



# SOCIAL AND ECONOMIC IMPACT ASSESSMENT

23 Kiora Road, Miranda

14/12/23

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# Contents

1	Introduction.....	6
1.1	The site.....	7
1.2	Social Impact Assessment .....	9
1.2.1	Social Impact Principles.....	9
1.2.2	Social Impact Categories .....	10
1.2.3	Economic Impact Categories.....	10
1.3	Methodology .....	11
2	Council policy.....	12
2.1	Development Control Plan 2015 - Chapter 41 - Social Impact (DCP 2015).....	12
2.2	Economic Strategy.....	14
2.3	The Sutherland Community Venues Strategy 2022-2023.....	15
2.3.1	Community venue principles .....	15
2.3.2	Planning for growth and change .....	16
2.3.3	Findings .....	16
2.3.4	Community engagement findings on community venues.....	17
2.4	Community Development Strategy 2020.....	18
2.4.1	Community services influences.....	19
2.4.2	Challenges .....	19
2.4.3	Opportunities .....	19
2.5	Housing Strategy 2020 .....	20
2.5.1	Housing objectives.....	20
2.5.2	Housing in major centres .....	21
3	Existing Situation .....	23
3.1	Social baseline.....	23
3.1.1	Site location.....	23
3.1.2	Current uses and services on site .....	23
3.1.3	Community Profile .....	28
3.1.4	Crime and safety.....	42
4	The Proposal.....	44
4.1	Planning proposal overview .....	44
4.2	Community facility space .....	45
4.3	Housing.....	47
4.4	Future Resident Profile.....	48
4.4.1	Market housing.....	48

4.4.2	Affordable housing residents.....	49
4.5	On site management and service provision .....	49
4.5.1	Site based employment and volunteering .....	49
5	Identification of Social Impacts.....	52
5.1.1	Discussion of impacts .....	52
5.1.2	Direct and indirect social impact.....	52
5.2	Health and wellbeing impacts .....	53
5.2.1	Quality of Life .....	54
5.3	Access to facilities, amenities and services impacts.....	55
5.3.1	Service continuity .....	56
5.3.2	Participation and inclusion.....	57
5.3.3	Access and mobility .....	57
5.3.4	Transportation.....	57
5.4	Cultural cohesion and identity .....	58
5.4.1	Culture and community values .....	58
5.5	Safety and security .....	59
5.6	Socio-economic outcomes.....	60
5.6.1	Employment impacts.....	60
5.6.2	Monetized social value impact.....	61
5.6.3	Housing.....	64
5.7	Other .....	65
5.7.1	Amenity .....	65
5.7.2	Risk perception .....	65
6	Assessment of Significance.....	66
6.1	Likelihood.....	66
6.2	Magnitude .....	66
6.3	Social impact significance .....	67
6.4	Key Social Impacts.....	70
6.4.1	Community impacts.....	70
6.4.2	Economic impacts.....	72
6.4.3	Amenity .....	72
7	Monitoring and Evaluation.....	74
7.1.1	Measurement of outcomes.....	75
8	Conclusion .....	76

## Tables

Table 1: Age .....	29
Table 2: Ancestry and Birthplace .....	30
Table 3: Language .....	31
Table 4: Education .....	32
Table 5: Income and Work .....	33
Table 6: Housing affordability .....	35
Table 7: Landlord type .....	36
Table 8: Household composition .....	37
Table 9: Dwelling type and tenure .....	38
Table 10: Health .....	39
Table 11: Additional health data .....	40
Table 12: Vehicles and Transport .....	41
Table 13: Current and proposed community floor space .....	45
Table 14: Monetised social value estimate of Salvation Army Sutherland Shire operations 2023 .....	61
Table 15: Monetised social value estimate of Salvation Army Sutherland Shire operations for enhanced facilities .....	63
Table 16: Defining likelihood for social impacts .....	66
Table 17: Dimensions of social impact magnitude .....	66
Table 18: Defining magnitude levels for social impacts .....	67
Table 19: Social impact significance matrix .....	67
Table 20: Assessment of significance .....	68
Table 21: Health and wellbeing .....	70
Table 22: Access to services and facilities .....	70
Table 23: Cohesion and cultural identity .....	71
Table 24: Housing .....	71
Table 25: Safety and security .....	71
Table 26: Livelihood .....	72
Table 27: Amenity .....	72
Table 28: Social Impact Management Plan Framework .....	74



# 1 Introduction

The Salvation Army and Formus Property Pty Ltd require both a Social Impact Assessment (SIA) and an Economic Impact Assessment to be undertaken to inform a Planning Proposal for the redevelopment of the Salvation Army site at 23 Kiora Road, Miranda. This report combines both assessments in a Socio-Economic Impact Assessment (SEIA). The integration of both pieces of work under a single report recognises the inter-relationship between social and economic impacts for this type of project.

The social impact component of the work has been prepared with consideration of Sutherland Shire Council's *Development Control Plan (DCP) Chapter 41 on Social Impact* and the NSW Department of Planning and Environment's (DPE) *Local Environment Plan Making Guideline* (August 2023) and DPE's *Social Impact Assessment Guideline: State Significant Projects* (November 2021). The economic assessment component is based on recognised impact assessment process and aligns with Council's most recent Economic Development Strategy. For this project, the economic impact assessment focuses on the direct employment and local economic benefits and the subsequent identification of mitigation and management measures.

The SEIA includes:

- Development of a social baseline and analysis of existing conditions, including the relevant policy context
- Identification of potential social and economic issues associated with the site's development from planning and construction through to operation
- Documentation of community and stakeholder engagement undertaken for general engagement purposes and to inform the socio-economic assessment
- An assessment of those social and economic issues that are likely to be of most significance in terms of likelihood of occurrence and magnitude of impact
- Identification of mitigation and management measures
- Preparation of a SEIA Report to inform and accompany the Planning Proposal.

## 1.1 The site

The site is located at 23 Kiora Road and 2-6 Willock Avenue, Miranda, within the Sutherland Shire Local Government Area (LGA). The site sits within the Miranda Town Centre, one of two strategic centres in the Sutherland Shire. The site includes four lots under single ownership, and is legally described as follows:

- Lot 2 DP359422 – 23 Kiora Road
- Lot 3 DP21777 – 2 Willock Avenue
- Lot 4 DP21777 – 4 Willock Avenue
- Lot 5 DP21777 – 6 Willock Avenue.

The site currently includes two main buildings. The main building is situated at 23 Kiora Road and includes the Salvation Army's existing community centre and car parking area. The second building is a detached residential dwelling on Willock Avenue, which is now used for on-site administration and counselling by the Salvation Army. Grassed lawns occupy the front and rear setbacks of this lot (6 Willock Avenue), as well as interspersed trees and other vegetation. The site has multiple vehicular access points.

Figure 1: Site Aeria



Source: NearMaps, edits by Ethos Urban

The site is on a prominent corner close to key retail and social hubs of Westfield Miranda and the Kingsway. 23 Kiora Road sits within mid-rise apartment buildings on what may be considered the edge of the Miranda Centre. Directly across the road on Willock Avenue is the Miranda Police Station. The Salvation Army owns four adjacent sites at 23 Kiora Road, from which it currently delivers a range of community and faith-based services, programs and activities.



It is noted that there is a Catholic Primary School located nearby to the site on the opposite side of Kiora Road. Schools would generally be considered as 'sensitive receptors' where any possible impacts from a nearby project would need to be a key part of social impact considerations.

Figure 2: Main community building from Kiora Road



Figure 3: Former residential dwelling on Willock Avenue



Photos: ATX Consulting



## 1.2 Social Impact Assessment

The social impact component of the work has been prepared to address Sutherland Shire Council's *Development Control Plan 15* (DCP 15) Chapter 41 on Social Impact. The NSW Department of Planning and Environment's *Social Impact Assessment Guideline: State Significant Projects* (November, 2021) [referred to from now as the *DPE SIA Guideline*] has also been considered.

The *DPE SIA Guideline* defines social impacts as "the consequences that people experience when a new project brings change". For the purposes of SIA, the *Guideline* states that "people are classed as individuals, households, groups, communities or organisations". The *DPE SIA Guideline* continues by describing the aim of social impact assessment (SIA) as being "to identify, predict and evaluate likely social impacts arising from a project and propose responses to the predicted impacts".

### 1.2.1 Social Impact Principles

The *DPE SIA Guideline* identifies a number of principles to guide the conduct of a SIA. Many of these are directly related to a key purpose of SIA which the *Guideline* describes as "to promote the social and economic welfare of the community and facilitate ecologically sustainable development". These principles include: distributive equity, inclusion, impartial, cultural responsiveness, etc.

Another important principle to consider in projects like 23 Kiora Road is proportionality. The *DPE SIA Guideline* defines this principle as ensuring "the scope and scale of the SIA corresponds to the scope and scale of the likely social impacts". While not an insignificant mixed residential development project, 23 Kiora Road requires the appropriate application of the *DPE SIA Guideline* as it is neither a State Significant Development (for which the *Guideline* is expressly written) nor a high impact project such as major transport infrastructure, a dam, nor other similar uses that are likely to generate high levels of social impact.

Given this, Council's *DCP 2015* Chapter 41 on Social Impact is used as the key guiding document and the *DPE SIA Guideline* is used as an additional reference where required. The general principles and key methodological steps identified in Council's *DCP 15* and the *DPE SIA Guideline* are fundamentally similar.

One of the objectives in *DCP 2015* Chapter 41, is stated as 'to capitalise on the potential for positive social impacts of new development on the existing environment and local communities'. This balances the usual objective of social impact assessment, expressed in the DCP as 'avoiding, mitigating or offsetting the predicted negative social impacts of new development'.

### 1.2.2 Social Impact Categories

SIA assesses projects from the perspective of people to determine potential effects on individuals, households, groups, communities and organisations. Council's *DCP 2015* states that social impacts should be considered with respect to:

- The ways in which individuals or communities might be affected by new development in respect of:
  - Health and wellbeing
  - Access to facilities, amenities and services (including transport, health, education, retail etc)
  - Cultural cohesion, identity, safety and security
  - Socio-economic outcomes
  - Equitable, inclusive and sustainable opportunities in relation to the above.

### 1.2.3 Economic Impact Categories

Council's *DCP 2015* refers to 'economic advantage' as a head of consideration. This is defined in the *DCP* as:

Opportunities for sustainable employment and other forms of economic advantage to enhance community wealth, innovation, and prosperity.

Sutherland Council's *Economic Strategy* (2018) proposes a broad-based approach to economic development. This highlights the over-arching purpose of local economic development as being to build up the economic capacity of the local area in order to improve the LGA's economic future and enhance the quality of life of Sutherland residents. This will be achieved through supporting a diverse, resilient, and self-sustaining business community, supported by a skilled workforce contributing to growing the local economy.

The *Economic Strategy* was produced with a range of local stakeholders including Sutherland Shire Councillors, the Economic Development and Tourism sub-committee, business chambers and local businesses. Consequently, these are some of the key stakeholders in furthering the ambitions of promoting opportunities for sustainable employment and community wealth creation in the LGA. Further socio-economic impact subcategories will be discussed below in the section on scoping and identification of impacts (section 5). For more information on Sutherland Council's *Economic Strategy*, see section 2.2 below.

## 1.3 Methodology

The process for preparation of this SEIA has included:

- Review of relevant planning and design documents related to the proposal including concept designs, functional area allocations and site configuration
- A review of relevant Council planning documents including *DCP 2015* Chapter 41 on Social Impact, the *Community Venues Strategy*, *Community Development Strategy* and *Economic Development Strategy* and other relevant policy documents and strategies
- A site visit to the property as well as surrounding areas
- An analysis of relevant Census and other demographic and socio-economic data
- Communication with Sutherland Shire Council staff in social planning and community services
- Meetings with the Salvation Army to discuss the likely characteristics of the future site including the proposed community facilities and services and affordable housing components
- Meetings with the Salvation Army and the design team to discuss how potential social impacts can be addressed in the project's evolving design
- Identification of relevant social and economic impacts
- Assessment of significance of social and economic impacts
- Development of mitigation and management strategies including the ongoing facility management and operations role as well as a potential role as Community Housing Provider
- Preparation of a draft and final SEIA Report.



## 2 Council policy

Other studies prepared to inform the Planning Proposal have reviewed a range of Council and other policy documents including the full suite of planning policies. The SEIA review of documents is focused on policy that is directly relevant to social and economic impact.

### 2.1 Development Control Plan 2015 – Chapter 41 – Social Impact (DCP 2015)

As noted, *DCP 2015* defines social impact as including health and wellbeing; access to facilities and services; cohesion, identity, safety and security; socio-economic outcomes; and equitable, inclusive and sustainable opportunities.

*DCP 2015* also refers to a range of development types and then identifies various 'heads of consideration' that should be included in a 'social impact evaluation'. The 'residential' development type includes sub-categories for residential flat buildings of more than 50 dwellings, affordable housing, adaptable and accessible housing, and mixed use residential. The 'urban development' development type includes the sub-category of 'planning proposals that seek complex rezoning'. While it is not clear what constitutes 'complex rezoning' and whether the planning proposal for 23 Kiora Road would be classified as such, this category will be considered in this social and economic impact assessment to ensure comprehensiveness.

Based on the above requirements of *DCP 2015*, the heads of consideration to be considered in this social and economic impact assessment are shown in the following table.

Table 1: Sutherland DCP 2015 Social Impact Heads of Consideration

Consideration	Matters to be addressed
Anti-social behaviour and crime prevention	The proposal seeks to reduce or avoid opportunities for criminal activity and/or anti-social behaviour through the adoption of relevant CPTED principles
Access and mobility	The proposal provides reasonable accessibility and reflects mobility considerations within and around the development, including integration with adjoining environments
Culture and community values	The proposal reflects mainstream culture and community values and provides opportunities to integrate and promote acceptance of minority cultures and values
Economic advantage	The proposal provides opportunities for sustainable employment and other forms of economic advantage to enhance community wealth, innovation and prosperity
Housing mix	The proposal reflects awareness of population and demographic influences and contributes to a mix of housing styles and levels of affordability without reducing the existing stock of low-moderate rental housing
Quality of life	The proposal enhances community health and amenity through increased opportunities for recreation, relaxation, physical activity, worship and/or improved safety and security
Participation and inclusion	The proposal enhances opportunities for people to participate and interact in community life and seeks to reduce social severance and disadvantage
Contribution to the existing environment	The proposal reflects the existing character of the local environment, including indigenous sacred sites and heritage sites, and provides opportunities for sustainable enhancement
Safety and security	The proposal seeks to improve safety and security in the public domain through the adoption of relevant CPTED principles
Transportation	The proposal encourages the use of public and active transport options as a means by which to reduce private vehicle dependence
Community risk perception	The proposal acknowledges community perception of risk to social, environmental and/or economic outcomes and demonstrates how risks will be avoided, mitigated or offset

These heads of consideration will be directly addressed in this SEIA.

## 2.2 Economic Strategy

Sutherland Shire Council published its latest *Economic Strategy* in December 2018. This strategy was designed to inform all relevant areas of the Council's policies including planning and development. As a key informing strategy under the Council's Integrated Planning and Reporting Framework, the *Economic Strategy* is directly aligned to Sutherland's *Community Strategic Plan*.

The strategy was prepared by Council, in collaboration with a broad range of stakeholders including councillors, the Economic Development and Tourism sub-committee, business chambers and local businesses.

The *Economic Strategy* (2018) outlines the key economic outcomes and related objectives which will contribute to enhancing the vibrancy, liveability, economic diversity and sustainability of the Sutherland Shire. These are:

- Outcome 1 – Provide a prosperous community with a fulfilling work/life balance
- Objective 1 – Increase the number of local jobs by 10,000 FTE (total 87,937 jobs) by 2030
- Outcome 2 – A diverse, resilient and self-sustaining business community providing a prosperous and fulfilling lifestyle
- Objective 2 – Increase Sutherland Shire's business output (turnover) by 15% by 2030
- Outcome 3 – A skilled workforce contributing to the needs of the local economy
- Objective 3 – Increase the number of Sutherland Shire residents holding employment qualifications to 75% by 2030
- Outcome 4 – Increased size and value of tourism's contribution to the Sutherland Shire economy
- Objective 4 – Increase the average tourism spend in the Sutherland Shire by 20% (\$46m) by 2030.

These outcomes are reflected in the Sutherland DCP 2015 Social Impact Heads of Consideration relating to economic advantage, participation and inclusion, and quality of life. The Economic Strategy's objectives will be referred to where relevant in the assessment and mitigation of impacts.

Of note is that the *Economic Strategy* adopts with World Bank's (2016) definition of local economic development which is an inclusive and quality of life approach:

The purpose of local economic development is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation.

The outcomes of the *Economic Strategy* will be achieved through supporting a diverse, resilient and self-sustaining business community with a focus on tourism, supported by a skilled workforce contributing to growing the local economy. The majority of strategic actions are to be initiated by Council alongside a range of agencies – state government agencies, not for profits, and the local business community all having a part to play. The activities are detailed in Council's four year Delivery Program and annual Operational Plans.



## 2.3 The Sutherland Community Venues Strategy 2022-2023

The *Community Venues Strategy* describes community venues as:

Places where people can come together for social gatherings, meetings, functions and celebrations, specialised activities, educational classes and delivery of social programs.

The *Strategy* adds that community venues:

Support our community's needs and lifestyles, now and into the future, by contributing to enhancing the liveability, inclusivity, collective resilience and wellbeing of the Sutherland Shire.

These definitions and descriptions are important as they provide direct guidance for the planning of the community spaces proposed for the 23 Kiora Road site.

### 2.3.1 Community venue principles

Figure 4: Community venue principles



## 2.3.2 Planning for growth and change

The *Community Venues Strategy* identifies the following trends and changes that will impact the provision of community venues across the Sutherland shire.

Figure 5: Trends



While the principles and trends identified above are primarily focussed on the community venues or facilities that Council owns, they do provide some clear guidance for community sector providers, such as the Salvation Army. They provide direction on what is considered to be a high quality and sustainable form of community space provision in the Sutherland Shire that can effectively address the likely demographic and other changes forecast for the area.

## 2.3.3 Findings

The Community Venues Strategy found that:

- Current floorspace for community venues is largely fragmented across small, ageing and single purpose venues/facilities
- Council has 23 venues that are considered local facilities. Of those, only one is above 400 square metres which is considered to be an industry minimum standard
- Council owns 11 venues that are considered district level facilities. Of those, 3 of the 11 are above 800 square metres which is considered to be an industry standard for district facilities
- If no new community facility floorspace is provided in the Miranda catchment area, it is projected that there will be a deficit of 5,274 square metres of space by 2036

- Of 76 Council buildings that are leased to community groups, 4 are leased for community services, while 49 are sports clubs and 21 are for scouts/girl guides.
- Miranda catchment has the largest number of leased venues (32).

### 2.3.4 Community engagement findings on community venues

Community views on venues are summarised in the strategy as:

- Even if not used regularly, community venues are available in times of need, crisis and celebration
- Many venues are dated and need a refresh
- They are under-utilised and can be activated with more attractive uses
- Lack of general awareness about venues and there is a need for better promotion
- Need for venues to continue to be affordable
- Venues should be suitably accessible to cater to diverse user needs
- Good quality maintenance is essential to increase utilisation
- Venues have to be flexible and fit for purpose, to they can adapt to changing needs
- Greater use of digital access so bookings and timetables are more accessible.



## 2.4 Community Development Strategy 2020

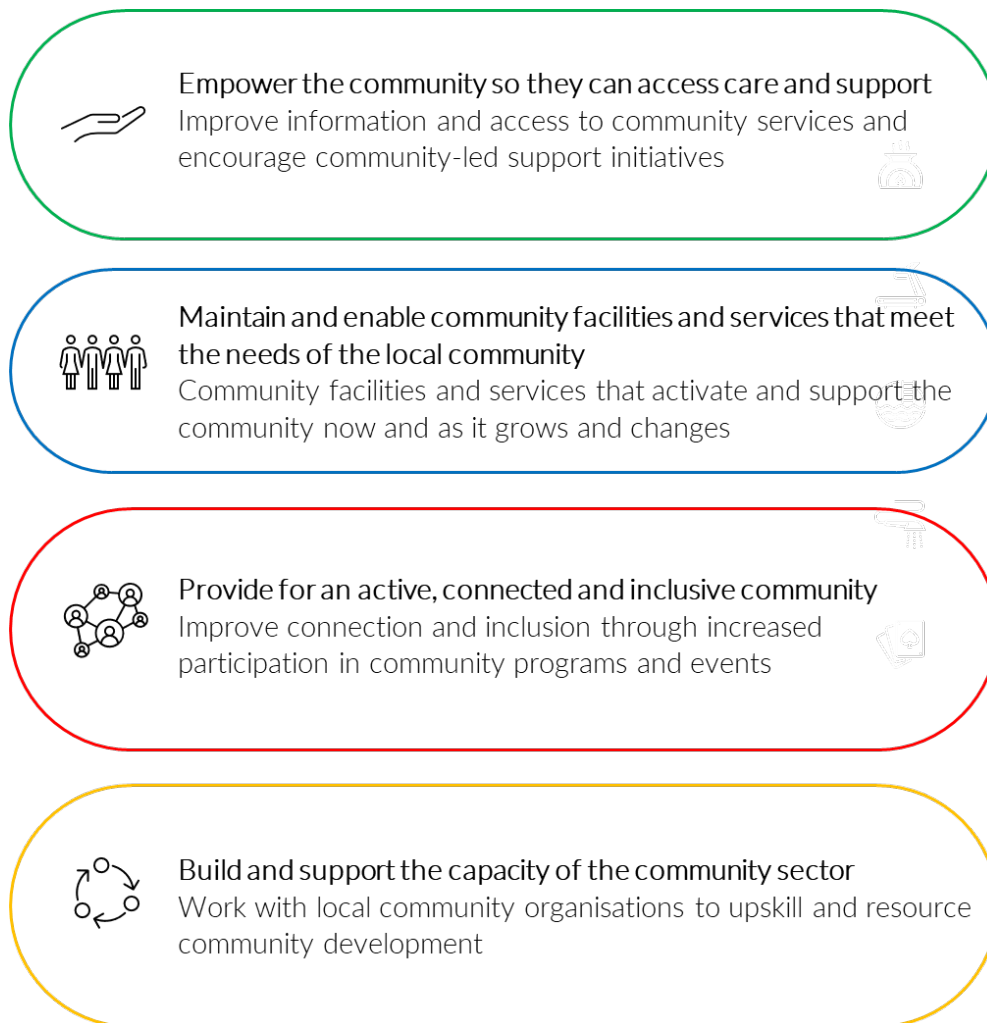
The *Community Development Strategy 2020* defines community development as:

To empower, partner and build the capacity of our community to respond to challenges, generate solutions and promote health and wellbeing.

Similarly, to the *Community Venues Strategy*, the *Community Development Strategy* identifies key principles to guide community development across the Sutherland Shire. These include: connected, resilient, responsive, empowered, inclusive, and sustainable.

In addition, the *Community Development Strategy* identifies four key areas of focus. These are shown in the image below.

Figure 6: Community development areas of focus



The Strategy also recognises the importance of 'partners in delivery' and states that:

Responsibility for the progress towards achieving the Strategy outcomes rests with a range of agencies - with Council, Government agencies, interagencies, community organisations and groups, volunteers, as well as the broader community all having key parts to play.

### 2.4.1 Community services influences

The *Community Development Strategy* identifies a number of influences on community development and services in the Sutherland Shire. These include:

- Increasing demand for community support services that enable ageing in place
- Growth in the youth population and the increasing significance of support for domestic violence, education and training, health and wellbeing
- The integral nature of child and family support services to community wellbeing
- Greater support requirements for carers of children and carers of people with a disability
- Increasing requirements for care for people with a disability
- The increasing multicultural nature of the Sutherland Shire
- Increased requirements for local health and community services
- The importance of a skilled workforce to weather economic change.

### 2.4.2 Challenges

The *Community Development Strategy* identifies a number of challenges for community development and services in the Sutherland Shire. These include:

- Increasingly levels of loneliness with social isolation recognised as having a major impact on health and wellbeing
- The importance of prevention, early intervention and support programs for mental illness
- Reports of increasing levels of homelessness in the Sutherland Shire with an increasing need for both housing opportunities and support programs for people experiencing homelessness
- The need for a more proactive approach to addressing domestic and family violence with significant increases being recorded
- A focus on increasing health and resilience with high levels of obesity, cholesterol, alcohol consumption and melanoma
- Constraints faced by Council in their capacity to fund community facilities into the future.

### 2.4.3 Opportunities

The *Community Development Strategy* also identifies opportunities for the future including:

- Continued rates of volunteering by Sutherland Shire residents and how volunteering enables a more connected and healthy community
- A community expectation for multigenerational facilities where a range of community programs and events are available
- The continued importance of collaborative service delivery models in community centres as a means to better address community needs.

## 2.5 Housing Strategy 2020

It is understood that Council is preparing to release an updated Housing Strategy in 2023. Until that time, this report will refer to the existing *Housing Strategy 2020*. The *2020 Housing Strategy* considers the community's housing needs through to 2031 and is reflective of the current policies of the Council and the NSW Government.

The NSW Government through the Greater Cities Commission's South District Plan has set a five year housing target (2016 to 2021) for each LGA as well as a 20 year target for the South District. The South District comprises Sutherland Shire, Georges River and Canterbury-Bankstown LGA's. For Sutherland Shire, the five year target is 5,200 residential dwelling completions. The new Housing Strategy when published will address the changing housing needs of existing and new residents up to 2041.

### 2.5.1 Housing objectives

The *Housing Strategy 2020* identifies the following objectives:

- To meet the current and future needs of an ageing population
- To deliver Council's Ageing Well Strategy
- To meet the current and future needs of smaller sized households
- To meet the community need for increased housing choice
- To encourage redevelopment to promote the revitalisation of centres
- To facilitate the use of public transport and the efficient utilisation of existing and future infrastructure
- To retain the established development pattern of mostly low density housing in a landscaped setting with some higher density precincts close to centres
- To consider environmental constraints in nominating locations for additional housing.

The actions that follow in the strategy are essentially targeted to managing the supply of new housing to ensure various demographic groups in the community have access to appropriate housing. For instance, Council wants to help make it easier for younger people leaving home and young families to set up home in Sutherland Shire by providing affordable houses or larger flats to buy or rent. Similarly, the Council wishes to address the needs of an ageing population and encourage options that allow older people to remain independent longer.

Housing a wide range of age groups in the community helps to keep shops and businesses viable as well as supporting sporting groups, cultural and community organisations. It also enables key workers such as teachers, nurses and tradesman to live close to workplaces. Property costs are a determining factor of who lives in an area. Though the Council cannot control the market, land use zoning can encourage an increase in the supply of dwellings and the types of dwellings construction (such as townhouses and apartments).



## 2.5.2 Housing in major centres

The *Housing Strategy* adopts an approach to encourage increased residential development and density in centres. The intention is to inject vitality into localities that need it most. Population growth in local centres can help improve the economic viability of existing shops, maintain the presence of services such as banks and post offices, and create new opportunities for small businesses such as local cafés and restaurants. Well located housing also meets the needs of young people who are looking for well-designed residential units near jobs and public transport.

The *Housing Strategy* identifies the Miranda Centre as a major retail hub which is also in a highly accessible location by public transport. Miranda Centre has a number of key attributes. Firstly, it has the potential for increased importance as a combined centre with Caringbah. It is close to both Sutherland Hospital and Kareena Private Hospital and a range of medical services. Finally with a growing proportion of ageing residents and strong demand for flats, this makes Miranda a key location for increasing housing choice.

The *Housing Strategy* adopts several strategies for increasing housing choice in Miranda:

- Enlarging the area for townhouses
- Enlarging the area where residential flats are permissible, with accompanying increases in height and floor space ratio
- Increasing the height and floor space ratio in the centre zone
- Removing the limitation on the proportion of residential development in the centre.

The Kiora Road site is within the zone identified as 'Miranda Centre and surrounds', which identifies an area for change as being within a 800 metre radius from Miranda Railway Station. In comparison to other centres, the commercial centre of Miranda does not need a renewed focus. However, there is potential to increase dwelling numbers in areas adjacent to the centre, so that more residents have the option of benefiting from proximity to the centre. In order to promote the use of public transport and to efficiently use existing infrastructure, the strategy increases the amount of medium and high density dwellings close to centres. As a consequence, the focus on Miranda Centre achieves a number of the *Housing Strategy's* objectives.

### Key issues from local policies and strategy documents

Increasing demand for community facility space with Miranda projected to have a shortfall of 5,274 square metres of community space by 2036

Demographic trends forecasting that more young people will be living in higher density housing around key centres like Miranda. This will require community facilities and programs that respond to the varied needs of young people

Of the 23 local community venues owned by Council, only one is over 400 square metres which Council considers to be the minimum standard for a local community facility space

Council has identified four key areas of focus in the Sutherland Shire for community development:

- Empower the community so they can access care and support
- Maintain and enable community facilities and services that meet the needs of the local community
- Provide for an active, connected and inclusive community
- Build and support the capacity of the community sector.

Council's *Community Development Strategy* recognises the important role of 'partners in delivery' and acknowledges the increasing challenge for Council to fund community facilities

Community development key issues identified by Council include:

- The increase in support needs for young people for domestic violence, education and training and health and wellbeing
- The importance of child and family support services
- An increasing multicultural population and the need for services that are accessible and inclusive
- The critical role of prevention, early intervention and support programs for mental wellbeing
- Increasing levels of homelessness and the need for more support programs and housing options

Council wants to help make it easier for younger people leaving home and young families to find appropriate and affordable housing in the Sutherland Shire. Young families need affordable housing to buy or rent. Many younger people want to live in smaller dwellings close to centres, for reasons of cost, convenience and access to social activities.

## 3 Existing Situation

A fundamental premise of impact assessment is to predict the impact of a project in the future by comparison with the current situation. This section examines that current situation in terms of the current uses of the site (including both facilities and services/programs) and the existing community (including key socio-demographic or economic features).

### 3.1 Social baseline

A social baseline provides a description of existing social conditions in the potentially affected area/s before a project is delivered. It aims to describe the existing or baseline conditions to which future change can be compared or measured. The social baseline aims to provide a clear understanding of the local community or communities and can be used to highlight issues that may create positive or negative social impact.

#### 3.1.1 Site location

The Kiora Road site is well-located in that it is:

- Centrally located within the Sutherland Shire
- Located within the key regional centre of the Sutherland Shire and with other key services such as Service NSW, Police, schools, a range of medical and allied health professionals, pharmacies and other related services
- Highly accessible in that it is within walking distance of a major railway station and is in close proximity to good bus services associated with the nearby Westfield development.

#### 3.1.2 Current uses and services on site

This project is relatively unique from a social and economic impact perspective. With all projects, pre and post-development comparison is fundamental to impact assessment. For this pre-development baseline, it is important for the Kiora Road project to understand both the physical spaces that currently exist, as well as the services, programs and support that are provided from those spaces. In many ways the physical space is an enabler of service delivery and programming that take a wide variety of forms and produce a diversity of social and economic impacts.

The site currently includes:

- A multipurpose hall of approximately 200 square metres. This space is used by the Salvation Army for services and activities and is also used by three churches for worship services
- Work spaces and counselling rooms of a combined 88 square metres (noting that the offices double as counselling rooms)
- Storage space of approximately 190 square metres which is primarily used for storage of food items including refrigerated goods and clothing
- The site includes a small outdoor area (essentially the backyard to the house on Willock Avenue)
- 8 formal car spaces.

The facilities currently on the site are neither purpose-built nor fit for purpose. Counselling can only be undertaken in a limited number of rooms due to occupational health and safety issues and other workers are often disrupted by having to leave their designated work-space during these sessions.

Access to the building for the delivery of donated goods, particularly food and groceries, is cumbersome and awkward. This is particularly problematic as the Salvation Army has been leading

an approach to cooperation and collaboration with other non-profit service organisations in the Shire, which has led to the site becoming a central focal point or 'hub' for the collection and distribution of food and groceries to both services and those in need.

This collaborative approach underpins the direction that the Salvation Army wishes to pursue for its services – the creation of a central, multi-purpose, holistic community centre where, through on-site access to the Salvation Army services as well as those provided by others locally, they can offer a 'one-stop shop' to vulnerable and disadvantaged people and families.

Those that the Salvation Army serve come from all walks of life and include people who are homeless, refugees, unemployed and increasingly, those who can be described as 'working poor' – in employment but unable to afford the basics such as food and groceries.

The services and program currently delivered from the site include:

- Youth programs including Re-Connect and youth counselling and support service
- Crisis support
- Drug and alcohol counselling with two workers currently providing counselling and support on site
- Employment advice and counselling
- A community co-op which is a collaboration between the Salvation Army and three other organisations who currently deliver between 120 and 150 food hampers each week
- Emergency relief with on Emergency Relief worker currently on site providing support to homeless and other vulnerable people
- Financial counselling
- Pastoral care
- Youth leadership programs (Salvo's Ambassadors).

The Salvation Army provide an essential 'safety net', preventing vulnerable people slipping into long-term poverty and empowering others to realise their potential through skill building, confidence, employment and hope. The Salvation Army see themselves as creating community through transformational, flexible and nimble services that can be tailored to individual needs rather than dictated by a strict service model.

### 3.1.2.1 Limitations

The existing buildings are not fit for purpose with one being an old house that has been retrofitted for use as an office/counselling space. The existing spaces do not comply with key current requirements including for important social impact categories such as accessibility and safety. Like many other community service providers, the Salvation Army is resourceful and is 'making do' with the space they have and do their best to work around the restrictions the space imposes on their service delivery and general operations.

Beyond the quality of the space, the size and configuration of the existing spaces is also a constraint on service delivery, service enhancement and the capacity of the Salvation Army to respond to community needs.



### 3.1.2.2 Social value of existing services

Despite these limitations, the existing services and programs delivered from the site provide a range of community benefits.

Key to understanding the benefit that is provided by the Salvation Army on its current site is understanding its service model and how that enables a flexible and highly adaptable approach to meeting community needs. The service model essentially follows a wholistic 'life course approach'. This means that clients of the Salvation Army are assisted to transition out of crisis states with a range of bespoke services provided directly with referrals kept to a limit.

#### 3.1.2.2.1 The Salvation Army delivery model

The Salvation Army is unique in that it operates completely independently of any government funding. While this creates a very different return on investment scenario, an additional practical effect of this self-sufficiency is that the service delivery model is also very flexible and adaptable to community needs. The lack of government funding, and the absence of the inevitable service categories that come with it, means that the Salvation Army can be responsive and tailored in the services and programs it provides.

The Salvation Army offers an integrated community support model that allows people in need to access assistance through a variety of entry points and to obtain the support they require. It is important to note that the self-sufficient nature of their operation means that this support can be specifically tailored to the needs of the individual rather than to pre-determined categories prescribed by a government funded program. It is clear that community and individual needs are complex and multi-layered and people do not often fit neatly into a prescribed category.

While the Salvation Army provides a range of services from the existing site they also possess strong networks and relationships with other community service providers across the Sutherland Shire. These networks are used to refer people to specialist assistance when required. This includes domestic violence support, some forms of employment training and job support and some specialist areas of counselling assistance. Currently, these services are delivered by partners away from the Kiora Road site due to a lack of appropriate space to bring these partners in. While currently, unavoidable due to space restrictions, there is some risk associated with off-site referral as it creates additional barriers for an already vulnerable person which increases the chance that they may not attend.

### 3.1.2.3 Impact reporting on Salvation Army services

In line with many charities and non-government organisation, The Salvation Army produces annual impact reports to highlight the key aspects of the organisations services that have a real and lasting impact on people. The Stronger Communities Outcomes Measurement project has been set up to determine how The Salvation Army is progressing in achieving its mission and vision. This project is led by the Research and Outcomes Measurement team in partnership with frontline services. Note that in December 2022, the research team was awarded runner-up in the Social Impact Measurement Network Australia (SIMNA) for the Excellence in Social Impact Measurement Award.

As part of this project, measurement and reporting tools are developed to provide visibility of progress and/or outcomes reported by community members across diverse TSA services. These outcomes are mapped to the four TSA Outcome Domains: wellbeing and spirituality, individual capabilities, life circumstances, and social connectedness. Mapping individual outcomes across the four overarching outcome domains enables TSA to understand how many people have been transformed by its services. The diagram shows the impact of TSA's activities in Australia in 2022. The full 2023 Impact Report is available on the Salvation Army website (<https://www.salvationarmy.org.au/about-us/news-and-stories/publications-and-resources/2023-impact-report/> ).

Figure 7: The Salvation Army Impact

## The Salvation Army Australia's impact



Statistics provided by The Salvation Army Australia, Research Team, covering July 2020 – June 2021.

IMPACT REPORT 2022

15

Source: Salvation Army National Impact Report 2022

A parallel exercise in impact reporting has been conducted for the Salvation Army's activities in the Sutherland Shire as shown in the graphic below.

Figure 8: The Salvation Army Sutherland Shire Impact



Source: The Salvation Army, Miranda

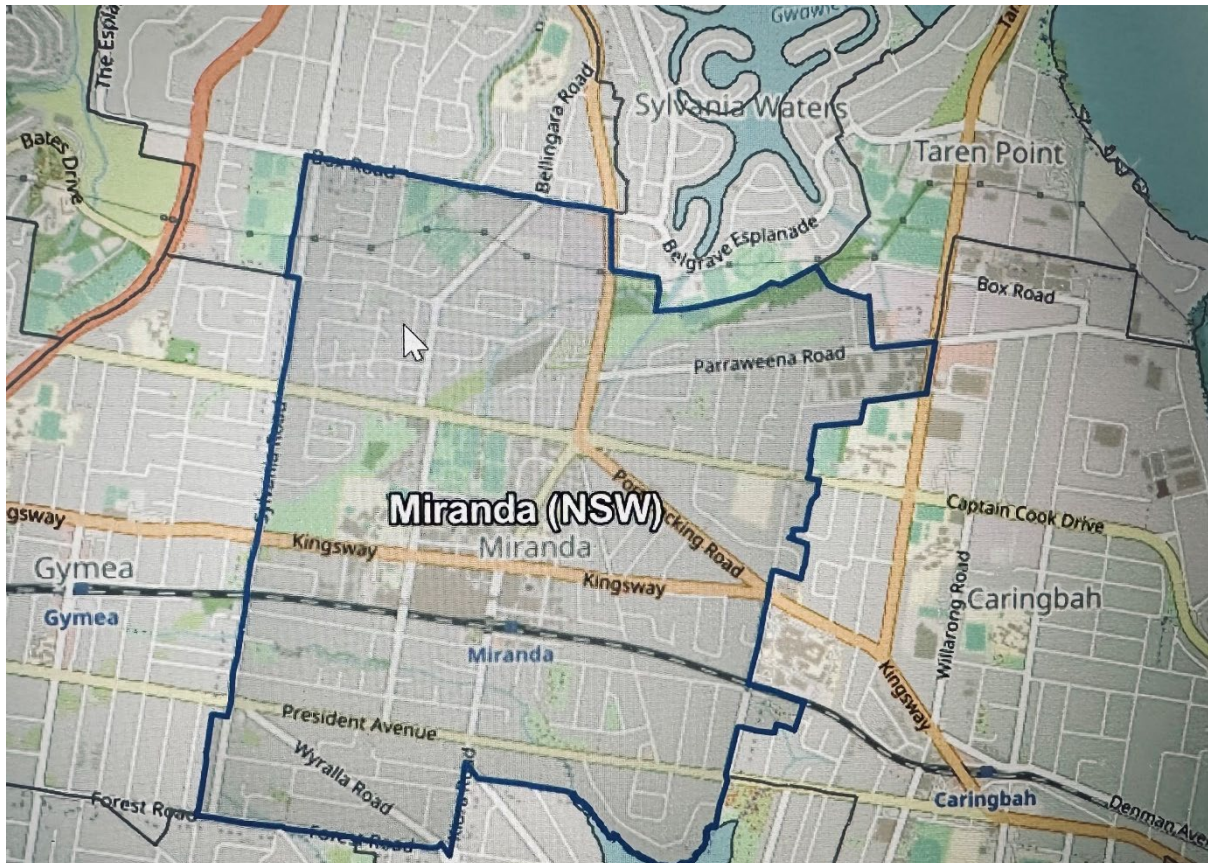


### 3.1.3 Community Profile

The following community profile information is based on 2021 ABS Census data. It is provided through Profile id ([Population and dwellings | Sutherland Shire Council | Community profile \(id.com.au\)](#)).

The smallest geographic unit used for this analysis is the Miranda suburb. Data for Miranda has been compared with both the Sutherland Shire Local Government Area and Greater Sydney.

Figure 9: Miranda suburb



Source: ABS Census 2021

### 3.1.3.1 Age

Table 1: Age

2021 Census	Miranda suburb	Sutherland Shire	Greater Sydney
Total persons	17,898		
Age			
Median age (years)	39	41	37
	%	%	%
0-4 years - babies and pre-schoolers	6.0	5.8	6.0
5-11 years- primary schoolers	8.1	8.8	8.8
12-17 years - secondary schoolers	6.5	7.6	7.1
18-24 years - tertiary education and independence	7.2	8.0	8.8
25-34 years - young workforce	14.2	11.5	15.5
35-49 years - parents and homebuilders	21.6	20.4	21.5
50-59 years - older workers and pre-retirees	11.2	13.0	12.0
60-69 years - empty nesters and retirees	9.4	11.3	9.8
70-84 years - seniors	11.1	10.7	8.7
85 year and over - elderly aged	4.3	2.8	2.0

Table 1 shows the key service age group breakdown of the Miranda suburb population, compared to the Sutherland Shire and Greater Sydney. Key features include:

- Miranda has a lower median age (39 years) than Sutherland Shire but is higher than Greater Sydney (37 years)
- Relative to Sutherland Shire and Greater Sydney, Miranda has a lower proportion of primary school aged children, secondary schoolers and tertiary education aged young people
- Miranda has a higher proportion than both comparative areas of seniors (70-84 years old) and elderly aged (85 years and over)
- Sutherland Shire has the lowest proportion of young workforce (25-34 years) but the highest proportions of those aged 50-59 years and 60-69 years.

Forecast id for Sutherland Shire also shows that the 60 years and over population group is expected to increase from 22.5 to 23.8% from 2021 to 2036 with a numerical increase of 7,497 people.

It is noted that *Council's Community Venues Strategy 2022* notes that demographic trends suggest that more young people are moving into apartments around key centres like Miranda and that this trend will create increased demand for facilities, services and programs that address the needs of younger people.



### 3.1.3.2 Ancestry, Birthplace and Language

Table 2: Ancestry and Birthplace

2021 Census	Miranda suburb	Sutherland Shire	Greater Sydney
<b>Culture</b>	%	%	%
Aboriginal or Torres Strait Islander (%)	<b>0.3</b>	1.4	1.6
<b>Ancestry</b>			
English	32.6	<b>38.0</b>	23.8
Australian	29.2	<b>35.6</b>	22.3
Irish	10.3	<b>12.4</b>	7.7
Scottish	7.5	<b>9.6</b>	6.0
Chinese	7.1	<b>3.9</b>	10.6
<b>Country of Birth</b>			
Australia	67.5	<b>77.9</b>	56.8
United Kingdom	4.4	4.3	3.5
China	3.1	<b>1.5</b>	4.6
New Zealand	<b>2.1</b>	1.4	1.6
Phillippines	1.4	<b>0.6</b>	1.7
India	1.0	<b>0.5</b>	3.6

Table 2 on ancestry and birthplace highlights the following key features:

- Miranda suburb has a lower proportion of residents who identify as Aboriginal or Torres Strait Islander
- On most other measures for both ancestry and country of birth Miranda falls between Sutherland Shire and Greater Sydney:
- Sutherland Shire has the largest proportions of people who identify as having English, Australian, Irish and Scottish heritage, with Miranda slightly lower and Greater Sydney the lowest for these Anglo-Celtic backgrounds
- Conversely, Sutherland Shire has the lowest proportion of people who identify as being of Chinese ancestry, with Miranda higher and then Greater Sydney highest of the three areas
- Similar trends apply for country of birth with the three most common countries of birth for Miranda residents being Australia, United Kingdom and China.

Table 3: Language

2021 Census	Miranda suburb	Sutherland Shire	Greater Sydney
Language	%	%	%
English only at home (%)	72.0	<b>82.9</b>	57.3
Most common languages other than English			
Mandarin	3.6	1.6	5.0
Greek	<b>2.3</b>	1.8	1.4
Cantonese	1.9	1.0	2.8
Spanish	<b>1.8</b>	0.9	1.2
Russian	<b>1.2</b>	0.6	0.4

Table 3 on language shows the following features include:

- The Sutherland Shire has the highest proportion of people who speak only English at home, followed by Miranda and then Greater Sydney with a significantly lower percentage
- Of the five most common languages other than English spoken in Miranda, the suburb has a slightly higher proportion than both other areas in Greek, Spanish and Russian languages.

### 3.1.3.3 Education and Employment

Table 4: Education

2021 Census	Miranda suburb	Sutherland Shire	Greater Sydney
Education	%	%	%
Type of educational institution attending			
Preschool (%)	8.4	8.4	6.7
Primary (%)	27.4	29.4	26.2
Secondary (%)	20.6	24.7	20.8
Tertiary (%)	23.0	23.7	26.2
Level of highest educational attainment			
Bachelor level or above	26.4	28.1	33.3
Diploma or Advanced Diploma	11.3	11.9	9.7
Certificate Level IV	3.8	4.0	2.7
Certificate Level III	12.6	13.6	9.1
Year 12	14.4	14.3	15.9
Year 10	10.1	10.1	8.4
Year 9 or below	6.3	5.3	6.3

Table 4 on education shows the following key community features:

- Both Miranda and the Sutherland Shire include higher proportions than Greater Sydney of pre-schoolers, and primary schoolers, but lower proportions of tertiary students
- Both Miranda and Sutherland Shire include lower proportions than Greater Sydney of people who have obtained a bachelor degree or above, but higher proportions of the more TAFE-based qualifications from Certificate III to Advanced Diplomas.

### 3.1.3.4 Employment

Table 5: Income and Work

2021 Census	Miranda suburb	Sutherland Shire	Greater Sydney
<b>Participation in the labour force</b>	%	%	%
In the labour force	60.9	64.6	60.0
Not in the labour force	34.2	31.8	34.6
<b>Employment status</b>			
Worked full time	55.8	55.8	55.5
Worked part time	28.8	30.3	27.7
Away from work	11.5	10.8	11.7
Unemployed	3.9	3.1	5.1
<b>Occupation</b>			
Professionals	25.0	26.3	29.3
Managers	15.3	17.1	15.2
Clerical and administrative	14.7	15.6	13.8
Technicians and trades	12.8	13.0	10.5
Community and personal service	10.8	10.0	9.3
<b>Industry of employment</b>			
Hospitals	4.9	4.1	4.1
Banking	2.3	2.1	2.6
Primary education	2.2	3.0	Other social 2.0
Supermarket and grocery	2.1	Secondary educ 2.0	2.4
Computer systems and related	2.0	1.9	3.1
<b>Income</b>			
Median household weekly income (\$)	\$1,920	\$2,288	\$2,077
Less than \$650/week h/hold income (%)	16.5	12.4	14.1
More than \$3000/week h/hold income (%)	27.4	37.1	32.0

Table 5 on income and work highlights the following community features:

- Although all small percentages the types of professions in Miranda indicate that the most common types include what may be considered 'key workers' including hospital and school staff
- Miranda has a lower median household income than both Sutherland Shire and Greater Sydney
- Miranda has a higher proportion than both Sutherland Shire and Greater Sydney of households who earn less than \$650/week household income
- Miranda has a lower proportion of households who earn more than \$3,000/week household income.



### 3.1.3.5 Housing

Table 6: Housing affordability

2021 Census	Miranda suburb	Sutherland Shire	Greater Sydney
<b>Housing Stress</b>	%	%	%
Renter households with rent payments greater than 30% of household income (%)	33.4	34.5	35.3
Median weekly rent	\$488	<b>\$500</b>	\$470
Mortgage households with mortgage payments greater than 30% of household income (%)	<b>21.8</b>	16.7	19.8
Median monthly mortgage repayments	\$2,546	\$2,620	\$2,427

Table 6 on housing affordability highlights the following:

- The Sutherland Shire has the highest median weekly rent and monthly mortgage payments of the three areas
- Levels of rental stress are similar across all three areas with approximately one in three households spending more than 30% of their household income on rent
- Levels of mortgage stress are also relatively similar across areas although Sutherland Shire experiences less mortgage stress than both other areas. Miranda records the highest mortgage stress (the highest proportion of households paying more than 30% of their household income on mortgage payments).

The NSW Department of Family and Community Services *Rent and Sales Report* (June 2023) also shows that the median weekly rent in the 2228 (Miranda) post code has increased by 15.9% in the last year. For the Sutherland Shire the median weekly rent increase is slightly higher at 161%. [Rent and Sales Report - interactive dashboard | Family & Community Services \(nsw.gov.au\)](#)

The lack of housing supply and affordability is a significant barrier to younger people looking to establish themselves locally. Increasing supply helps to improve affordability.

*Council's Housing Strategy, 2020*

## Social and community housing

Table 7: Landlord type

2021 Census	Miranda suburb	Sutherland Shire	Greater Sydney
Tenure and Landlord Type			
State or Territory Housing Provider (dwellings)	294	1,518	60,927
Community Housing Provider (dwellings)	75	471	16,629
Sub-Total Social and Community Housing (dwellings)	369	1,989	77,556
Total Dwellings	6,947	83,292	1,828,859
% Social and Community of Total Dwellings	5.3%	2.4%	4.2%

Table 7 shows that:

- Currently there are 369 social and community housing tenured dwellings in the Miranda suburb. Together this makes up 5.3% of total dwellings for the suburb
- This overall percentage is higher than both the Sutherland Shire and the Greater Sydney area.

Table 8: Household composition

2021 Census	Miranda suburb	Sutherland Shire	Greater Sydney
Households	%	%	%
Couple family without children (%)	37.8	36.7	34.8
Couple family with children (%)	43.9	49.4	48.4
One parent family (%)	16.5	13.0	15.1
Household composition			
Family households (%)	68.1	75.6	72.6
Single or lone person households (%)	28.8	22.2	23.2
Group households (%)	3.2	2.1	4.2

Table 8 on household composition shows that:

- Miranda has the highest proportion of households composed of couple families without children than both the Sutherland Shire and Greater Sydney
- Miranda has the lowest proportion of households composed of couple families with children than both comparison areas
- Miranda also has the highest proportion of both one parent families and single or lone person households than both comparison areas.

Young families need affordable houses or larger flats to buy or rent. Many younger people want to live in smaller dwellings close to centres, for reasons of cost, convenience and access to social activities. Housing a wide range of age groups in the community helps to keep shops and businesses viable as well as supporting sporting groups, cultural and community organisations. It also enables key workers such as teachers, nurses and tradesman to live close to workplaces. Property costs are a determining factor of who lives in an area, and Council cannot control the market. However, zoning can encourage an increase in the supply of dwellings.

*Council's Housing Strategy, 2020*

Table 9: Dwelling type and tenure

2021 Census	Miranda suburb	Sutherland Shire	Greater Sydney
<b>Housing</b>	%	%	%
Occupied private dwellings	92.9	94.0	91.7
Unoccupied private dwellings	7.2	6.0	8.3
<b>Dwelling Type</b>			
Separate houses	40.2	60.8	55.8
Semi detached, row, terrace, townhouse	17.4	13.9	12.8
Flat/apartment	41.3	24.8	30.7
<b>Tenure Type</b>			
Owned outright	28.1	36.4	27.8
Owned with mortgage	32.8	38.8	33.3
Rented	34.7	22.3	35.9
<b>Number of bedrooms</b>			
None (studio, bed sit)	0.7	0.3	0.9
One	9.5	5.3	8.1
Two	35.1	21.9	25.7
Three	31.6	32.9	30.9
Four +	21.7	38.7	33.1
Average number of bedrooms/dwelling	2.7	3.2	3.0
Average number of people/household	2.4	2.7	2.7

Table 9 on dwelling type and structure shows that:

- Miranda contains what could be considered a more diverse range of dwelling types with a lower proportion of separate houses but larger proportions of both semi-detached, townhouses and flat/apartments than both Sutherland Shire and Greater Sydney
- Similarly, Miranda also has a lower average number of bedrooms per dwelling and a lower average number of people per household than both other comparison areas.

### 3.1.3.6 Health

Table 10: Health

2021 Census	Miranda suburb	Sutherland Shire	Greater Sydney
Health	%	%	%
No long term health condition	61.9	63.1	65.1
Most common long term health conditions			
Arthritis	9.3	8.7	6.7
Mental health condition	7.7	7.1	6.6
Asthma	7.1	7.5	6.8

Table 10 on health highlights the following key community features:

- Miranda has the lowest proportion of the population that has no long-term health condition compared to both Sutherland Shire and Greater Sydney
- The three most common long term health conditions suffered by residents of Miranda suburb are arthritis, mental health conditions and asthma
- Miranda has higher proportions of people suffering from both arthritis and mental health conditions (which includes anxiety and depression) than both comparison areas.

Council's *Community Strategic Plan* includes health and wellbeing as a key community goal. Outcome 3 of the *Strategic Plan* is 'a creative, caring and healthy community that celebrates culture and diversity'. The *Community Strategic Plan* goes on to state:

'There are opportunities to create an even stronger community through volunteering, inter-generational programs, the delivery of accessible community services, and community celebrations. Council and the community work together to develop and implement programs that promote health and wellbeing for all'.



Table 11: Additional health data

NSW Health (HealthStats NSW)	Sutherland Shire	NSW
	2020	2020
Life expectancy at birth (years)	84.9	84.5
	2019/20 - 2020/21	2019/20 - 2020/21
Alcohol attributable hospitalisations (standardised per 100,000 population)	604.9	527.0
	2019/20 - 2020/21	2019/20 - 2020/21
Overweight and obesity attributable hospitalisations (standardised per 100,000 population)	2920.5	730.0

Table 11 shows that for key additional health statistics Sutherland LGA is similar to the NSW average. However, there is a marked difference in the overweight/obesity attributable hospitalisation rate compared with the NSW average.

### 3.1.3.7 Transport

Table 12: Vehicles and Transport

2021 Census	Miranda suburb	Sutherland Shire	Greater Sydney
<b>Motor Vehicles</b>	%	%	%
None	9.7	5.7	11.1
One motor vehicle	43.1	33.7	39.5
Two motor vehicles	34.1	39.6	32.3
Three or more motor vehicles	11.6	20.2	15.7
Average number of motor vehicles per dwelling	1.6	1.9	1.7
<b>Method of Travel to Work</b>			
Car as driver	39.9	39.6	34.2
Walked only	3.7	1.6	2.3
Public transport	4.0	3.0	5.6
Worked at home	33.6	37.2	38.9
Travelled as driver or passenger of car	43.5	42.7	37.8

Table 12 on vehicles and transport shows that:

- Miranda has the lowest average number of vehicles per dwelling compared to Sutherland Shire and Greater Sydney
- Both Miranda and Sutherland Shire have higher rates of people travelling to work by car as driver and as a driver or passenger of a car compared to Greater Sydney
- Miranda has the lowest rate of work from home of the comparison areas.

In order to promote the use of public transport and to efficiently use existing infrastructure, the Strategy increases the amount of medium and high density dwellings close to centres. By concentrating housing around centres, an increased population in those locations will support local schools, shops, cafes, libraries and community centres.

*Council's Housing Strategy, 2020*

### 3.1.4 Crime and safety

NSW Bureau of Crime Statistics and Research (BOSCAR) shows the two key crime categories that have increased in the Sutherland Shire over the last five years are domestic violence related assault and sexual assault. 2023 data from BOSCAR shows that:

- Domestic violence related assault offences in the Sutherland Shire have increased from 522 incidents in 2018-2019, compared to 639 in 2022-2023
- Sexual assault offences have also increased from 72 incidents in 2018-2019 to 143 in 2022-2023.

The two offence categories that have remained stable over the last five years are sexual touching/sexual acts and robbery.

All other offence categories (including break and enter, motor vehicle theft, malicious damage, and non-domestic related assault) have decreased over the last five years.

### Key issues from Baseline

#### Existing service provision

Existing provision is constrained by both the amount and configuration of the existing community facility floor space

Existing spaces do not address key requirements such as safety and accessibility. The existing spaces are not 'fit for purpose'.

#### Community Profile

In Miranda increases are expected in both older people (related to general population ageing) and younger people (related to the supply of more affordable apartment dwellings close to the Miranda Centre)

Compared to both Sutherland Shire and Greater Sydney, the Miranda suburb has:

- A lower median household income
- A larger percentage of households earning less than \$650/week
- A higher proportion of households suffering mortgage stress
- A higher proportion of both one parent families and lone person households
- A higher proportion of people suffering from mental health conditions (including anxiety and depression)

The two forms of crime that have increased in the Sutherland Shire over the last five years are domestic violence related assault and sexual assault.

## 4 The Proposal

### 4.1 Planning proposal overview

The Planning Proposal seeks the following amendments to the development standards in Sutherland Shire Local Environmental Plan 2015 (SSLEP 2015):

- Amend the Sutherland Shire LEP Maximum Height of Buildings Map to a maximum of 60 metres (from the existing 25 metres).
- Amend the Sutherland Shire LEP Floor Space Ratio Map to a maximum floor space ratio (FSR) across the site of 5.5:1 (from the existing 2:1 floor space ratio).

The Planning Proposal will enable the redevelopment of the site to accommodate a mixed-use development, commensurate with the site's location in the Miranda strategic centre. The mixed-use development will consist of:

- A four-level podium comprising:
  - Three levels of residential apartments; and
  - A community centre for The Salvation Army on the ground floor, encompassing:
    - Retail premises (including a "Salvos store")
    - A kitchen and back-of-house facilities
    - Office premises and administration spaces
    - Loading, parking, and services
    - Consulting rooms
    - Family services and children's play zone
    - A multi-purpose community centre
    - An outdoor communal garden.
- A residential building above, with communal facilities on the rooftop
- Three basement levels comprising car parking, bicycle storage, waste storage, utility rooms, and residential storage cages.

The planning proposal reference scheme indicates:

- A total of 116 apartments
- A minimum of 157 car parking spaces
- 1,500 square metres of community floor space for use by the Salvation Army.



## 4.2 Community facility space

The following table shows a comparison between existing and proposed uses on the site.

Table 13: Current and proposed community floor space

Community facility floor space type	Current (sqm)	Proposed (sqm)
Multipurpose space including storage	390	1,500
Salvo's Store	-	350 (included with the above 1,500 square metres)
Kitchen	-	High quality (non-commercial kitchen for meals, functions and training)
Administration, community support and outreach spaces	88 sqm shared with counselling rooms	674 sqm of purpose built and dedicated counselling room space, compliant with standards for accessibility and safety
Garden	Limited to backyard of Willock Avenue property	Designed and landscaped outdoor area including children's play and quiet, respite space
Medical/ allied health	-	Space provided for medical and allied health. Part of income generation space
Worship	Shares multipurpose space	Will share larger multipurpose space

The significant elements of the proposed uses for the community facility space from a social and economic impact perspective are:

- The expansion of floor area will enable improvements in service delivery in a number of ways:
  - The pure increase in space will enable more services to be delivered and provide the opportunity for services that cannot currently be accommodated on site to be provided
  - The creation of fit for purpose space will enhance service delivery and quality.
  - More space will enable more streamlined service delivery. One of the impacts of the physical constraints of the current site is that people in need cannot access a required service or the appropriate support as the space cannot accommodate all the required services. People in need have to be referred on or asked to come back on another day when that service is scheduled to be available.
  - The greater space will also enable the Salvation Army to strengthen and extend its partnerships with other community service organisations who would have greater opportunity to utilise space in the proposed facility for their own service delivery.

- Income generation space in the form of medical and allied health provision will not only add the comprehensive nature of the service delivery on the site but will further contribute to the self-sufficiency of the Salvation Army operation.
- A Salvo's retail store on site is an important component of integrated service delivery in the Salvation Army model. The store not only brings in income to support service delivery but it also provides volunteer opportunities. The store is also an opportunity for 'soft entry' for people in need of access to the services, programs and support that is available through the Salvation Army on site.
- Outdoor space that will include an area for children to play and also a quiet, contemplation area for both clients and staff.

Beyond the functional spaces, the new facility will be designed to comply with contemporary safety and accessibility requirements. This is important for both clients and staff. The current configuration of spaces on site creates situations which are inefficient, inaccessible and unsafe.

## 4.3 Housing

There is no housing or accommodation of any form on the current site. The proposal is for the provision of approximately 116 apartments, a proportion of which would be designated as affordable housing.

The proposal for the affordable housing is for the designated units to be managed by the Salvation Army through Salvos Housing. This housing will provide longer term supported accommodation, linked to training and employment outcomes, for young people, and women with dependent children experiencing domestic and family violence. The aim of this approach is to provide housing integrated with support to assist the tenant household to stabilise their lives over a longer tenure period.

It is proposed that the affordable housing component be managed by the Salvation Army as a registered Community Housing Provider (CHP). It is understood that this may vary from Council plans (likely to be articulated in the yet to be released Housing Strategy) for Council to own and then appoint a single CHP to manage all the affordable housing units within the Sutherland Shire on Council's behalf. While the rationale for such an approach is understood, the Kiora Road site may be an example where greater community benefit could be gained from an alternative approach. The housing and support model is unique and fills an existing gap in supported accommodation within the Sutherland Shire. It is distinct from the usual community housing offer and requires the clear connection to wider service delivery to provide maximum benefit to at risk people and families.

The Salvation Army is the key service provider on the site and delivers a wide range of integrated services (including counselling, social support, employment training and housing assistance). The availability of affordable accommodation on site, that the Salvation Army directly manages, would further enhance their end-to-end service offer and provide a unique and comprehensive spectrum of support to vulnerable community members.

It is noted the Salvation Army currently owns and manages a number of properties throughout the Sutherland Shire that currently provided accommodation to people who have experienced homelessness or domestic and family violence. The continuation of this role, with housing that is on-site and more integrated with their direct service delivery is an opportunity to enhance the community benefits and positive social impacts that are possible through the site's redevelopment.

### Client journey in Salvation Army housing

Our client was a 55 year old women who had been the victim of domestic violence over a number of years and she eventually became homeless. She moved into Salvos Housing shared housing in Woollooware after being referred to us from Platform Nine, a crisis accommodation provider.

Once housed by Salvos Housing, our client was fully supported by our wrap-around services and case managed through a dedicated case worker. She had no previous rental history, had no savings and wasn't able to afford to enter the private rental market and didn't have employment.

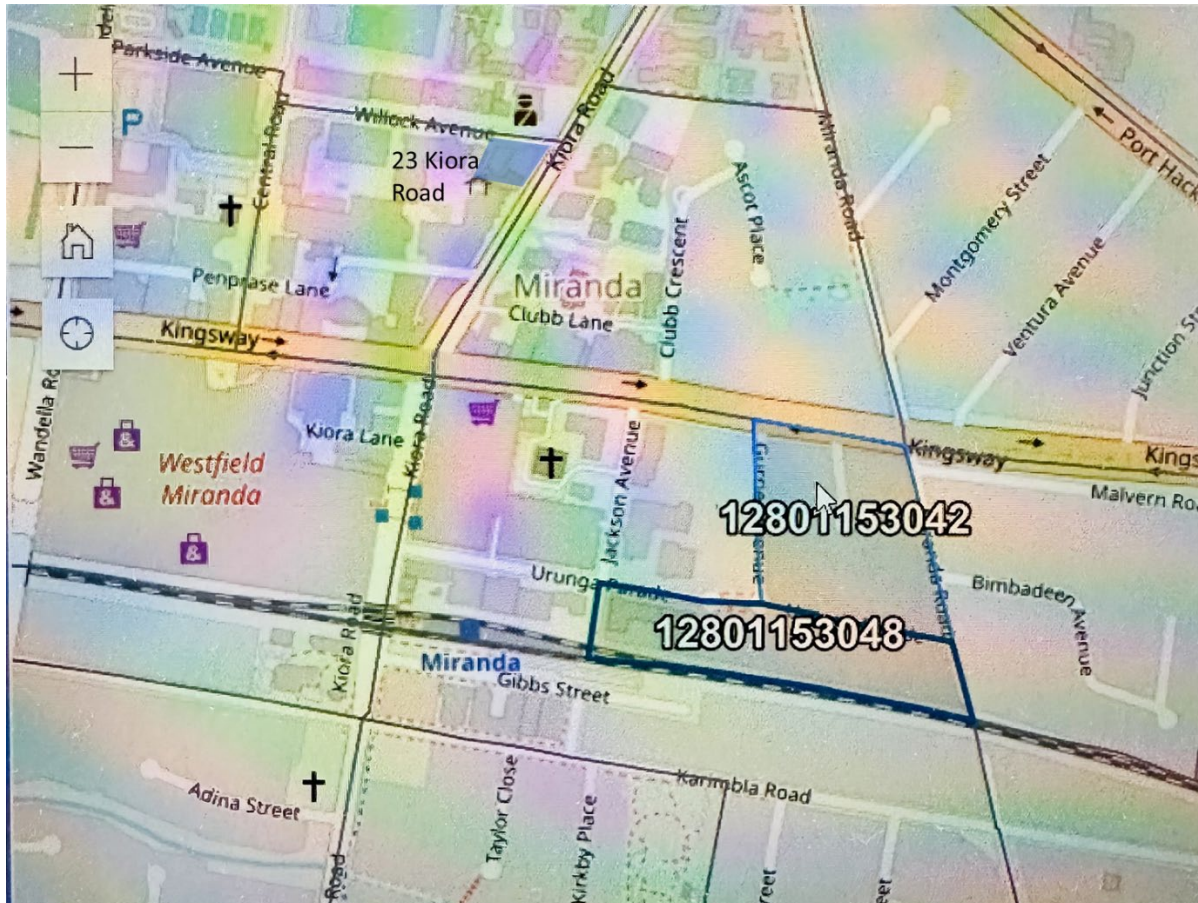
With the help of our dedicated team, this woman supported in studying to become a beautician. After 18 months, our client was successfully able to move from our accommodation and into a rental she could afford. She started her own business while living in Salvos Housing and eventually saved for a bond and obtained private rental housing.

## 4.4 Future Resident Profile

### 4.4.1 Market housing

Through examination of two nearby Statistical Local Area 1 (SLA1) we can make assumptions about the likely future profile of the residents of the market housing component of the proposed development. SLA1s are the smallest geographic unit of analysis for Census data. 1 The two SLA1s used for this analysis are 12801153042 and 12801153048. The location of these two areas is shown in the figure below.

Figure 10: Comparison areas for future resident profile



Source: ABS Census, [www.abs.gov.au](http://www.abs.gov.au)

These two SLAs were chosen because they both have a high proportion of apartment dwellings (96.8 and 100% respectively), are located on the edge of the Miranda Centre, are within walking distance of Westfield and the Miranda Railway station, and have been developed to a scale and density similar to that proposed at 23 Kiora Road.

Based on analysis of 2021 ABS Census data for these two areas, we can make the following assumptions about the possible future profile of market housing residents of the proposed development at 23 Kiora Road:

- Around 1.9-2.0 people per household
- Over 50% couple families without children, around 20-30% couple families with children and between 15 and 20% one parent families

- 25-34 year olds making up 30-40% of total population, 35-39 year olds making up approximately 20% and 50-64 year olds making up between 12 and 15% of the population
- Young children 0-9 year olds making up around 6-10% of the population but 10-14 year olds making up around 2% and 15 -19 year olds around 3%
- Median age of around 32 years
- Over 50% rental households.

#### 4.4.2 Affordable housing residents

The current understanding is that five per cent of floor area in the proposed development will be allocated as affordable housing. It is intended that Salvos Housing, a registered Community Housing Provider, with clear links to the main Salvation Army service delivery, will manage these units.

It is understood that the affordable units will be managed as medium to long term affordable housing. Allocations will be based on good prospects of tenants transitioning from supported housing. The affordable units will not be allocated to people with high alcohol or drug dependency. Each tenant will be allocated a case worker to assist with the transition program. The focus on the program will be for tenants to transition to employment, education, or training.

### 4.5 On site management and service provision

The Salvation Army plans to have a continued presence on the site as a community facility operator, service provider and potentially as a Community Housing Provider (CHP). One of the common and understandable issues related to social impact assessment is identifying an appropriate means or body who will be responsible for managing social impacts (particularly negative ones) should they arise in the future. The continued active presence of the Salvation Army on the site provides a responsible entity who, through a Social Impact Management Plan, can work with Council and local residents to ensure openness and accountability regarding the ongoing management of the site including the monitoring and management of social impacts.

#### 4.5.1 Site based employment and volunteering

Under current operations, there are nine service jobs which would translate to five full time employees (FTEs). There is low staff turnover and most of the staff reside in Sutherland LGA. Under the enhanced service, this figure would increase to 25 FTEs. 60% of these are likely to reside in Sutherland LGA.

Under the proposed expanded operations there will be a number of opportunities to provide additional employment as well as volunteering and training opportunities. These are:

- Future potential for a Salvos Store (retail). The precise size and style is still to be determined (currently a 350 square metre space is being considered). The Store will provide a direct funding/revenue source for service delivery by the Salvation Army in the Sutherland Shire. This will be a purpose-built facility. The Salvation Army recognises the importance and significance of the Salvo's Store as a 'soft entrance' for a wide range of people including service users and volunteers. In addition, the Salvo's Store provides an immediate source of clothes and basic needs for service users.
- A community co-op run by a local social enterprise which would include a community kitchen for food preparation. Based on a comparison with similar co-op operations run by the Salvation Army, there could be four paid staff (one manager, one full time person, two casuals). There may be opportunities for up to 12 volunteers on a sessional basis. Annual revenue is forecast to be in the order of \$200,000 per annum.



- There is the potential for a Salvos Medical Centre with bulk billing GPs with patients claiming bulk billing managed through the Salvation Army. This would relieve pressure on local hospital Accident and Emergency and other existing medical services. The centre could include allied health services: physiotherapy, dentistry, and podiatry. In response to local demographics this service would include a focus on the needs of older age groups.
- A community garden which could be maintained by a social enterprise / First Nations business.

With the proposed expansion of the Shire Salvos services at the Miranda site, there is potential for enhanced employment, training, and volunteering opportunities for local Sutherland Shire residents. Employment Plus services are not currently offered from any Shire Salvos locations, however with the new Miranda site, there is the potential to provide this form of support to the local community.

Employment Plus is one of Australia's largest recruiters. This service provides job seekers with specialised training and a range of support services, to help them secure meaningful employment. The mission is to change lives and communities through the power of employment. Guided by the vision of 'Work for All. Hope for all.' This service operates through the core values of Integrity, Compassion, Respect, Diversity and Collaboration.

Volunteers are more difficult to estimate, and they will not be full time. It is estimated that there are currently 15 volunteers active in the Miranda service at any one time with 30 on the database. All volunteers are local to the Sutherland LGA. There may be the potential for 40-50 in the new scheme with all likely to be Sutherland residents. Specific services may need to be individually scoped. For example, the Salvos Store could require 20 part-time volunteers. Note that currently, the Salvation Army has many volunteering offers from the local community and many of these cannot currently be utilised due to limitations of the current space and its impact on service delivery.

Key opportunities are:

- Employment and training – Miranda Salvation Army is not currently providing this but this service is a potential future offering. The intention is to partner with Gympsea TAFE and local high schools
- Employment Plus which will include finding employment opportunities through partnerships with key organisations and institutions
- Job placements – future potential through the Salvos Store, reception functions, and the community garden
- Bringing people into the centre through a variety of means / pathways. The current service is reaching 5,000 people a week. It is understood from the Shire Salvos that there is significant latent demand and overlapping services.

As a not-for-profit organisation which is entirely self-funded, any surplus the organisation makes through future income generation activities, including such as the Salvos Store, are directed back into The Salvation Army's social programs – providing relief to the homeless, victims of disaster and anyone who needs assistance.



### Pathways to work in Salvos Stores

As part of the SEIA, managers of the four Salvos Stores currently operating in the Sutherland Shire have been consulted with. As part of that discussion information from Store Managers shows that in the last 18 months over 13 volunteers from Salvos Stores in the Sutherland Shire have gained experience, confidence and upskilling that has enabled them to move into paid employment either at Salvo Stores or elsewhere.

Some examples are:

- A 20 year old woman never had a job and couldn't get part time employment. She volunteered with the Salvation Army and due to her experience was able to get a job at Bunnings.
- A young mother hadn't worked for a number of years and volunteered with the Salvation Army to gain confidence. After this experience, she was able to secure paid employment.
- A number of volunteers have also transitioned directly from volunteers to paid employment in Salvo Stores.

## 5 Identification of Social Impacts

The *Sutherland DCP 2015* suggests the following questions to assist in the identification of social impacts:

- What are the social issues typically associated with this type of development?
- What social impacts are typically associated with development at this location: (access/mobility, safety/security, etc.)
- What is the social context in this location? (demographic/socio-economic/ socio-cultural profiles, crime rates, etc.)
- Who are the stakeholders (individuals or groups) to involve in the assessment process?

The identification of social impacts documented in this chapter follows the structure presented in Council's *DCP 2015* and its identification of the following social impact categories:

- Health and wellbeing
- Access to facilities, amenities and services (including transport, health, education, retail etc);
- Cultural cohesion, identity, safety and security
- Socio-economic outcomes
- Equitable, inclusive and sustainable opportunities in relation to the above.

### 5.1.1 Discussion of impacts

The DPE *SIA Guideline* includes a Scoping Tool to assist the identification of potential social impacts. The tool has now been simplified but did originally contain some guidance questions. The following tables are based on those matters and the categories contained within.

There are a number of levels at which impacts can be considered for this project:

- Firstly, the existing and future clients of the Salvation Army's community facilities and services who either access support on the site now or may do in the future
- Future new residents of the site including both affordable housing and market housing residents
- The surrounding, existing community who may be affected by any external impacts of the project
- Finally, a broader social or community level which will consider equitable access to housing, community inclusion and other social issues.

It is important to recognise that the DPE *SIA Guideline* makes specific reference to the consideration of social impacts on 'vulnerable groups'. In this context, the existing and potential future clients of the Salvation Army services are a key group. Neighbours of the site who live in adjacent properties will also experience impacts from the proposed development.

### 5.1.2 Direct and indirect social impact

The NSW *SIA Guideline* refers to social impacts that may be either direct or indirect. This distinction has relevance to the Kiora Road project.

Direct impacts are those that are the result of either the provision of the spaces or delivery of programs or services by the Salvation Army on the Kiora Road site. The potential community benefit

is a result of the enhanced provision of community facility space that will enable the Salvation Army and its partners to delivery more services and directly assist more people in need.

Indirect impacts include those where the provision of the enhanced community facility enables other service providers and partners to utilise the space to provide services and support to their clients. In this way, the proposed facility becomes a catalyst for greater social change and community benefit to the wider community.

The concept of indirect impacts also includes the longer term benefits, sometimes experienced at a wider community or societal level, of the work that the Salvation Army does. Much of the work of the Salvation Army that currently occurs on the Miranda site, and will be enhanced and increased as a result of the proposed development, is preventative in nature. These services and assistance provide a form of safety net to people who need some form of assistance and support to prevent them from reaching a level of disadvantage that requires greater levels of intervention and resourcing to address.

## 5.2 Health and wellbeing impacts

The DPE *SIA Guideline* defines health and wellbeing as including physical and mental health especially for people vulnerable to social exclusion or substantial change, psychological stress resulting from financial or other pressures, and changes to public health overall. It is important to note that the DPE *SIA Guideline* is explicit about health and wellbeing particularly as it relates to “people vulnerable to social exclusion or substantial change”, psychological stress and changes to public health.

This definition, with its emphasis on vulnerability and social exclusion, is entirely consistent with the services proposed for the redevelopment of the Kiora Road site. The Salvation Army mission is focused on assisting people who are vulnerable and at risk of obtaining the services and support required to prevent them from suffering further disadvantage and to provide opportunities to transition to more stable living, training and employment circumstances.

Council’s *Community Strategic Plan* includes health and wellbeing as a key community goal. Outcome 3 of the *Strategic Plan* is ‘a creative, caring and healthy community that celebrates culture and diversity’. The Community Strategic Plan goes on to state:

There are opportunities to create an even stronger community through volunteering, inter-generational programs, the delivery of accessible community services, and community celebrations. Council and the community work together to develop and implement programs that promote health and wellbeing for all.

The Salvation Army model is heavily focussed on the use of volunteers to support their service delivery and to provide volunteers with opportunities to gain work experience and improve their skills and confidence. The proposed expansion of the community facility space will enable the employment of more volunteers and to engage them in a broader range of programs.

The World Health Organisation (WHO) describes social determinants as ‘the non-medical factors that influence health outcomes. They are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life. These forces and systems include economic policies and systems, development agendas, social norms, social policies and political systems’ ([Social determinants of health \(who.int\)](https://www.who.int/social-determinants-of-health)).

The provision of services on-site, either directly by the Salvation Army or in partnership with other organisations, addresses many of the dimensions of what is known as the ‘social determinants of health’. The Australian Institute of Health and Welfare (2022) [Social determinants of health snapshot - Australian Institute of Health and Welfare \(aihw.gov.au\)](https://www.aihw.gov.au/reports/health/social-determinants-of-health/snapshot) refers to evidence that supports the close relationship between people’s health and the living and working conditions which form their social environment. This includes factors such as socioeconomic position, conditions of employment, the

distribution of wealth, empowerment and social support. These factors are known collectively as the social determinants of health and they are thought to act together to strengthen or undermine the health of individuals and communities.

The array of services proposed to be provided at the enhanced Salvation Army site address many of these 'non-medical' dimensions of health and wellbeing including social disadvantage, homelessness, employment, education and training, etc. While some of the services are provided at the moment, the redevelopment of the site will provide not only greater space for more services to be delivered but will also provide that space according to contemporary standards for accessibility, safety and also client privacy particularly as it relates to counselling and other confidential and personal discussions.

The proposed expansion of both the community facility space and the service delivery capacity on the Kiora Road site is likely to produce increased community benefits in terms of health and wellbeing. The Salvation Army operation has a strong focus on both the preventative effects of service delivery to provide that safety net and additional support to help prevent people from moving into severe disadvantage and an emphasis on providing assistance to vulnerable people who may otherwise not qualify or gain access to formal support.

### 5.2.1 Quality of Life

The *DCP 2015* identifies quality of life as a key 'head of consideration' in the SIA process. Quality of life is also recognised as a key component of a social determinants view of health and wellbeing. Under the heading of Quality of Life the *DCP 2015* requires that a proposal:

Enhances community health and amenity through increased opportunities for recreation, relaxation, physical activity, worship and/or improved safety and security.

The proposed community facility space will provide a diverse range of programs that will include various forms of recreation and worship as well as the space providing much improve safety and security. Other definitions of quality of life consider a number of domains or dimensions ([Quality of life indicators - measuring quality of life - Statistics Explained \(europa.eu\)](https://www.europa.eu/quality-of-life-indicators)). Most commonly these domains include:

- Material living conditions including income, consumption and material conditions
- Leisure including participation in community activities.
- Social interactions including networks and the potential to receive social support
- Economic security including the existence of some form of safety net to protect the person from any sudden change in circumstances
- Physical safety including exposure to or concerns about crime, violence, vandalism
- Basic human rights freedom from discrimination and equal opportunity
- Living environment including both their immediate housing environment, their community and the natural environment
- Overall experience of life which relates to life satisfaction, emotional state and sense of purpose.

Again these elements are clearly consistent with the approach to community facility and service delivery proposed for the site. The many programs planned for the expanded community facility space will have a strong focus on improving living conditions, providing opportunities for social interaction, providing enhanced economic security, improving housing conditions and providing both clients and volunteers with an enhanced sense of purpose.

## 5.3 Access to facilities, amenities and services impacts

The expansion of the community floor space as part of the proposed redevelopment of the site has the potential to create significant social impact. The space proposed as part of the redeveloped site is consistent with what Council describes as a 'community venue' in its *Community Venues Strategy* (2022):

Places where people can come together for social gatherings, meetings, functions and celebrations, specialised activities, educational classes and delivery of social programs.

The *Strategy* adds that community venues:

Support our community's needs and lifestyles, now and into the future, by contributing to enhancing the liveability, inclusivity, collective resilience and wellbeing or the Sutherland Shire.

The *Community Venues Strategy* also identifies a clear shortage of quality and reasonably sized community facility or venue space in the Miranda area. The *Strategy* notes that:

- Current floorspace for community venues is largely fragmented across small, ageing and single purpose venues/facilities
- Council has 23 venues that are considered local facilities. Of those, only one is above 400 square metres which is considered to be an industry minimum standard
- Council owns 11 venues that are considered district level facilities. Of those, 3 of the 11 are above 800 square metres which is considered to be an industry standard for district facilities
- If no new community facility floorspace is provided in the Miranda catchment area, it is projected that there will be a deficit of 5,274 square metres of space by 2036
- Of 76 Council buildings that are leased to community groups, 4 are leased for community services, while 49 are sports clubs and 21 are for scouts/girl guides.

With a floor space of 1,500 square metres the proposed community facility space is addressing key community needs clearly identified by Council in its strategic documents. The proposed 1,500 square metre community

### Community facility space

The proposed 1,500 square metre community facility space would meet 28% of the community facility floor space shortage in Miranda identified by Council in the *Community Venues Strategy*. This space of 1,500 square metres for community use is a significant increase on the existing space of approximately 390 square metres and will substantially increase the Salvation Army's service delivery capacity. The proposed space, together with the affordable housing provision, means that 14% of the total proposed floor area will be community benefit generating space.

facility space would meet 28% of the community facility floor space shortage in Miranda identified by Council in the *Community Venues Strategy*. This space of 1,500 square metres for community use is a significant increase on the existing space of approximately 390 square metres and will substantially increase the Salvation Army's service delivery capacity. The proposed space, together with the affordable housing provision, means that 14% of the total proposed floor area is community benefit generating space. The increased space will mean that a number of services not able to be currently provided due to space constraints can be delivered from the site. These include:

- Increased space for youth-focussed programs including programs that focus on mental health for young people
- Increased and more efficient space for the community co-op with the potential to increase support for food for vulnerable people and families
- The provision of space to enable specialist Domestic Violence counsellors and support services to deliver their services from the facility
- Increased emergency relief support
- Expansion of existing programs like Re-Connect Youth and financial counselling and also bring in services to provide additional specialist counselling support
- Creation of a new playgroup for local parents particularly families with young children experiencing social and/or economic disadvantage
- Creation of a social enterprise function through the Salvo's Store to provide employment training and support for local unemployed people
- Introduction of a men's focussed program with an emphasis on mental health and wellbeing.

As can be seen by the potential service expansion, the increased floor space will directly equate to an increase in the type and number of community support services provided from the Kiora Road site. Many of these services directly respond to the information documented in the social baseline regarding increases in the population of young people in the Miranda area, the importance of health and wellbeing including mental health, and the significance of issues such as domestic violence in the area.

Increased floor space is also more than just a mathematical equation (i.e. four times as much community floor space creates four times the community benefit). While this may be broadly true, the new space will not only be expanded but fit for purpose and based on a strong understanding of the community service model of the Salvation Army and its partners.

The more fit for purpose designed space will also help to alleviate existing issues with the time it takes to act on a request for assistance. Currently, due to space constraints, people presenting to the facility with a need, are having to be booked in at a later date when space is available to identify and address their needs. This delay presents a significant risk when dealing with vulnerable people as making contact to access a service can be difficult, and if the person is required to come back at a later date to access the needed service or support, there is a risk they may not return.

### 5.3.1 Service continuity

An issue that needs to be considered and planned for is how the existing service provision on site will be maintained during the construction phase. There is the potential for negative social impacts to occur should the access to the existing services and support provided by the Salvation Army be restricted or limited while construction of the new facility is occurring.



The Salvation Army is currently exploring a number of options within the Miranda Centre close to the 23 Kiora Road site to locate a temporary premises that will be used to maintain service delivery while the current site is under construction.

### 5.3.2 Participation and inclusion

The *DCP 2015* identifies participation and inclusion as a key 'head of consideration' in the SIA process. Under the heading of participation and inclusion the *DCP 2015* requires that a proposal:

Enhances opportunities for people to participate and interact in community life and seeks to reduce social severance and disadvantage.

The proposed community facility space will provide a wide range of opportunities for currently at risk people to participate in community life to assist with reducing their experience of social severance and disadvantage. The Salvation Army programs, being unrestricted by funding categories for who they can and cannot provide services too, are inclusive and flexible enabling them to provide support to a very diverse array of community members who may be experiencing a wide range of issues or forms of disadvantage.

A key component of the Salvation Army model is also based on providing volunteering opportunities that allow people to actively participate in their communities and to build skills and confidence. As previously mentioned, the proposed development is projected to provide up to 50 volunteer opportunities compared to the current 15. A wide range of research demonstrates the value of the volunteer experience in improving the volunteer's confidence, capacity and sense of purpose. A 2021 study by Volunteering Australia ([Evidence-Insights-Volunteering-and-mental-health-Final.pdf \(volunteeringaustralia.org\)](https://www.volunteeringaustralia.org/Evidence-Insights-Volunteering-and-mental-health-Final.pdf)) found the benefits to the volunteer to include improved mental health and quality of life with greater psychological wellbeing, self-esteem and satisfaction with life. The study also found that volunteering was also valuable as it increased peoples' 'social capital' by providing increased social interaction and sense of purpose.

### 5.3.3 Access and mobility

The *DCP 2015* identifies access and mobility as a key 'head of consideration' in the SIA process. Under the heading of access and mobility the *DCP 2015* requires that a proposal:

Provides reasonable accessibility and reflects mobility considerations within and around the development, including integration with adjoining environments.

As has been mentioned the existing site is not compliant with contemporary standards for access and mobility. As a result, there are some physical restrictions on the site that inhibit people with mobility limitations from accessing spaces and services.

These issues will be resolved in the redeveloped site which will be compliant with all contemporary standards for access and mobility and will also ensure safe accessible travel within the community facility space of the site.

### 5.3.4 Transportation

The *DCP 2015* identifies transportation as a key 'head of consideration' in the SIA process. Under the heading of transportation the *DCP 2015* requires that a proposal:

Encourages the use of public and active transport options as a means by which to reduce private vehicle dependence.

The site is located within walking distance of both a major railway station and a major bus interchange. This location encourages the use of active and public transport and is consistent with Council's strategic directions including the following statement from the *Housing Strategy 2020*:

In order to promote the use of public transport and to efficiently use existing infrastructure, the Strategy increases the amount of medium and high density dwellings close to centres. By concentrating housing around centres, an increased population in those locations will support local schools, shops, cafes, libraries and community centres.

## 5.4 Cultural cohesion and identity

The DPE SIA Guideline defines cohesion as “the bonds and relationships people have with their family, friends and the wider community that build trust, shared values, feelings of belonging, community participation and reciprocity”.

The proposed community facility space will act as a ‘third place’ in the local community. This is an open and inclusive space where members of the community can come to either participate in formal programs or to meet and gather informally. A key purpose of the Salvation Army is to bring people in the community together and help to form the networks of support that are critical to all communities.

The proposed development will enhance the Salvation Army’s capacity to assist people who are experiencing disadvantage to gain the support, training, access services and assistance they require to participate fully in the community. These programs promote community participation and sense of belonging and purpose. Addressing community disadvantage is an important component of enhancing community cohesion as it supports more people to participate more fully in the various aspects of community life.

The Salvation Army, if it were to act as the CHP for the project, would facilitate a variety of programs including resident groups, classes and community events for residents. These programs are designed to:

- Strengthen the bonds among residents and facilitate social connections and networks
- Encourage interaction among residents and build residents’ capacity to work together and form a sense of community
- Build resilience among community members to enable them to better deal with change and to support each other.

### 5.4.1 Culture and community values

The DCP 2015 identifies culture and community values as a key ‘head of consideration’ in the SIA process. Under the heading of culture and community values the DCP 2015 requires that a proposal:

Reflects mainstream culture and community values and provides opportunities to integrate and promote acceptance of minority cultures and values.

The venue is open to all cultures and operates in an inclusive and non-discriminatory way. Information provided by the Salvation Army demonstrates that the current services are accessed by a range of people from varying cultural backgrounds. The expansion of the facility space and service provision is likely to increase this accessibility and provide for the opportunity to deliver a wider range of culturally appropriate services and programs. The current facility is also used as workshop space for changes with strong multicultural backgrounds and congregations and this inclusion of diversity will continue and expand in the new facility.

## 5.5 Safety and security

Safety and security of staff, clients and surrounding neighbours are key considerations in the future design and development of the site. As has been stated, the existing Salvation Army facility is not fit for purpose and does not meet contemporary requirements and expectations for staff and client safety. The site includes a collection of spaces and buildings that do not provide adequate surveillance and make it challenging to meet requirements for worker and client safety.

The redeveloped community facility space will be fit for purpose, designed to accommodate the intended community activities, and be based on both the principles and requirements of safe workplace and community facility design.

In terms of safety and security, the DCP 2015 matters to be considered notes:

Safety and security	The proposal seeks to improve safety and security in the public domain through the adoption of relevant CPTED principles
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The development as a whole (community space, outdoor space and residential building) will be designed in accordance with the latest Crime Prevention Through Environmental Design principles.

The DCP 2015 also refers to the anti-social behaviour and crime prevention as a matter for consideration.

Anti-social behaviour and crime prevention	The proposal seeks to reduce or avoid opportunities for criminal activity and/or anti-social behaviour through the adoption of relevant CPTED principles
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The SIA process requires consideration of impacts on any groups that may be viewed as 'sensitive receptors'. These are any groups in the area, in proximity to the site, that may be especially vulnerable to any adverse social impacts. For the Kiora Road site, a key group of 'sensitive receptors' are the students attending the Our Star of Sea Catholic Primary School which is located across Kiora Road from the Salvation Army site.

In terms of physical impacts, including potential overshadowing of the playground, the shadow analysis provided in the Urban Design Report prepared by Turner Studios found:

After a thorough analysis of the shadow impact on the adjacent public school zone, it can be concluded that between 900am and 300pm the affected areas do not fall within the designated kids play area as assigned by the school property. The overshadowing primarily affects the parking lots.

Social impacts related to proposals in close proximity to schools are often viewed in terms of anti-social behaviour and criminal activity that may impact the safety and wellbeing of the students. The proposed service expansion of the community facility space will not introduce any new services to the site that would create any additional negative social impact. The expanded community space will provide capacity to provide more support services in the drug and alcohol field which is currently a core offering at Kiora Road. This is a service that has been offered on site for many years and has not resulted in any adverse impact on the school or to other community members in the area.

An important design consideration is that new community facility space will change its primary orientation from Kiora Road to Willock Avenue (this includes locating the entrance to the community space on Willock Avenue). This relocation is significant as it will ensure the main entrance to the facility is located directly across from the main entrance to the Miranda Police Station and the entrance will be further from the key sensitive receptor in the area being the Catholic Primary School.

The ongoing management presence of the Salvation Army on the site will be key to monitoring potential impacts and will enable a proactive management approach to any potential impact mitigation.

## 5.6 Socio-economic outcomes

The proposed redevelopment of the Kiora Road site has the potential to create positive socio-economic impacts. These relate primarily to three areas:

- Opportunities for sustainable employment
- Opportunities for local businesses and local economic development
- Direct positive outcomes for tenants of the onsite affordable housing.

### 5.6.1 Employment impacts

Matters to be considered:

Economic advantage	The proposal provides opportunities for sustainable employment and other forms of economic advantage to enhance community wealth, innovation and prosperity
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There will be direct positive employment benefits from the enhanced operations in the new Miranda Savlos service. This will primarily be the increased in employment from 5 to 25 FTEs. There will also be employment enhancements through the Salvos retail outlet, the café and a potential medical centre. Regular sessional volunteers are estimated to increase from 15 to 40-50 in the new scheme.

Employment and training opportunities are a clear area of additionality from the current Salvation Army operations at Miranda. This would include:

- Direct training opportunities in partnership with GyMEA TAFE
- Direct job placements in the Miranda Salvos operations such with retail and reception roles
- Employment Plus services are not currently offered from Shire Salvos locations
- Other employment services and career counselling, providing targeted individual services and tailored transition programs.

There is an expectation for the proposal to include measures to enhance local economic development and local employment through social procurement policies. These are well established in the construction industry but can be adopted regardless of the scale of the project. The likely construction employment is projected to range between 680 to 1,020 jobs (based on an estimate of 10-15 jobs created for every \$1 million in construction spend).

As a benefit enhancing management measure, the social impact management plan should specify that construction contracts will have provisions to provide a certain percentage of construction jobs to local workers (local meaning the Sutherland Shire LGA) and also to provide business opportunities to specific target groups. These business target groups would include social enterprises, women led businesses, First Nation businesses, and disability led businesses. It should be noted that for a scheme of this size, these procurement measures are not legislatively mandated but are a desirable response to the enhancements of the local economic benefits of the project.

As the development partner with the Salvation Army for this project, Formus Properties has clear experience in implementing social procurement initiatives through other development projects including ones in the Sutherland Shire.

There are well-established databases to link contractors with key suppliers relating to construction. These are:

- Social enterprises: <https://www.socialtraders.com.au/>
- First Nations: <https://supplynation.org.au/> and <https://nswicc.com.au/nsw-aboriginal-business-portal/>
- Disability led: <https://buyability.org.au/>
- Women-led businesses: <https://womenledbusiness.com.au/> and <https://www.womenbuildingaustralia.com.au/> ; locally: <https://shirewomen.com.au/>

Further opportunities for social enterprises to be engaged in the on-going operations of the enhanced Miranda service can be accessed via the above databases. For example, the community garden could be maintained by a First Nations gardening business with an opportunity for engaging service users with First Nations cultural experiences around Country.

## 5.6.2 Monetised social value impact

### 5.6.2.1 Current operations

The Salvation Army organisation operating in the Sutherland Shire is a substantial and significant operation. The new Salvation Army facility in Miranda is intended to act as the service hub for all Salvation Army operations in the Shire. Based on the local impact output and outcome data already referred to it is possible to generate a 'monetized social value' for the Salvation Army services in the Shire. Alongside this is the current staffing costs for the provision of community and social services in the Shire which totalled \$1.57million in the 2022-23 financial year. This analysis is reflective of the real cost of provision of current TSA services in the Shire. These, of course, are set to expand with the new service hub at Kiora Road Miranda. The analysis is shown in the table below. It shows that the value of Salvation Army operations in Sutherland Shire for one year (2023) is estimated at around \$2.5 million.

Table 14: Monetised social value estimate of Salvation Army Sutherland Shire operations 2023

Direct TSA staff costs 2022-23		Total:
Staffing costs - local Shire Salvos budget		\$740,000.00
Staffing costs - TSA head office budget		\$830,000.00
<b>Total staffing costs for TSA Sutherland Shire:</b>		<b>\$1,570,000.00</b>
Case work, counselling, and training services	Estimated unit value	
Youth counselling and mediation sessions	\$100 per session	\$67,200.00
Alcohol and drug support sessions	\$100 per session	\$52,800.00
Individual case worker support sessions	\$100 per session	\$57,600.00
Financial counselling sessions	\$100 per session	\$52,000.00
Driver training and mentoring sessions	\$100 per session	\$38,400.00
<b>Total case work, counselling, and training:</b>		<b>\$268,000.00</b>

Direct provision	Estimated unit value	
Food hampers	\$40 per hamper	\$536,000.00
Christmas hampers (food & toys)	\$200 per hamper	\$80,000.00
School supplies packs	\$23 per pack	\$1,150.00
Hot meals	\$12 per meal	\$86,400.00
Blankets	\$30 per blanket	\$7,800.00
Community kids' camps	\$100 per child	\$10,000.00
<b>Total direct provision:</b>		<b>\$721,350.00</b>
<b>Total monetized social value of TSA Sutherland Shire:</b>		<b>\$2,559,350.00</b>
N.B. The value of the housing provision (12 families in 2023) has not been included.		

#### 5.6.2.2 Future operations

The next table displays the monetised social value estimate for the Salvation Army's operations in Sutherland Shire following the full operation of the new hub at Miranda. This assumes an uplift in staffing capacity, increased capacity for face-to-face counselling and support sessions, and a modest increase in direct provision of items to individuals and families, such as hampers. It shows that the value of the Salvation Army operations in Sutherland Shire for one full year of enhanced services is estimated at around \$4.0 million.

It should be borne in mind that this is an indicative estimate of monetized social value but one that is reflective of the major level of enhancement to service provision to the Sutherland community from the opening of state-of-the-art facilities at Kiora Road Miranda.



Table 15: Monetised social value estimate of Salvation Army Sutherland Shire operations for enhanced facilities

Direct TSA staff costs		Total:
Staffing costs – local Shire Salvos budget (base)		\$740,000.00
Staffing costs – TSA head office budget (base)		\$830,000.00
Staff costs – increase in new facility (additional)		\$1,200,000.00
<b>Total staffing costs for TSA Sutherland Shire:</b>		<b>\$2,770,000.00</b>
Case work, counselling, and training services	Estimated unit value	
Youth counselling and mediation sessions	\$100 per session	\$100,800.00
Alcohol and drug support sessions	\$100 per session	\$79,200.00
Individual case worker support sessions	\$100 per session	\$86,400.00
Financial counselling sessions	\$100 per session	\$78,000.00
Driver training and mentoring sessions	\$100 per session	\$57,600.00
<b>Total case work, counselling, and training:</b>		<b>\$402,000.00</b>
Direct provision	Estimated unit value	
Food hampers	\$40 per hamper	\$616,400.00
Christmas hampers (food & toys)	\$200 per hamper	\$92,000.00
School supplies packs	\$23 per pack	\$1,322.00
Hot meals	\$12 per meal	\$99,360.00
Blankets	\$30 per blanket	\$8,970.00
Community kids' camps	\$100 per child	\$11,500.00
<b>Total direct provision:</b>		<b>\$829,552.00</b>
<b>Total monetized social value of TSA Sutherland Shire:</b>		<b>\$ 4,001,552.00</b>

The table above shows that the value of the Salvation Army operations in Sutherland Shire for one full year of enhanced services is estimated at around \$4.0 million. This is compared to the 2023 estimated value of current operations of around \$2.5 million.

It should be borne in mind that this is an indicative estimate of monetized social value but one that is reflective of the major level of enhancement to service provision to the Sutherland community from the opening of state-of-the-art facilities at Kiora Road Miranda.

### 5.6.3 Housing

Matters to be considered:

Housing mix	The proposal reflects awareness of population and demographic influences and contributes to a mix of housing styles and levels of affordability without reducing the existing stock of low-moderate rental housing
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Secure housing is an essential foundation to both individual and community health and wellbeing. NSW Health's *Healthy Built Environment Checklist* (2020) describes housing as being 'fundamental to human health' and that "It affects many aspects of life, including personal and family wellbeing, mental and physical health, employment opportunities, social connectedness and environmental sustainability. Limited housing options can mean lower levels of social and economic participation and less access to healthcare and healthy environments" (p.40, [healthy-built-enviro-check.pdf \(nsw.gov.au\)](https://www.health.gov.au/healthy-built-enviro-check.pdf))

Council's strategic documents highlight the desire to assist younger people leaving home and young families to set up home in Sutherland Shire by providing affordable houses or larger flats to buy or rent. Similarly, Council wishes to address the needs of an ageing population and encourage options that allow older people to remain independent longer or to downsize without having to move away from their community and support networks.

The project will provide stable, secure affordable housing to tenants who may be experiencing vulnerability and who are unable to otherwise access suitable housing. The proposed development will include residents who have been renting in the open housing market but have been experiencing significant rental stress.

The proposed development will provide new affordable housing units to be provided alongside the private market units. It is proposed that these will be managed by Salvos Housing CHP as medium to long term accommodation with wrap around employment and training programs and support. The key management principle for this model of housing is to work with all partner organisations to bring about sustainable long term tenant benefits by ensuring that tenants are located near and are introduced to supportive communities and services. These outcomes are best achieved by the integrated model of housing proposed for this development.

### Housing and health

Housing has a very important wellbeing. It provides shelter, safety, security and privacy. The availability of affordable, sustainable and appropriate housing enables people to better participate in the social, economic and community aspects of their lives. Housing construction and design and the social and neighbourhood environment can affect various aspects of physical and mental health and quality of life of the inhabitants (Giles-Corti et al. 2012).

Cited in Australian Institute of Health and Welfare, Release date 7 July 2022, Built Environment and Health Australian Institute of Health and Welfare ([aihw.gov.au](http://aihw.gov.au))

Through the provision of stable, secure housing this project is likely to positively contribute to the health and wellbeing of future tenants in a significant way including, as suggested by the *Healthy Built Environment Checklist*, greater opportunities for social and economic participation. In this way, this project has the potential to create both individual and wider community social benefit.

## 5.7 Other

### 5.7.1 Amenity

While not identified specifically in the DCP 2015 as a requirement, it is important to consider any potential amenity impacts from the proposed development and whether they could impact people's quality of life or sense of wellbeing.

One area of potential concern is the visual impact of the proposed development on adjacent properties. As part of the *Urban Design Report* (prepared by Turner Studio) a visual impact assessment has been undertaken. This assessment examines views from various points of the public domain. What is not clear from the visual impact assessment is the visual impact of the proposed development on the nearby residential buildings in the area. These assessments will be required in the Development Application stage and the social impacts of that visual assessment should be assessed at that time.

It should be noted that while impacts on immediately adjacent neighbours due to changes in views and outlook may be significant for those directly impacted, the extent of these impacts are confined to those people living in apartments to the south of the site and who currently have outlooks looking to the north over the Salvation Army site.

Construction impacts are another common potential impact with development projects of any scale. The appropriate form of Construction Management Plan will be put in place to manage impacts, identify permitted work times, identify measures to control noise, dust, traffic etc and provide a means for people to lodge complaints or seek further information.

### 5.7.2 Risk perception

The DCP 2015 identifies community risk perception as a matter for consideration.

Community risk perception	The proposal acknowledges community perception of risk to social, environmental and/or economic outcomes and demonstrates how risks will be avoided, mitigated or offset
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Community risk perception will be addressed by having a social impact management plan (SIMP) in place that addresses how the project's risks will be avoided, mitigated or offset. In addition, the SIMP will include management measure to ensure that the very significant benefits of the proposal are enhanced through actively working with service partners. The SIMP will be monitored on a quarterly basis with an annual report on outcomes produced. This will be further addressed in section 8 on monitoring and evaluation.

A further dimension of this is a community and stakeholder engagement process that actively engages local residents including neighbours to the site in a consultation process to provide them with information about the proposed development. Community risk perception can be heightened by misinformation about a project. A proactive and robust engagement process can assist to dispel rumours about a project and ensure that timely and accurate information is available to community members.

## 6 Assessment of Significance

Once initial possible impacts have been scoped, the SIA process then focusses on narrowing down those potential impacts to focus on those that are likely to be most important.

The DPE *SIA Guideline (Technical Supplement)* includes a series of tables which assist in understanding the potential significance of social impacts. The first tables are explanations of terms: likelihood, magnitude dimensions, and magnitude levels. Table 19, known as the Social Impact Significance Matrix, provides a decision-making matrix based on those terms.

### 6.1 Likelihood

Table 16: Defining likelihood for social impacts

Likelihood Level	Meaning
Almost certain	Definite or almost definitely expected (e.g. has happened on similar projects)
Likely	High probability
Possible	Medium probability
Unlikely	Low probability
Very unlikely	Improbable or remote probability

Source: DPE (2021) *SIA Guideline: Technical Supplement*

### 6.2 Magnitude

Tables 17 and 18 show both the dimensions of magnitude and the levels of magnitude.

Table 17: Dimensions of social impact magnitude

Magnitude	Details needed to enable assessment
Extent	Who specifically is expected to be affected (directly, indirectly or cumulatively), including any vulnerable people? Which location(s) and people are affected? (e.g. near neighbours, local, regional, future generations)
Duration	When is the social impact expected to occur? Will it be time-limited (e.g. over particular project phases) or permanent?
Intensity or scale	What is the likely scale or degree of change? (e.g. mild, moderate, severe)
Sensitivity or importance	How sensitive/vulnerable (or how adaptable/resilient) are affected people to the impact, or (for positive impacts) how important is it to them? This might depend on the value they attach to the matter; whether it is rare/unique or replaceable; the extent to which it is tied to their identity; and their capacity to cope with or adapt to change
Level of concern/ interest	How concerned/interested are people? Sometimes, concerns may be disproportionate to findings from technical assessments of likelihood, duration and/or intensity

Source: DPE (2021) *SIA Guideline: Technical Supplement*

Table 18: Defining magnitude levels for social impacts

Magnitude level	Meaning
Transformational	Substantial change experienced in community wellbeing, livelihood, infrastructure, services, health, and/or heritage values; permanent displacement or addition of at least 20% of a community
Major	Substantial deterioration/improvement to something that people value highly, either lasting for an indefinite time, or affecting many people in a widespread area
Moderate	Noticeable deterioration/improvement to something that people value highly, either lasting for an extensive time, or affecting a group of people
Minor	Mild deterioration/improvement, for a reasonably short time, for a small number of people who are generally adaptable and not vulnerable
Minimal	Little noticeable change experienced by people in the locality

Source: DPE (2021) *SIA Guideline: Technical Supplement*

## 6.3 Social impact significance

The assessment of the significance of social impact involves consideration of both the likelihood of an impact occurring and also the potential magnitude of the impact.

Table 19: Social impact significance matrix

	Magnitude Level				
	1	2	3	4	5
Likelihood Level	Minimal	Minor	Moderate	Major	Transformational
A Almost certain	Low	Medium	High	Very high	Very high
B Likely	Low	Medium	High	High	Very high
C Possible	Low	Medium	Medium	High	High
D Unlikely	Low	Low	Medium	Medium	High
E Very unlikely	Low	Low	Low	Medium	Medium

Source: DPE (2021) *SIA Guideline: Technical Supplement*

Table 20 below uses the significance matrix from Table 18 to provide an analysis of the potential social impacts in terms of their level of significance. Those potential impacts that are assessed as having the highest significance are the ones that will be focussed on in the following section of this report.

Table 20: Assessment of significance

Potential Social Impact	Description	Likelihood	Magnitude	Significance
<b>Community</b>				
Health and wellbeing	Physical and mental health and wellbeing of future and surrounding residents	Possible	Moderate	High
Services and facilities	Availability of, and access to, services and/or facilities (e.g. public transport, education and training, healthcare, emergency services, justice, disability, aged care, waste, recreational, sport, arts and cultural, child and family services, postal, private sector goods and services)	Likely	Moderate	High
Cultural cohesion and identity	Cohesion can be understood as the bonds and relationships people have with their family, friends and the wider community	Possible	Moderate	Medium
Housing	Availability of, and access to, adequate and affordable housing in locations that have access to transport, employment, community facilities.	Likely	Moderate	High
Safety and security	The proposal seeks to improve safety and security in the public domain through the adoption of relevant CPTED principles	Likely	Moderate	High
<b>Economic</b>				
Livelihood	A person's ability to make a living and have access to employment, training and skills, and volunteering opportunities. Availability and access to small scale contracts and business opportunities relating to both the construction phase and operational phase of the	Likely	Moderate	High



Potential Social Impact	Description	Likelihood	Magnitude	Significance
	project to include local SMEs, women-led businesses, First Nations businesses, and disability-led business as deemed appropriate.			
<b>Amenity</b>				
Visual impact	This includes views of the development from and to adjoining properties and change to views from adjoining properties as a result of the development. Impact areas include privacy, overshadowing and sunlight access.	Likely	Moderate	High

## 6.4 Key Social Impacts

The key social impacts are grouped here as community, economic and amenity. The significance ratings from the previous chapter are explained in more detail include how some ratings may change over time depending on the detail of how the project is implemented.

### 6.4.1 Community impacts

Community impacts have been assessed as those of greatest significance for this project. With the essential ongoing role of the Salvation Army in the project and the provision of extensive community facility space and affordable housing, the community benefits of the project are seen as being the primary form of positive social impact.

Table 21: Health and wellbeing

Potential Social Impact	Description	Likelihood	Magnitude	Significance
Health and wellbeing	Physical and mental health and wellbeing of future and surrounding residents	Possible	Moderate	Medium

Health and wellbeing benefits are assessed as being of medium significance. As health and wellbeing impacts are difficult to quantify and measure they have been assessed as having a 'possible' likelihood (medium probability of occurring). This may be an underestimate and the monitoring suggested for the project under the Social Impact Management Plan may provide an evidence base to reconsider this assessment.

It is also possible for the magnitude of health and wellbeing impacts to be increased from moderate (noticeable improvement to something people value, affecting a group of people). This would depend on the extent to which the proposed facility is accessible and used by the wider community (as it is intended) and that the health and wellbeing benefits are able to 'affect many people in a widespread area' (which defines a major magnitude rating).

Table 22: Access to services and facilities

Potential Social Impact	Description	Likelihood	Magnitude	Significance
Services and facilities	Availability of, and access to, services and/or facilities (e.g. public transport, education and training, healthcare, emergency services, justice, disability, aged care, waste, recreational, sport, arts and cultural, child and family services, postal, private sector goods and services)	Likely	Moderate	High

Improved and enhanced access to services and facilities is considered to be likely as a result of the proposed development. The expanded community facility space is a key component of the project and represents the foundation of many of the potential positive social impacts.

Like with health and wellbeing, it is also possible for the magnitude of access to services and facilities impacts to be increased from moderate (noticeable improvement to something people value, affecting a group of people). This would again depend on the extent to which the proposed

facility is accessible and used by the wider community (as it is intended) and that the enhanced services and facilities benefits are able to 'affect many people in a widespread area' (which defines a major magnitude rating).

Table 23: Cohesion and cultural identity

Potential Social Impact	Description	Likelihood	Magnitude	Significance
Cultural cohesion and identity	Cohesion can be understood as the bonds and relationships people have with their family, friends and the wider community	Possible	Moderate	Medium

Cohesion and cultural identity benefits are assessed of being of medium significance. Cohesion and cultural identity impacts are difficult to be definitive about in the absence of good data. As such this has been assessed as having a 'possible' likelihood (medium probability of occurring).

It is also possible for the magnitude of health and wellbeing impacts to be increased from moderate (noticeable improvement to something people value, affecting a group of people). This would depend on the extent to which the proposed facility is accessible and used by the culturally diverse groups in a more substantial way than the existing facility is.

Table 24: Housing

Potential Social Impact	Description	Likelihood	Magnitude	Significance
Housing	Availability of, and access to, adequate and affordable housing in locations that have access to transport, employment, community facilities.	Likely	Moderate	High

Housing benefits are assessed of being of high significance. Housing and affordable housing will be provided on the site so it is considered to be likely to occur. The magnitude of the impact of housing, and especially affordable housing from a social impact perspective, is currently assessed as being moderate (noticeable improvement to something people value, affecting a group of people). This could be increased when more information is known about the nature and the amount of the affordable housing provision on site and its potential to have more widespread impact.

Table 25: Safety and security

Potential Social Impact	Description	Likelihood	Magnitude	Significance
Safety and security	The proposal seeks to improve safety and security in the public domain through the adoption of relevant CPTED principles	Likely	Moderate	High

The design of all components of the project will comply with CPTED principles. As such, and given the current conditions on the site, the improvement of safety and security is considered likely. The magnitude of the impact of improved safety and security, is currently assessed as being moderate (noticeable improvement to something people value, affecting a group of people).

As noted earlier, the safety and security will be further enhanced by the orientation of community facility space towards Willock Avenue with the direct frontage to Miranda Police Station and the ongoing presence of the Salvation Army staff on site to manage any issues that could potentially become a safety or security risk.

## 6.4.2 Economic impacts

Table 26: Livelihood

Potential Social Impact	Description	Likelihood	Magnitude	Significance
Livelihood	A person's ability to make a living and have access to employment, training and skills, and volunteering opportunities. Availability and access to small scale contracts and business opportunities relating to both the construction phase and operational phase of the project to include local SMEs, women-led businesses, First Nations businesses, and disability-led business as deemed appropriate.	Likely	Moderate	High

Livelihood benefits are assessed of being of high significance. Through the enhanced provision of employment training, volunteer opportunities, financial counselling and support on the site positive livelihood benefits are considered likely to occur. The magnitude of the impact of these livelihood impacts is currently assessed as being moderate (noticeable improvement to something people value, affecting a group of people). It is possible for the magnitude of livelihood impacts to be increased from moderate (noticeable improvement to something people value, affecting a group of people). This would depend on the degree of enhanced provision that the proposed facility would enable and the possibility of positive impacts affecting 'many people in a widespread area' (which is how the DPE SIA Guideline defines a major impact).

Livelihood impacts will also be enhanced through the implementation of the social procurement policies identified in the report and which Formus has delivered on other projects.

## 6.4.3 Amenity

The primary amenity impact considered in the SEIA is visual impact.

Table 27: Amenity

Potential Social Impact	Description	Likelihood	Magnitude	Significance
Visual impact	This includes views from the development to adjoining properties and change to views from adjoining properties as a result of the development. Impact areas include privacy, overshadowing and sunlight access.	Likely	Moderate	High

At the time of preparing this SEIA, no visual impact analysis has been undertaken regarding view impacts to neighbouring residential properties. As such, and in line with the precautionary principle<sup>1</sup>, it is assumed that there will be some visual impact of the project. An assessment of this impact will be required to be undertaken as part of the development application process.

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<sup>1</sup> The precautionary principle in SIA is endorsed by the International Association of Impact Assessment and states that lack of certainty or information about a potential impact (including a full study not being completed) should not be used as a reason to not include that impact in a SIA and require its mitigation

## 7 Monitoring and Evaluation

The ongoing involvement of the Salvation Army provides a unique opportunity for the creation of a strong monitoring and evaluation approach. This should encompass both the construction phase and the operational phase of the project. It is important that the scope of the operational phase monitoring captures both the affordable housing outcomes and the service outcomes that are directly related to the expanded Salvation Army facilities and services on the site. It is recommended that the monitoring and evaluation activities referred to in the table below continue for a five-year period (post construction). After this time, the Salvation Army should review the social impact management process.

Appropriate measurement tools are indicated in the table. These include tenant and broader community engagement including satisfaction surveys, forums, open days and other approaches that could be incorporated into an evaluation program for the development.

The Social Impact Management Plan should be designed in a clear and simple manner. It could be based on a structure similar to the following.

Table 28: Social Impact Management Plan Framework

Social Impact	Indicators	Measurement Tools
Provision of affordable housing	<ul style="list-style-type: none"> <li>Units occupied</li> <li>Measures of rental affordability - rents compared to market</li> <li>Tenant employment outcomes</li> </ul>	Rental data Tenant data
Health and wellbeing	<ul style="list-style-type: none"> <li>Program of classes, groups</li> <li>Attendance at/participation in various classes</li> <li>Links established with health care providers</li> <li>Self-reported health and wellbeing assessment</li> </ul>	Attendance records at classes, groups Satisfaction surveys Focus groups Tenant group discussions
Services and facilities	<ul style="list-style-type: none"> <li>Use of on-site communal spaces</li> <li>Tenant use of surrounding facilities - community centre, etc</li> </ul>	Satisfaction surveys Focus groups Tenant group discussions
Community cohesion, capital and resilience	<ul style="list-style-type: none"> <li>Self-reported sense of connection, community</li> <li>Community events held</li> </ul>	Satisfaction surveys Focus groups Tenant group discussions Community events program and attendance records
Socio-economic outcomes	<ul style="list-style-type: none"> <li>Construction job opportunities provided to key target groups (e.g. women, Indigenous, previously unemployed)</li> <li>Construction supply chain contracts awarded to local SMEs, women led businesses, and First Nations businesses</li> <li>Operational opportunities for local SMEs, women led businesses, and First Nations businesses</li> </ul>	Employment monitoring returns from sub-contractors Monitoring of awards of supply chain contractors Quarterly operational monitoring reports for Miranda Salvation Army activities



Social Impact	Indicators	Measurement Tools
	<ul style="list-style-type: none"> <li>Volunteering opportunities for local people</li> <li>Skills training opportunities for clients and local people</li> </ul>	
Equitable, inclusive and sustainable opportunities	<ul style="list-style-type: none"> <li>Refer to the above indicators</li> </ul>	Annual operational monitoring reports for Miranda Salvation Army activities with a focus on equitable access, social inclusion and social sustainability

### 7.1.1 Measurement of outcomes

One ongoing practice that could be enhanced to help inform the Social Impact Management Plan is for the Salvation Army to continue to implement its Stronger Communities Outcomes Measurement Framework to directly address the measurement of outcomes of the 23 Kiora Road project.

The framework is a robust tool currently used by the Salvation Army that addresses key outcomes domain including wellbeing and spirituality, individual capabilities, life circumstances, and social connectedness. It could be explored how measurement of outcomes for the Miranda project could use the Outcomes Measurement Framework and, in turn, be used to inform the ongoing monitoring and measurement of social impact outcomes for the project.

## 8 Conclusion

This SIA has concluded that an overwhelming majority of social impacts likely to be generated by the proposed redevelopment of the 23 Kiora Road site are positive and of high significance. Housing, access to services and facilities and livelihood impacts are assessed as being highly significant impacts of this project.

This analysis has also shown that there is a significant increase in the value of the additional services that are proposed to be enhanced through the development of the site and the expansion of the community facility floor space in particular.

There is the potential for amenity impacts in terms of visual impact to negatively impact some nearby residents. Further study of the potential for negative visual impact and possible associated social impacts is required.