



Waterloo South Estate Renewal

Preliminary Social Impact Management Plan

April 2026

Prepared for: Stockland

1 Preliminary Social Impact Management Plan (SIMP)

1.1 Purpose of this Preliminary SIMP

This preliminary Social Impact Management Plan (SIMP) has been prepared by Urbis Ltd (Urbis) for Stockland and on behalf of NSW Land and Housing Corporation “Homes NSW” (the applicant) in support of a Concept State Significant Development Application (Concept SSDA) made to the Department of Planning, Housing and Infrastructure (DPHI) for the redevelopment of Waterloo Estate (South), known as “Waterloo South” (the site).

This Concept SSDA seeks consent for the land uses, building envelopes, indicative development yields and distribution of development, public domain outcomes, and infrastructure delivery parameters, which will inform the future detailed applications undertaken for the site.

This Preliminary SIMP addresses the SEARs requirement for SSD-93222706 (Item 16), described as follows: “Provide a Preliminary Social Impact Management Plan to identify and mitigate impacts from the development on local communities.” It has been informed by the Social Impact Assessment (SIA) for the Concept SSDA prepared in response to SSD-93222706 (Item 16). It constitutes a key output of the SIA for the Concept SSDA, and serves as a practical, actionable plan to manage the social impacts identified during the assessment phase.

1.2 Legislative frameworks and interfacing documents

This Preliminary SIMP aligns with the guidance provided in the NSW Department of Planning, Housing and Infrastructure’s Social Impact Assessment Guideline (SIA Guideline 2025) and the Social Impact Management Toolbox for State Significant Projects (the SIMP Toolbox, February 2023), which guide the management of social impacts and the implementation of SIMPensures.

Ongoing monitoring and evaluation of social impacts is critical to ensuring that the project’s mitigation and enhancement measures remain responsive, adaptive, and effective throughout the project’s life. In this context, it is envisaged that the Preliminary SIMP may be further developed to guide the mitigation and management of social impacts through the design and construction stages, following post-approval of the Concept SSDA.

Recommendations set out in the SIMP, including impact mitigation and enhancement measures, will require Stockland in partnership with Homes NSW, and in collaboration with the CHP Partners, to work together to:

- Further refine and develop mitigation measures (with community, where applicable)
- Assign responsible parties against each recommendation or mitigation/enhancement measures
- Monitor and report on progress annually
- Evaluate effectiveness across the various phases of the project.

Where there is a role for other parties (for example, the City of Sydney or other community groups), Stockland, CHP Partners and Homes NSW, will engage closely with each group to get the best outcome for the precinct.

As well as the engagement above, key interfacing documents, such as Construction and Environmental Management Plans, the Urban Design Report, and Homes NSW Waterloo South People and Place Plan, will be further considered in future reporting on progress. Some social impacts may be explicitly managed through other Management Plans, such as Employment and Procurement plans.

1.3 Implementation principles

According to the SIA Guideline (2025) and the SIMP Toolbox (2023), and under the core applicable principles of the NSW guideline social impact management, as listed in Table 1 below, ongoing refinement of mitigation measures and proactive monitoring, in collaboration with stakeholders, are essential throughout the project lifecycle. This approach is consistent with the principles of the SIA Guideline (2025) for impact management: adaptive, lifecycle-focused, and action-oriented.

These core principles and associated key actions are listed in

Table 1 below. Detailed actions are set out in Table 2.

Table 1 Applicable principles of the NSW guideline for SIMPs and key actions

Applicable principles of the NSW guideline for SIMPs	Key actions relevant to the proposed development impact management framework
Invest in relationships of trust with communities	<ul style="list-style-type: none"> ▪ Collaborate with key project partners throughout all stages of project design and delivery to proactively identify and respond to social impacts on communities. ▪ Proactively identify and respond to social impacts on existing tenants through ongoing collaboration and communication. ▪ Proactively engage with local community members – including vulnerable members of the community – throughout the project lifecycle and respond to issues raised in collaboration with project partners.
Respond to changing contexts throughout the life of the project	<ul style="list-style-type: none"> ▪ Proactively monitor and manage social impacts throughout the project lifecycle. ▪ Proactively identify social impacts and risks to enable adjustments to be made as the project progresses, and new information emerges. ▪ Enhance and refine mitigation, enhancement, monitoring and management of social impacts over the lifecycle of the proposed development and communicate ways in which unanticipated impacts will be addressed.
Follow a precautionary principle	<ul style="list-style-type: none"> ▪ Proactively consider and respond to the impacts of project activities on directly affected stakeholders. ▪ Recognise and respond to identified potential cumulative impacts, even where a quantitative evidence base for social impacts in a cumulative development context may be limited.

1.4 Preliminary SIMP

Table 2 sets out the Preliminary SIMP for Waterloo South as follows:

- Overview of the identified impacts, as per the SIA for the Concept SSDA.
- Overview of proposed mitigation and enhancement management measures to provide both:
 - A summary of the technical mitigations and enhancements that are described in further detail in the SIA report for the Concept SSDA
 - Additional SIA recommendations, as presented in the SIA report for the Concept SSDA.
- The recommended responsible parties who may be involved in delivering the proposed mitigation and enhancement management measures.
- Key interfacing documents that informed the Preliminary SIMP.
- The mitigated impact rating, as presented in the SIA report for the Concept SSDA.

Acronyms

Acronym	Term
CHP	Community Housing Provider
DPHI	NSW Department of Planning, Housing and Infrastructure
SIA	Social Impact Assessment
SIMP	Social Impact Management Plan
VPA	Voluntary Planning Agreement

Table 2 Preliminary Social Impact Management Plan

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
Way of life					
Operation	<p>Increase in housing supply and diversity in inner Sydney</p> <p>[Impact 7.2.1.1]</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> The Proposal provides a minimum 30% social housing, approximately 20% affordable housing, and a maximum of 50% market housing, measured as a percentage of residential gross floor area (GFA). Providing a diverse mix of housing tenures for a diverse range of households, to enable social and economic diversity, contribute to deconcentrating disadvantage, and deliver opportunities for improved livelihoods for all. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <ol style="list-style-type: none"> The commitment of 20% of the social housing GFA and 15% of the affordable housing GFA, to be managed by a CHP and prioritised for Aboriginal households, be monitored across the lifecycle of the project, noting that these proportions may vary between individual stages. CHPs are engaged in the detailed design of dwellings to enable dwellings to meet community/ tenant needs and be delivered in a way that considers tenant wellbeing along with CHPs' operational needs. 	<p>Stockland</p> <p>Homes NSW</p> <p>CHP Partners</p>		Very high positive

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<p>3. A mix of dwelling types and sizes is delivered to meet the needs of diverse communities, through future detailed design stages.</p>			
Operation	<p>Increase in social and affordable housing supply</p> <p>[Impact 7.2.1.2]</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> Homes NSW is working closely with existing tenants to enable all existing social housing tenants who are relocated to another home during the renewal process have the right to return to Waterloo South, including into newly built social housing in the new development once new dwellings are complete, depending on their preference. Consider options for an on-site CHP support office located at the Waterloo South development, which will provide wrap-around support to tenants who transition from existing to new housing in the development. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <ol style="list-style-type: none"> All existing social housing tenants are supported throughout the relocation process, including through access to a dedicated relocation officer, as well as specialist support for tenants who require more complex referrals (refer to the Homes NSW Relocations and Support Guide). Existing tenants are supported to find appropriate social housing that suits their needs 	<p>Stockland</p> <p>Homes NSW</p> <p>CHP Partners</p>	<p>Waterloo South People and Place Plan (Homes NSW)</p> <p>Waterloo South Relocations and Support Guide (Homes NSW)</p>	Very high positive

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<p>and requirements, as part of the relocation process.</p> <ol style="list-style-type: none"> 6. The proposed on-site CHP office is delivered at the appropriate time in the project, to support tenants who transition from existing to new social housing. 7. The commitment of 20% of the social housing GFA and 15% of the affordable housing GFA, to be managed by a CHP and prioritised for Aboriginal households, be monitored across the lifecycle of the project, noting that these proportions may vary between individual stages. 8. Current and future social and affordable housing tenants are engaged in the detailed design of dwellings, to enable dwellings to meet community needs. 9. The mix of dwellings is delivered with a commitment to “tenure blindness” as a key principle guiding their external design, to help mitigate social stigma for future social and affordable housing residents. 			
Construction and operation	<p>Increase in Aboriginal housing in the Waterloo area</p> <p>[Impact 7.2.1.3]</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> ▪ Continue to work closely with existing tenants – including Aboriginal tenants – to enable all existing social housing tenants who are relocated to another home during the renewal process with the right to return to Waterloo South, including into newly built social housing in 	<p>Stockland Homes NSW CHP Partners</p>	<p>Waterloo South People and Place Plan (Homes NSW) Urban Design Report (SJB) Waterloo South Relocations and Support Guide (Homes NSW)</p>	<p>Very high positive</p>

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<p>the new development once new dwellings are complete, depending on their preference.</p> <ul style="list-style-type: none"> ▪ Work with the CHP that will manage the 20% social and 15% affordable homes to be prioritised for Aboriginal households, to support the homes allocation process. <p>Additional SIA recommendations: It is recommended that:</p> <ol style="list-style-type: none"> 10. The commitment of 20% of the social housing GFA and 15% of the affordable housing GFA, to be managed by a CHP and prioritised for Aboriginal households, be monitored across the lifecycle of the project, noting that these proportions may vary between individual stages. 11. Aboriginal housing is culturally appropriate in its design, through guidance and collaboration with the lead Aboriginal architect for the project, the CHP Partners, notably including Aboriginal CHP Partner, and other community housing providers and tenants. 12. A dwelling mix is delivered that includes an appropriate amount of larger family homes, with specific consideration for the needs of larger Aboriginal families, aligned with commitments for delivery of housing for Aboriginal community members. 			
Detailed Design.	Improved housing quality	Technical mitigations and enhancements:	Stockland	Waterloo South People and Place Plan (Homes NSW)	Very high positive

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
Construction and operation	<p>for existing and new social housing tenants in the Waterloo Estate</p> <p>[Impact 7.2.1.4]</p>	<ul style="list-style-type: none"> New housing will be designed to align with relevant standards. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <ol style="list-style-type: none"> Engagement is carried out with current and future social and affordable housing tenants in the detailed design of dwellings to meet community needs. Ongoing engagement with the Aboriginal community is undertaken in the design and delivery of Aboriginal housing. Insights into the existing housing composition and needs for residents who are relocating informs decisions about the future dwelling mix for new social housing buildings. 	Homes NSW CHP Partners		
Operation	<p>Improved retail access and diversity</p> <p>[Impact 7.2.1.5]</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> Deliver retail space throughout Waterloo South that is strategically centred along key connection hubs and offers a broad and diverse range of goods and services. As part of future stages, provide for a diverse retail mix that serves the future socio-economic mix of the site and local area. Prioritise affordable retail options catering to lower-income households and those experiencing disadvantage. 	Stockland	Retail Demand Assessment (Urbis) Social Impact Assessment (Urbis) Urban Design Report (SJB)	High positive

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<ul style="list-style-type: none"> ▪ Locate retail near existing and new homes to reduce barriers for vulnerable residents. ▪ Explore affordable and locally accessible retail opportunities during the tenancy phase to meet community needs and support social sustainability. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <p>16. The future retail mix includes retail options that are affordable to lower-income households. This may include consideration of low-cost food retailers, second-hand retail, and community or not-for-profit operators.</p> <p>17. The future retail mix includes fresh, healthy food options, including options affordable for lower income households, to support local food security and community health and wellbeing.</p> <p>18. Support is provided for the ongoing operation of essential community-serving organisations, where feasible, which would assist in ensuring the retail offer is both socially sustainable and responsive to local needs.</p> <p>19. Opportunities to strengthen partnerships with not-for-profit organisations through future retail and partnership strategies are considered as the population grows and its socio-economic mix diversifies. This could include:</p>			

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<ul style="list-style-type: none"> - Considering integrating OzHarvest and Foodbank like services (or equivalent) into broader community programs focused on nutrition, cooking skills, and healthy eating. - Coordinating with local retailers to channel surplus food into these programs, reducing waste and increasing community benefit. 			
Operation	<p>Changing social mix and impact on existing communities</p> <p>[Impact 7.2.2.1]</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> ▪ Deliver a minimum 30% social housing, approximately 20% affordable housing, and a maximum of 50% market housing (measured as a percentage of residential GFA). ▪ Deliver inclusive shared spaces and places, creation of opportunities for casual social interaction and the building of social capital over time. ▪ Implementation of social and economic development strategies that enable the benefits of investment to flow to community members experiencing disadvantage is key to success. This includes social procurement and participation plans, investment in social infrastructure and services, and providing an opportunity for community members to engage with the project team on decisions that affect them throughout the development lifecycle. 	<p>Stockland Homes NSW CHP Partners City of Sydney</p>	<p>Waterloo South People and Place Plan (Homes NSW)</p>	<p>High positive</p>

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <p>20. A “tenure-blind” approach is adopted as a key principle guiding the external design of all housing.</p> <p>21. Well-designed, inclusive community facilities and services are delivered alongside the mix of housing tenures, as places where community members can come together, supporting social cohesion and social capital development over time.</p> <p>22. The design and programming of community spaces and services on site that will be owned by City of Sydney is undertaken through engagement with local communities.</p> <p>23. Temporary activation and community spaces are considered, during stages where existing community spaces are impacted by construction and not accessible to the community, to support community cohesion during the process of change.</p> <p>24. CHPs have opportunities to participate in governance and decision-making through the operation of the redevelopment, and as part of this, social and affordable housing tenants have opportunities to participate via CHP Tenant Advisory Groups.</p>			

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
Construction and operation, including long-term	<p>Significant physical, social, and economic transformation of a longstanding community and associated social impacts of change</p> <p>[Impact 7.2.2.2]</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> ▪ Supporting community members and existing tenants through changes to their neighbourhoods, homes, and lives will be critical to mitigating negative social impacts associated with the change process and to optimising social and economic benefits for current and future communities. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <p>25. Activities and processes that will support existing tenants through the construction and relocation process are implemented, including through:</p> <ul style="list-style-type: none"> – Proactive communication efforts designed to keep tenants informed and address concerns raised, as feasible – On-site communications channels, such as Waterloo Connect – Providing tenants with individual relocation support and wrap-around social and health services support coordination – Engaging and communicating appropriately with relevant social and health services to support residents throughout the relocation process – Providing all tenants with the right to return and making all tenants aware of that right. 	<p>Stockland</p> <p>Homes NSW</p> <p>CHP partners</p> <p>City of Sydney</p>	<p>Waterloo South People and Place Plan (Homes NSW)</p> <p>Waterloo South Relocations and Support Guide (Homes NSW)</p>	<p>Very high positive</p>

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		<p>26. Provide timely information to the broader local community regarding redevelopment processes and timelines.</p> <p>27. Implement relevant approaches researched and recommended in the Waterloo Estate Health Impact Assessment, as feasible:</p> <ul style="list-style-type: none"> - Careful community engagement, personalised approaches to the issues faced by the most vulnerable tenants and proper attention to the issues of disruption, grief and loss of place. - Engaging tenants through various approaches, including providing support and education to help them understand the issues at hand. - Engaging through a wide range of formal and informal channels, times and venues, providing clear information and parameters for the engagement and engaging consistently throughout the course of the project. - Disseminating information through website, noticeboards, letters to tenants, forums, as well as face-to-face interactions and meetings. - Providing information in plain English and in all main community languages spoken in the area. 			

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<ul style="list-style-type: none"> Enabling resident participation in the planning and delivery of community activities and events. 			
Accessibility					
Operation	Enhanced accessibility and connectivity to jobs and services for local communities via the Waterloo Metro Station	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> Implement the mitigation measures set out in the Waterloo South Transport Impact Assessment including the Green Travel Plan, prepared for the Concept SSDA, and the recommendations of similar assessments, where appropriate, for future detailed design stages. <p>Additional SIA recommendations:</p> <ul style="list-style-type: none"> No further SIA recommendations at this time. 	Stockland	Transport Impact Assessment and Green Travel Plan (PTC) Urban Design Report (SJB)	High positive
	[Impact 7.2.3.1]				
Operation	Improved accessibility throughout the site through Concept Design	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> Commit to urban design approaches for improved accessibility throughout future detailed applications. Activate ground floors along key routes with retail, hospitality, and community uses to support passive surveillance and interaction Provide a diverse mix of local uses – grocers, medical services, cultural spaces, sport and 	Stockland City of Sydney	Crime Prevention Through Environmental Design (CPTED) Assessment (Urbis) Urban Design Report (SJB) Designing with Country Strategy (Nguluway Design Inc.) Public Domain & Landscape Report (Aspect)	Medium positive
	[Impact 7.2.3.2]				

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<p>recreation – to reduce longer trips and support residents with mobility limitations</p> <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <p>28. Accessibility outcomes are reinforced and refined through the detailed design phase, to support the delivery of the concept design into inclusive, legible and safe environments for all users.</p> <p>29. Accessibility is a guiding principle in the distribution of retail and community uses across the site, to enable residents’ daily needs to be met within walkable distances, reducing reliance on longer trips.</p> <p>30. Widened footpaths are delivered along key walking routes, including to support comfortable, safe and navigable pedestrian movement and encourage street-level activity.</p> <p>31. George Street is delivered as a high-amenity “high street,” with wide pedestrian zones, shaded seating and water-sensitive design that supports movement for people of all ages and abilities.</p> <p>32. The public domain design includes a fine-grained network of streets, cycleways and through-site links, including the connection between Cooper Street and George Street, to enhance permeability and improve cross-precinct accessibility.</p>			

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
Operation	<p>Access to social infrastructure and services for future communities</p> <p>[Impact 7.2.3.3]</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> Deliver a skills exchange and redeployment centre, a social enterprise hub, and explore the need for education and childcare spaces. The specifications, needs assessment and delivery arrangements for these facilities will be determined during the detailed design phase. Deliver community floor space set out Waterloo South Voluntary Planning Agreement prepared as part of the Concept SSDA: Deliver a community building, park and domain works including footpaths and streetscape improvements within Block 8 along Cooper Street South as per the Waterloo South Voluntary Planning Agreement Deliver a community building, public domain footpaths and streetscape improvements within Block 2 as per the Waterloo South Voluntary Planning Agreement. Deliver a park, public domain works, including footpaths and streetscape improvements within Block 1 as per the Waterloo South Voluntary Planning Agreement. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <p>33. Engagement is undertaken with the local community and stakeholders when preparing</p>	<p>Stockland</p> <p>Homes NSW</p> <p>CHP Partners</p> <p>City of Sydney</p>	<p>Urban Design Report (SJB)</p> <p>Connecting with Country Framework (Ngurra Advisory)</p> <p>Waterloo South Voluntary Planning Agreement</p>	<p>Very high positive</p>

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<p>detailed applications, to understand community needs and aspirations for social infrastructure, and to apply these insights when making decisions about the types of on-site social infrastructure to be provided.</p> <p>34. Existing service providers and associated service networks are involved, where possible, in the planning and future operations of the future social infrastructure and services as part of the renewal process.</p> <p>35. Opportunities to name community infrastructure are pursued in ways that reflect and respect local Aboriginal cultural heritage, consistent with the Connecting with Country Framework.</p>			
Culture					
Construction and operation	<p>Recognition and celebration of local First Nations culture through project design and delivery</p> <p>[Impact 7.2.4.1]</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> Collaborate with the local Aboriginal community to identify opportunities to improve outcomes for Aboriginal people through the project's design, planning, delivery and operational phases. Commit to adopting Designing with Country approaches recommendations in urban design, wayfinding and accessibility elements, through all future detailed applications. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p>	<p>Stockland</p> <p>Homes NSW</p> <p>CHP Partners</p>	<p>Designing with Country Strategy (Nguluway Design Inc.)</p> <p>Waterloo South People and Place Plan (Homes NSW)</p>	High positive

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<p>36. Designing with Country and Connecting with Country strategies for Waterloo South are implemented, with a focus on:</p> <ul style="list-style-type: none"> - Ongoing collaboration with local First Nations communities. - Making a meaningful effort to restore the Country that existed before Illpah, before Waterloo was formed, including waterways, flora and fauna. - Making Country visible in the design of buildings and public spaces, through colour, texture, form, landscape and naming. <p>37. Local Aboriginal community members are engaged on an ongoing basis across all stages of design, construction and delivery to enable First Nations culture, heritage, experiences, needs, and aspirations to be captured and integrated as part of the Proposal.</p> <p>38. Aboriginal businesses are engaged throughout the design and delivery process to inform the implementation of the Designing and Connecting with Country strategies.</p>			
Operation	Recognition and respect for the historical and cultural significance of the Waterloo	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> ▪ Recognise and respect the historical and cultural significance of Waterloo South and its surrounding area will be embedded throughout the renewal process, with a focus on Aboriginal heritage. Waterloo 	Stockland Homes NSW CHP Partners City of Sydney	Waterloo South Placemaking Framework (Stockland) Urban Design Report (SJB) Connecting with Country Framework (Ngurra Advisory)	High positive

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
	<p>Estate and the surrounding area through the renewal process</p> <p>[Impact 7.2.4.2]</p>	<p>South is a place of recognised cultural significance for Aboriginal communities, and this importance will inform design, engagement and delivery across the project.</p> <ul style="list-style-type: none"> ▪ Implement Designing with Country and Connecting with Country in the design and delivery of the Waterloo South and cultural placemaking. ▪ Continue engagement with existing Aboriginal housing tenants on the design of each of the development stages. ▪ Implement the activation strategy outlined in the Preliminary Public Art Plan (UAP, 2026). <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <p>39. A forum is provided for existing tenants to identify aspirations and preferred elements of social housing character and local history, including the area’s history of Aboriginal activism, to be reflected in future design processes through the Concept SSDA and beyond. The outcomes of this engagement should be clearly documented.</p> <p>40. Culturally diverse local communities are engaged in the detailed design and</p>		<p>Designing with Country Strategy (Nguluway Design Inc.)</p> <p>Aboriginal Cultural Heritage Assessment report (Artefact)</p> <p>Preliminary Public Art Plan (UAP)</p>	

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<p>delivery of open spaces and shared areas – including those to be delivered by the City of Sydney – in ways that are reflective of local character and culture.</p> <p>41. The Designing with Country Strategy and Preliminary Public Art Plan are harnessed as important mechanisms through which local cultural histories and narratives can be recognised and respected as part of the renewal (refer also to S.7.2.4.1 above).</p> <p>42. The Designing with Country Strategy is implemented in the detailed design and delivery of the precinct in ways that are reflective of local Aboriginal culture and heritage, including avenues for ongoing engagement with local Aboriginal communities.</p>			
Health and wellbeing					
Operation	<p>Delivering a safer, more liveable environment for current and future communities</p> <p>[Impact 7.2.5.1]</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> Deliver a safe and liveable environment through inclusive and active streetscapes, retail spaces, activity nodes, and apartments designed to achieve ADG objectives and, where possible, ADG design criteria and guidelines (per the Urban Design Report). Apply CPTED principles, including passive surveillance, clear sightlines, legible movement 	<p>Stockland Homes NSW CHP Partners City of Sydney</p>	<p>Urban Design Report (SJB) Public Domain and Landscape Report (Aspect)</p>	<p>Very high positive</p>

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<p>networks and active edges, to improve perceptions of safety and reduce opportunities for antisocial behaviour.</p> <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <p>43. Enhanced security within the private realm and improved liveability for social and affordable housing residents (an issue raised through consultation) are prioritised. Design considerations during the detailed design phases should include secure access to balconies, appropriate amenities, and in-apartment security measures where required.</p> <p>44. A "tenure-blind" approach in the design of housing and shared or public spaces is actively supported, with the intention of avoiding obvious visual or functional differences between tenure types, where practicable. Further consideration of design outcomes will be undertaken and assessed through future SSDA stages and detailed design phases.</p> <p>45. Public realm activation strategies that are inclusive of vulnerable cohorts and individuals with high needs are incorporated, including through:</p> <ul style="list-style-type: none"> - Designing spaces that are easily accessible and well-lit, with clear sightlines to enhance safety. 			

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<ul style="list-style-type: none"> - Locating seating, shade, and amenities to support comfort and usability. - Encouraging positive social interaction and community participation through programming and activities - Collaborating with support services and local organisations to help enable public realm design to meet the needs of all users, fostering a safe, welcoming, and liveable environment. 			
Operation	<p>Improving social wellbeing in the local area through the renewal of the Estate</p> <p>[Impact 7.2.5.2]</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> ▪ Embed wellbeing as a principle across design, delivery, and ongoing management. ▪ Deliver community uses including a skills exchange and redeployment centre, and social enterprise incubator. ▪ Seek to locate community services on-site to improve accessibility for vulnerable residents. ▪ Strengthen physical and social connections to local schools. ▪ Create clear pathways from education into training, enterprise, and employment. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <p>46. Commitments to embedding health and wellbeing outcomes are considered through the</p>	<p>Stockland Homes NSW City of Sydney</p>	<p>Waterloo South People and Place Plan (Homes NSW) Waterloo South Relocation and Support Guide (Homes NSW) Waterloo South Voluntary Planning Agreement</p>	<p>High positive</p>

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<p>renewal process to align with the health and wellbeing recommendations set out in the Waterloo South Waterloo South People and Place Plan, and include:</p> <ul style="list-style-type: none"> - Supporting older residents to “age in place.” - Providing service providers that support the health and wellbeing of community members, with access to appropriate spaces. <p>47. Continued coordination and collaboration with local social and health services networks is undertaken to support the local community (including existing tenants) through change and relocation processes.</p>			
Pre-construction and construction	<p>Wellbeing impacts for the local community of the construction process and timelines</p> <p>[Impact 7.2.5.3]</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> ▪ Commit to measures as identified in Construction Management Plans to be developed in future design stages to manage impacts on amenity. ▪ Support existing residents of Waterloo South during the construction period, to reduce disruption to health, wellbeing, and everyday routines. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <p>48. During the detailed design and construction phases, a Construction Management Plan and</p>	Stockland Homes NSW CHP Partners City of Sydney	Waterloo South Relocations and Support Guide (Homes NSW)	Medium positive

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<p>associated community engagement and tenant support plans should be prepared to minimise disruption and support the health and wellbeing of affected residents and the wider community. These plans are to place particular emphasis on clear, tailored and ongoing communication. The plans should:</p> <ul style="list-style-type: none"> - Maintain clear, accessible and ongoing communication channels with Waterloo residents and other sensitive receivers, providing timely updates on construction activities, anticipated impacts and available support services, with information tailored to the needs of different resident groups. - Include targeted and culturally appropriate engagement approaches for vulnerable population groups, with particular attention to existing tenants, to maintain trust, reduce uncertainty and support continuity of care and services. - Outline practical measures to manage noise, dust, traffic and access disruptions, alongside strategies to maintain safe and functional pedestrian, cycling and public transport connections. - Provide mechanisms for residents to raise concerns and receive timely responses, with feedback actively considered and 			

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		incorporated into ongoing construction management.			
Construction and operation	<p>Wellbeing impacts for tenants associated with changes to the Estate and relocation processes</p> <p>[Impact 7.2.5.4]</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> Consider the recommendations in the Waterloo South People and Place Plan for supporting tenants through these changes, including key pillars around “Working with social housing tenants,” “Working with the Aboriginal community,” and “Supporting health and wellbeing.” Implement the protocols and approaches set out in the Waterloo South Relocations and Support Guide to support tenant wellbeing through relocations. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <ul style="list-style-type: none"> Recommendations 25, 26, and 27 set out in Section 7.2.2.2 are implemented. 	<p>Stockland</p> <p>Homes NSW</p> <p>CHP Partners</p>	<p>Waterloo South People and Place Plan (Homes NSW)</p> <p>Waterloo South Relocations and Support Guide (Homes NSW)</p>	<p>Low negative</p>
Pre-construction, construction, and operation	<p>Support for future community wellbeing through access to social infrastructure</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> Deliver infrastructure commitments set out in the Waterloo South Voluntary Planning Agreement through all detailed design phases. <p>Additional SIA recommendations:</p>	<p>Stockland</p> <p>Homes NSW</p> <p>City of Sydney</p>	<p>Waterloo South People and Place Plan (Homes NSW)</p> <p>Waterloo South Voluntary Planning Agreement</p>	<p>Medium positive</p>

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
	<p>and community services on-site</p> <p>[Impact 7.2.5.5]</p>	<p>It is recommended that:</p> <p>49. Community facility needs and priorities are continually reviewed to inform future detailed planning stages. This will aid in determining projected demand for social infrastructure, community services, and facilities.</p> <p>50. Partnerships with local health and social services providers are established to deliver programs and services on-site, through ongoing collaboration with those providers – including the Sydney Local Health District, the City of Sydney, and other community-based organisations. These partnerships may continue, or expand (as needed), to support the delivery of on-site programs and services.</p> <p>51. Consideration is given in the detailed design phase to designing community buildings and public spaces to be adaptable for different uses over time, allowing them to respond to changing demographics and service needs. This should be considered by City of Sydney Council, who are responsible for preparing the briefs for the VPA community buildings to be dedicated to Council.</p> <p>52. Regular consultation with CHPs, residents and key stakeholders is implemented and</p>			

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<p>supported by ongoing monitoring of community engagement activities, safety outcomes and community perceptions. This will assist in assessing satisfaction, identifying emerging needs and informing adjustments to social infrastructure provision over time. This process should be undertaken in collaboration with the City of Sydney.</p> <p>53. Opportunities for local businesses, social enterprises, and community groups are provided to operate within Waterloo South, strengthening economic resilience and social cohesion. These opportunities could be aligned to commitments such as the Skills Exchange and Redeployment Centre and/ or Social Enterprise space.</p>			
Operation	Improved safety through the Crime Prevention Through Environmental Design approach to project design and delivery	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> Implement the measures outlined in the Crime Prevention through Environmental Design (CPTED) Assessment to enhance the safety and liveability of both incoming and current residents. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <p>54. The CPTED assessment recommendations (Urbis 2026) are implemented throughout the project lifecycle, to support the delivery of a place that is</p>	Stockland Homes NSW CHP Partners	<p>Crime Prevention Through Environmental Design Assessment (Urbis)</p> <p>Urban Design Report (SJB)</p> <p>Public Domain & Landscape Report (Aspect)</p> <p>Waterloo South People and Place Plan (Homes NSW)</p>	Medium Positive

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
	[Impact 7.2.5.6]	<p>safe and perceived as safe by current and future community members.</p> <p>55. The precinct is designed and delivered as a place that is culturally safe and inclusive for diverse community members, including Aboriginal community members (refer also to recommendations at s. 7.2.4.1 and s 7.2.4.2).</p> <p>56. Specialist service providers and community organisations are engaged to provide residents experiencing domestic or family violence with timely access to assistance, safe accommodation options, and ongoing support options, given relatively high rates in the local area.</p>			
Surroundings					
Operation	<p>Concept design to improve visual amenity</p> <p>[Impact 7.2.6.1]</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> Deliver a high-quality, legible and liveable public domain through all stages of design and delivery, as per the Concept SSDA and associated urban design and the Waterloo South Design Guide. As per the Preliminary Public Art Strategy, include public art in identified key areas to enrich the streetscape, create visual interest at multiple scales, tell the stories of Waterloo and foster a distinctive identity that enhances visual amenity. 	<p>Stockland</p> <p>City of Sydney</p>	<p>Urban Design Report (SJB)</p> <p>Public Art Strategy (UAP)</p> <p>Visual Impact Assessment (Urbis)</p> <p>Public Domain & Landscape Report (Aspect)</p> <p>Connecting with Country Framework (Ngurra Advisory)</p> <p>Designing with Country Strategy (Nguluway Design Inc.)</p>	<p>Medium positive</p>

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<ul style="list-style-type: none"> Deliver increased public domain and open space, per the Urban Design report and the Waterloo South Design Guide. Deliver Connecting with Country approaches to design, as per the Connecting with Country Framework (and the Designing with Country Strategy) <p>Additional SIA recommendations:</p> <ul style="list-style-type: none"> No further recommendations. 			
Operation	<p>Concept design to enhance sunlight access to dwellings and improve the public domain</p> <p>[Impact 7.2.6.2]</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> Design the development with consideration of the Apartment Design Guide (ADG) provisions relating to solar access and amenity. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <p>57. Ongoing communication with neighbours is continued, to present information on overshadowing impacts and design considerations to reduce these impacts or enhance visual amenity.</p>	<p>Stockland</p> <p>Homes NSW</p> <p>CHP Partners</p>	Urban Design Report (SJB)	Medium positive
Construction for each stage and concurrent operation	<p>Protection of public safety and security during the construction process</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> Maintain clear, consistent, and transparent communication, along with visible safety measures and responsive issue management. Implement mitigation measures as set out in Construction Management Plans to be 	<p>Stockland</p> <p>Homes NSW</p>		Medium negative

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
	[Impact 7.2.6.3]	<p>developed in future design stages to manage impacts on public safety and security.</p> <p>Additional SIA recommendations:</p> <p>58. The following matters are considered in the development of future Construction Management Plans and related documents, when preparing applications for construction works:</p> <ul style="list-style-type: none"> - Delivering induction and ongoing training for all workers on local community context, mental health awareness, and respectful engagement, including trauma-informed engagement. - Developing and communicating an Emergency Service Access Plan; maintain clear pedestrian routes; coordinate with service providers to minimise interruptions. - Establishing clear site management protocols, including controlled access points, visible site supervision, and a transparent communication channel. - Providing de-escalation training; create a protocol for managing sensitive interactions. - Implementing a Construction Management Plan, including noise control, dust suppression, and clear scheduling of disruptive works. 			

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
Livelihoods					
Construction and operation	<p>Creation of education, employment opportunities, and training pathways</p> <p>[Impact 7.2.7.1]</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> As part of the detailed stages of the SSDA application process, identify specific targets and strategies for the creation of jobs and skill training pathways as part of the Waterloo South redevelopment. These will be detailed in the Employment Strategy and the Aboriginal Participation Plan, and their recommendations should be committed to. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <p>59. Skills and training programs, and pathways to support employment outcomes are delivered, as part of the renewal of Waterloo South. This could be achieved through the Skills Exchange and Redeployment Centre and increasing the capacity of the local start-up business community, including local Aboriginal enterprises, through the establishment of a social enterprise space.</p> <p>60. The local community is engaged to identify preferences for jobs and training opportunities as part of the Proposal and use these insights to inform the development of relevant procurement and employment strategies for Waterloo South,</p>	<p>Stockland</p> <p>Homes NSW</p> <p>CHP Partners</p> <p>City of Sydney</p>	<p>Waterloo South People and Place Plan (Homes NSW)</p>	<p>High positive</p>

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<p>particularly those aimed at increasing Aboriginal participation.</p> <p>61. Local schools and other education providers, as well as with the local community, are engaged through project planning and delivery phases, as a critical part of local networks of support for children, young people and families, and to enable optimum service planning for education providers.</p>			
Construction and operation	<p>Increased opportunities for local businesses and workers</p> <p>[Impact 7.2.7.2]</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> Local businesses are expected to be engaged during construction. More specific strategies will be identified for later stages of the SSDA process and may be detailed in an Employment Strategy prepared post approval. A retail strategy will be developed as part of the project planning, which will assist in curating the future mix of retail on the site, including types of outlets, businesses, and floor space allocations. This retail mix would be intended to support the local community, both within and surrounding Waterloo South, including the socio-economic mix. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p>	Stockland Homes NSW CHP Partners City of Sydney	Waterloo South People and Place Plan (Homes NSW) Retail Demand Assessment (Urbis)	High positive

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<p>62. Engagement with existing local retailers and other businesses is undertaken as part of planning retail and other non-residential uses on the site, to assist in understanding local community preferences, purchasing patterns and appetite to establish retail or other commercial operations at Waterloo South.</p> <p>63. Continued engagement is undertaken with current and future residents on site, as well as residents in the surrounding locality, and other key stakeholders, to obtain feedback and preferences on the types of retail and services available as part of the final redevelopment. This will help enable local businesses and services well-suited to the community's needs, increasing their likelihood of success and improving livelihoods for local business owners and workers.</p> <p>64. The Employment Strategy is implemented with a view to supporting local workers and businesses to benefit from the renewal program, thereby optimising livelihoods and socio-economic development benefits in the local area.</p>			
Construction and operation, including long-term	Improved livelihoods for local communities through social	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> Implement the proposed mix of housing tenures: social and affordable (50% of total GFA) and market housing (50% of total GFA), designed to create a diverse range of housing, which contributes to 	Stockland Homes NSW CHP Partners City of Sydney	Waterloo South People and Place Plan (Homes NSW)	Very high positive

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
	<p>and economic renewal</p> <p>[Impact 7.2.7.3]</p>	<p>deconcentrating disadvantage and delivering opportunities for improved livelihoods for all.</p> <ul style="list-style-type: none"> ▪ Deliver the physical renewal of Waterloo South prioritising health, wellbeing and housing quality, as a foundation for improving livelihoods for current and future residents, with benefits and impacts distributed equitably. Key aspects of achieving these goals include: <ul style="list-style-type: none"> – Improved equity and strengthened social and economic outcomes for existing and future social and affordable housing residents will depend on the timely delivery of appropriate social infrastructure and services. – Targeted support for residents experiencing disadvantage, particularly during the extended construction period. – Providing social infrastructure on site that is accessible to all residents will support equity and contribute to improved livelihoods over the long term. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p>			

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<p>65. Ongoing consideration is given to supporting livelihoods and overall wellbeing while designing and implementing the Employment Strategy and Aboriginal Participation Plan. Specifically, facilitating accessible employment, education and training opportunities for a diverse range of stakeholders.</p>			
<p>Pre-construction, construction, and operation</p>	<p>Opportunities for community members to be involved in decision-making throughout the project lifecycle</p> <p>[Impact 7.2.8.1]</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> Commitment to ongoing engagement with community members and stakeholders through not only the detailed phases of project planning and delivery, but also ongoing as the community grows and evolves. This will be undertaken directly with the community and through local agencies and service networks. Engage with community members through the process, with a focus on existing tenants, to enable opportunities for them to participate in decision-making. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <p>66. The project continues to maintain and strengthen collaborative communication</p>	<p>Stockland Homes NSW CHP Partners City of Sydney</p>	<p>Waterloo South People and Place Plan (Homes NSW)</p> <p>Waterloo South Relocations and Support Guide (Homes NSW)</p>	<p>High positive</p>

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<p>approaches, including supporting Waterloo Connect as a central hub for tenant engagement, and engaging with a diversity of Aboriginal voices during the construction phase and throughout operation as subsequent stages of the development are delivered.</p> <p>67. All key stakeholders, community representatives and community members are kept informed through all stages of the project, including in relation to opportunities to participate in and influence decision making.</p> <p>68. Collaborative engagement processes are implemented with existing residents, including engagement methods that empower residents. Collaboration with the City of Sydney as part of VPA design and planning for community infrastructure and open space is a key area where collaborative engagement with residents is recommended.</p> <p>69. Inclusive engagement and practices are undertaken, including engaging in a range of languages and styles that respond to the current social and cultural mix, including First Nations community members and residents from non-English speaking backgrounds.</p>			

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
Pre-construction, construction, and operation	<p>Engaging with First Nations community members through project design and delivery</p> <p>[Impact 7.2.8.2]</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> ▪ Implement the Designing with Country Strategy and Connecting with Country Framework ▪ Undertake ongoing dialogue and collaboration with all Aboriginal and First Nations stakeholders to enable diverse Aboriginal voices to guide the project and contribute towards the self-determination and empowerment of the local Aboriginal community ▪ Continue to work with engagement partners throughout the design process to inform the Designing with Country Strategy and Connecting with Country Framework. ▪ Deliver an on-site CHP support office to provide a space where Aboriginal housing tenants can speak with someone in person regarding housing concerns. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <p>70. Implementation of the Designing and Connecting with Country strategies, once approved, is undertaken through ongoing dialogue and collaboration with the Aboriginal community through the renewal process.</p> <p>71. The proposed on-site CHP office is delivered during the early stages of the development to</p>	Stockland Homes NSW CHP Partners	<p>Waterloo South People and Place Plan (Homes NSW)</p> <p>Waterloo South Relocations and Support Guide (Homes NSW)</p> <p>Connecting with Country Framework (Ngurra Advisory)</p> <p>Designing with Country Strategy (Nguluway Design Inc.)</p>	High positive

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		support tenants who transition from existing to new social housing.			
Construction and operation	Engaging with harder-to-reach communities through project design and delivery [Impact 7.2.8.3]	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> Implement the approach to engagement identified in the Stockland Communications and Engagement Strategy of tailoring communications to meet the needs of diverse and vulnerable communities including through inclusive and targeted engagement. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <p>72. A commitment to ongoing engagement with key stakeholders and local communities throughout the project lifecycle.</p>	Stockland Homes NSW CHP Partners City of Sydney	Waterloo South People and Place Plan (Homes NSW)	Medium positive

Cumulative Impacts

Cumulative impacts are the result of incremental, sustained and combined effects of human action and natural variations over time and can be both positive and negative (DPHI 2022, p.4). They can be caused by the compounding effects of a single project or multiple projects in an area, and by the accumulation of impacts from past, current, and future activities as they arise.

There are several state-significant and local projects operating or intended to operate in and around the social locality that may contribute to cumulative impacts to the Proposal. These cumulative impacts are outlined below.

It is noted that cumulative impacts are not rated for the purposes of the assessment, given that mitigation measures and the ability to mitigate identified social impacts are not within the realm of this project but relate to a number of projects in the local area and over time.

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
Construction and operation	<p>Physical, social and economic transformation of the local area</p> <p>[Impact 7.3.1.1]</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> Implement the protocols and approaches set out in the Waterloo South Relocations and Support Guide to support tenant wellbeing through relocations. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <p>73. A precinct governance structure is developed to guide the long-term management and maintenance of Waterloo South.</p> <p>74. Continued collaboration and engagement with the community is undertaken, on an ongoing basis, to inform decision-making for the precinct.</p> <p>75. Engagement, planning and coordinated responses among government and non-government social and health services continues to be enabled, to effectively support local communities through the renewal process.</p>	<p>Stockland</p> <p>Homes NSW</p> <p>City of Sydney</p>	<p>Waterloo South People and Place Plan (Homes NSW)</p> <p>Waterloo South Relocations and Support Guide (Homes NSW)</p>	N/A
Operation	<p>Increasing housing supply and diversity in the inner city</p>	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> The Proposal will provide a minimum 30% social housing, approximately 20% affordable housing, and a maximum of 50% market housing (measured as a percentage of residential GFA). 	<p>Stockland</p> <p>Homes NSW</p> <p>CHP Partners</p>	<p>Waterloo South People and Place Plan (Homes NSW)</p>	N/A

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
	[Impact 7.3.1.2]	<p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <p>76. The commitment of 20% of social housing GFA and 15% of affordable housing GFA, to be managed by a CHP and prioritised for Aboriginal households, be monitored across the lifecycle of the project, noting that these proportion may vary between individual stages.</p> <p>77. CHPs are engaged in the detailed design of dwellings to enable them to meet community and tenant needs, and to be delivered in a way that considers tenant wellbeing along with CHPs' operational needs.</p> <p>78. A mix of dwelling types and sizes is delivered to meet the needs of diverse communities, through future detailed design stages.</p>			
Construction	Construction fatigue and associated wellbeing impacts	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> Implement the recommendations of the future air quality, traffic management, noise and vibration impact reports as relevant during the detailed design phase. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <p>79. During the detailed design and construction phases, a Construction Management Plan, Tenant Management Plan, and Communications and Engagement Plan are prepared to minimise</p>	Stockland Homes NSW CHP partners City of Sydney	*Note key interfacing documents – including Construction Management Plans – will be prepared through future stages.	N/A
	[Impact 7.3.1.3]				

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<p>disruption and support the health and wellbeing of affected residents and the wider community. It is recommended that that these plans place particular emphasis on clear, tailored and ongoing communication, through:</p> <ul style="list-style-type: none"> - Maintaining clear, accessible and ongoing communication channels with Waterloo residents and other sensitive receivers, providing timely updates on construction activities, anticipated impacts and available support services, with information tailored to the needs of different resident groups. - Including targeted and culturally appropriate engagement approaches for vulnerable population groups, with particular attention to existing tenants, to maintain trust, reduce uncertainty and support continuity of care and services. - Outlining practical measures to manage noise, dust, traffic and access disruptions, alongside strategies to maintain safe and functional pedestrian, cycling and public transport connections. <p>80. Clear mechanisms are provided for residents to raise concerns and receive timely responses, with feedback actively considered and incorporated into ongoing construction management.</p>			

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<p>81. Residents of Waterloo South are kept informed about construction processes and timelines, coordinated through existing services networks and communication channels.</p> <p>82. The following reports are prepared prior to the construction phase, to provide appropriate management and mitigation of construction impacts that may affect the health and wellbeing of local communities (including “sensitive receivers”):</p> <ul style="list-style-type: none"> – Air Quality Impact Assessment – Noise and Vibration Impact Assessment – Construction Management Plan, to guide controls, compliance, and monitoring during works. 			
Construction	Consultation fatigue and associated impacts	<p>Technical mitigations and enhancements:</p> <ul style="list-style-type: none"> ▪ Continue timely and appropriate engagement with the community throughout all stages of the project. ▪ Undertake further community engagement at each future detailed development application stage. ▪ Establish clear community governance arrangements through stakeholder collaboration. 	Stockland Homes NSW CHP Partners City of Sydney	Waterloo South People and Place Plan (Homes NSW) Waterloo South Relocations and Support Guide (Homes NSW) Connecting with Country Framework (Ngunra Advisory)	N/A

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		<ul style="list-style-type: none"> ▪ Maintain an on-site office for social and affordable housing tenants to access housing services and coordinated support ▪ Leverage community-based organisations to enable community perspectives to be captured and consultation fatigue to be minimised. <p>Additional SIA recommendations:</p> <p>It is recommended that:</p> <p>83. Consistent, transparent and inclusive engagement with the community is maintained throughout the life of the project, while actively monitoring and responding to signs of consultation fatigue.</p> <p>84. Engagement is undertaken in collaboration with local service providers and Aboriginal organisations, while also maintaining a strong focus on direct engagement with affected tenants and residents to support meaningful two-way dialogue.</p> <p>85. The Connecting with Country Framework is implemented throughout the life of the project, including approaches to engaging with Aboriginal community members through the future detailed design stage and ongoing.</p> <p>86. Regular “feedback loops,” coordinated engagement scheduling, and targeted outreach to underrepresented groups, including Aboriginal community members, is undertaken through the</p>			

Project stage	Social impact	Mitigation and enhancement management measures	Responsible parties	Key interfacing documents	Mitigated social significance rating
		future detailed design stages and ongoing, to enable engagement to remain meaningful, representative and responsive to evolving community needs over time.			