musgrave, holds an honours degree in economics with 20 years of experience in government across a wide range of sectors in a number of jurisdictions. Martin is a highly experienced public policy professional, specialising in economic analysis, policy development and leadership, advocacy, and government relations. He is considered a highly skilled economist and policy professional who always acts with integrity.

Martin Musgrave has been a valued senior contributor in the following organisations:

- the Department of Planning and Environment
- the Urban Development Institute of Australia (National and Victorian Division)
- the Property Council of Australia (Residential Development Council)
- the Large Format Retail Association
- the Department of Premier and Cabinet (Victoria)
- the Department of the Prime Minister and Cabinet
- the Roads and Traffic Authority (NSW) (now known as RMS)
- the Hunter Valley Research Foundation (now known as the Hunter Research Foundation)

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