

# **Social Impact Monitoring Program**



Sydney Football Stadium

**Revision Final V4, issued 6 April 2022**

# Table of Contents

<b>Figures</b>	<b>2</b>
<b>Tables</b>	<b>2</b>
<b>Setting the context</b>	<b>6</b>
<b>Profile of surrounding areas</b>	<b>7</b>
<b>Stadium’s history and project outline</b>	<b>9</b>
<b>Purpose and aim of this program plan</b>	<b>10</b>
<b>Stadium’s operational details</b>	<b>11</b>
<b>Roles and responsibilities</b>	<b>12</b>
<b>Methodology and approach to preparing this plan</b>	<b>13</b>
<b>Links with other plans</b>	<b>14</b>
<b>Monitoring and reporting cycle</b>	<b>23</b>

## Figures

Figure 1: Sydney Cricket and Sports Ground Precinct	5
Figure 2: Sydney Football Stadium key milestones	9
Figure 4: Roles and responsibilities for the SIMP	11
Figure 5: Monitoring and reporting cycle	22

## Tables

Table 1: Sydney Football Stadium’s operational details	10
Table 2: Compliance with Condition D49	26
Table 3: Summary of stakeholder consultation	30
Table 4: Summary of stakeholder feedback	31
Table 5: Relationship between the predicted operational impacts in the SEIA and its Addenda and the SIMP	37



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## List of Acronyms

AS	Australian Standards
BOCSAR	Bureau of Crime Statistics and Research
CCC	Community Consultative Committee
CCTV	Closed-circuit television
DA	Development Application
DPE	Department of Environment and Planning
LGA	Local Government Area
NRL	National Rugby League
NSW	New South Wales
NZS	New Zealand Standards
RSA	Responsible Service of Alcohol
SCSGT	Sydney Cricket and Sports Ground Trust
SIMP	Social Impact Monitoring Program
SSD	State Significant Development
SFS	Sydney Football Stadium
TfNSW	Transport for New South Wales
UTS	University of Technology Sydney
VNSW	Venues New South Wales
WHS	Work, Health and Safety

## Setting the context

The Sydney Football Stadium (SFS) is located at 40-44 Driver Avenue Moore Park within the Sydney Cricket and Sports Ground Precinct. SFS is located within the City of Sydney Local Government Area (LGA) and is legally described as Lot 10 and Part 11 in DP 1255013.

The site is located on the eastern edge of the city, approximately 3km from the Sydney CBD and forms part of a larger entertainment and recreation precinct shared with Centennial and Moore Parks, Fox Studios, and the Entertainment Quarter. It is located in the northern corner of the precinct and is bounded by Moore Park Road to the north, Paddington Lane to the east, the existing Sydney Cricket Ground stadium to the south and Driver Avenue to the west. The site is located immediately to the south of the suburb of Paddington, with the suburbs of Centennial Park to the east, Surry Hills and Redfern to the west and Waterloo, Zetland and Kensington to the south-west.

Figure 1: Sydney Cricket and Sports Ground Precinct



## Profile of surrounding areas

The SFS attracts users from a wide catchment, with people travelling to attend events from areas across Greater Sydney. Users attending one-off international sporting events, such as international tournaments or significant concerts, travel from areas across NSW and even interstate.

While the Stadium has a wide user group, it is located within the established Sydney communities of Paddington, Centennial Park, Surry Hills, Redfern, Waterloo and Zetland. While these suburbs are closely located to one another, they have their own unique community characteristics. These characteristics will affect the social impacts experienced by residents, as well as their preferred communication methods.

The data referenced here and on the following page is sourced from the most recent available Census data from 2016.



**Paddington** is a very economically advantaged area with almost half of households in the highest income quartile, **earning more than \$2,500 per week**.

The suburb has a lower proportion of its population born overseas when compared with Greater Sydney and the other surrounding suburbs. This also means that only around 1.0% of residents reported difficulty speaking English.

While **around 40% of residents living in Paddington rent their homes**, which is higher than the Greater Sydney average, this is lower than the proportions for the five other suburbs near the stadium. Compared with the other surrounding suburbs, Paddington has more households made up of couples with children. It also has **a higher average age, at 36 years**.



**Centennial Park and Moore Park** are small suburbs with a similar demographic profile to Paddington. Around **one third of residents were born overseas** and only 1.6% of residents reported difficulty speaking English.

Centennial Park and Moore Park are economically advantaged areas with around **one third of households earning more than \$2,500 per week**.

As in Paddington, there are more households consisting of couples with children than in other surrounding suburbs. The **average ages are also relatively high**, at 35 in Centennial Park and 43 in Moore Park.



**Waterloo and Zetland** cover a small geographic area but have a large population and a **high population density** of 160 people per hectare.

**Over half of all residents were born overseas** and almost 10% report difficulty speaking English. The area has a comparatively large Indigenous population, representing 3.0% of all residents.

Compared with other surrounding suburbs, there is a **higher rate of unemployment** in Waterloo and Zetland and fewer households (around 27%) earning more than \$2,500 per week.

The suburbs have a low proportion of couples with children and younger average ages of 28 in Zetland and 32 in Waterloo.

**It is important to understand the unique characteristics of each community surrounding the Stadium and how they may experience different social impacts.**



**Surry Hills** and Redfern have similar population profiles and densities, with 139 people per hectare living in these suburbs.

Around **40% of Surry Hills residents were born overseas** and around 5.5% reported difficulty speaking English. There is a smaller Indigenous population in Surry Hills of around 1.0% of residents.

As in Centennial Park, **around one third of households are in the highest income quartile**. Over half of all residents rent their homes.

Surry Hills has a very low proportion of households consisting of couples with children, at around 6.0%. **Over one third of households (35%) are lone person**, and the average age in the suburb is 34.



**Redfern** covers a small geographic area, with a relatively high population density of 138 persons per hectare. The suburb is culturally diverse, with around **40% of residents born overseas** and almost 6.0% reporting difficulty speaking English.

The area has a **large Indigenous population**, representing 2.1% of all residents. As in Waterloo and Zetland, under one third of households are in the highest income quartile. The unemployment rate is similar to the Greater Sydney average at 5.3%.

As in Surry Hills, Redfern has a low proportion of couples with children and a **very high proportion (35%) of lone person households**. It has a slightly higher average age than Surry Hills of 35 years.

## Stadium's history and project outline

The SFS was originally built in 1988 as a Bicentennial Project, as Sydney's premier rectangular field venue for rugby league, rugby union and football. The Stadium hosted many sporting events and some entertainment events, such as music concerts.

In 2012 the NSW Government released the NSW Stadia Strategy identifying strategies for all Tier 1 stadia and their precincts. Being a Tier 1 stadium, the SFS was identified for demolition and replacement to provide a modern and globally competitive stadium with greater flexibility for events, additional patron capacity, a roof covering all patrons and improved amenities.

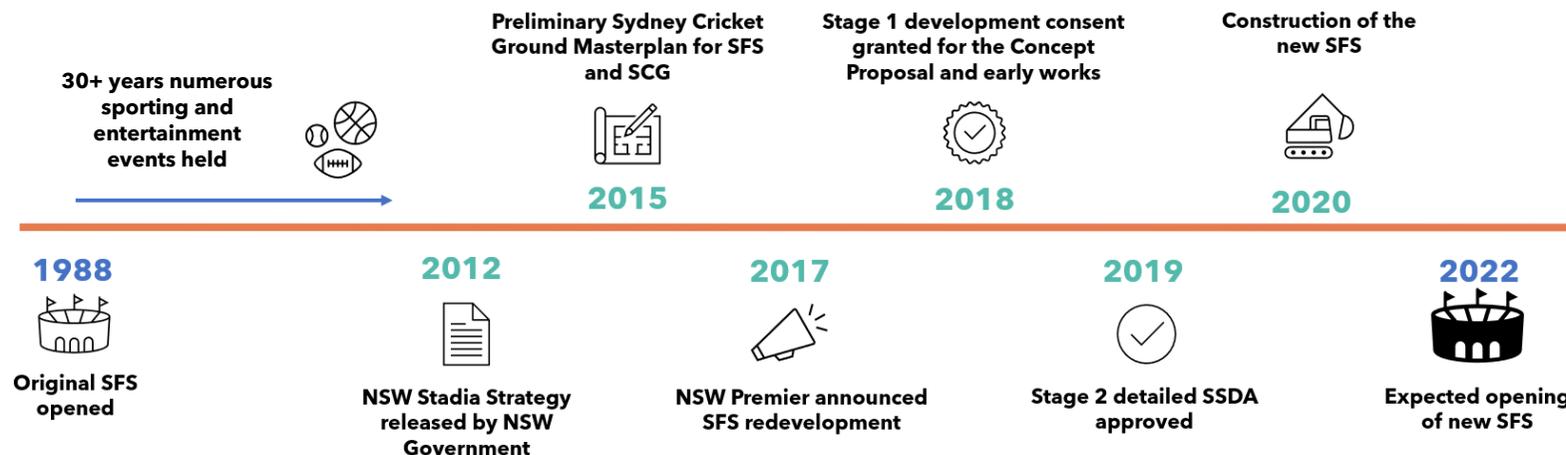
On 6 December 2018, the then Minister for Planning approved an overall concept for the redevelopment of the SFS, as well as Stage 1 construction works (SSD 9249). The concept approval

established the maximum building envelope, as well as design and operational parameters for a new stadium. The Stage 1 works approval facilitated the demolition of the former SFS and associated buildings. These works were completed on 28 February 2020.

Stage 2 of the redevelopment (SSD 9835) was approved by the Minister for Planning and Public Spaces on 6 December 2019. The conditions of consent for the redevelopment require the preparation of a **Social Impact Monitoring Program (SIMP)**. The details of this requirement are provided on the following page.

The NSW Government has announced that the new SFS will be opened in September 2022, in time for the NRL Finals series.

Figure 2: Sydney Football Stadium key milestones



## Purpose and aim of this program plan

The preparation of this SIMP meets the requirements of Condition D49 of the project approval (SSD 9835), as provided below. Appendix A demonstrates how this SIMP has addressed all requirements of Condition D49.

The SIMP must be approved by the Planning Secretary of the Department of Planning and Environment (DPE) at least three months before the new stadium begins operating. A copy of the endorsed SIMP must be provided to the Community Consultative Committee (CCC), Certifying Authority and City of Sydney for information.

**The purpose of the SIMP** is to ensure that social impacts within the control of VNSW are appropriately and adaptively managed

during event and non-event days, in coordination between VNSW and other key agencies.

**The objective of the SIMP** is to provide a clear, meaningful, and practical document that can be used easily by the community and monitoring agencies. The SIMP is one of a suite of operational plans that VNSW will implement for the stadium. This SIMP has been prepared in conjunction with several other operational management plans, and accordingly should be read in conjunction with other operational management plans.

### SSD 9835 Condition D49 Social Impact Monitoring Program

The applicant must prepare a Social Impact Monitoring Program (SIMP) for the operation of the stadium to ensure that, where within the control of the Applicant, social impacts during event and non-event days are appropriately and adaptively managed in coordination with other key agencies such as NSW Police and Council. The program must:

- a) be informed by engagement with surrounding landowners/occupiers (including sensitive receivers identified in the Noise and Vibration Assessment Report) and other relevant stakeholders, the Community Consultative Committee, City of Sydney Council, SCSGT and Centennial Park and Moore Park Trust;
- b) be submitted to the Planning Secretary for approval, at least 3 months prior to commencement of operation of the stadium and be supported by evidence of required consultation in (a);
- c) document the predicted impacts and adaptive management/mitigation measures that have been included in the documents:
  - a. SSD-9249 - Social and Economic Impact Statement prepared by Ethos Urban dated June 2018;
  - b. SSD-9249 - Addendum Social Impact Assessment prepared by Ethos Urban dated June 2018
  - c. SSD-9835- Addendum Social and Economic Impact Assessment prepared by Ethos Urban dated 30/05/2019; and
  - d. SSD-9835 - Social and economic Impact Assessment - Response to request for additional information prepared by Ethos urban dated 30/05/019.
- d) include methodology/procedures that would ensure that all groups in the community in the locality can participate in this program;
- e) include a mechanism/procedure for gathering information on how people (particularly residents of Paddington and Surry Hills) experience the operation of the premises (on event and non-event days);
- f) include a method to evaluate the collected data;
- g) include a mechanism to compare the predicted impacts and management/mitigation measures in each of the documents referred to in (c) against the actual impacts derived from the evaluation of the collected data (f);
- h) include a framework by which additional impacts (positive and negative) identified through the evaluation of the data can be documented in addition to the predicted impacts document in (c); and
- i) a mechanism by which additional adaptive management and mitigation measures can be identified and implemented to mitigate impacts that are documented in (h).

## Stadium's operational details

The Stadium will host a wide range of uses, including sporting and cultural events, music concerts and private functions. It will also provide food and beverage on event and non-event days.

Events held at the Stadium can be grouped into three categories, aligned to different requirements on patron capacity, event times and the number of events which can be held per year.

Table 1: Sydney Football Stadium's operational details



### Standard events

36,000 people or less attending

No restriction on number of events per year

36,000 people or more attending

or



### Major events

Unique events (such as long day events) with multiple matches which will have additional overlay

No restriction on number of events per year



### Music concerts

Up to 55,000 people attending

No more than 6 events per year

### Sporting and Cultural events

8:00am – 11:00pm

### Music concerts

10:00am – 11:00pm

### Rehearsals

10:00am – 7:00pm

### Sound tests

10:00am – 7:00pm

### Other outdoor events with sound amplification days preceding working days

10:00am – 8:00pm

### Other outdoor events with sound amplification days preceding weekends or public holidays

10:00am – 10:30pm

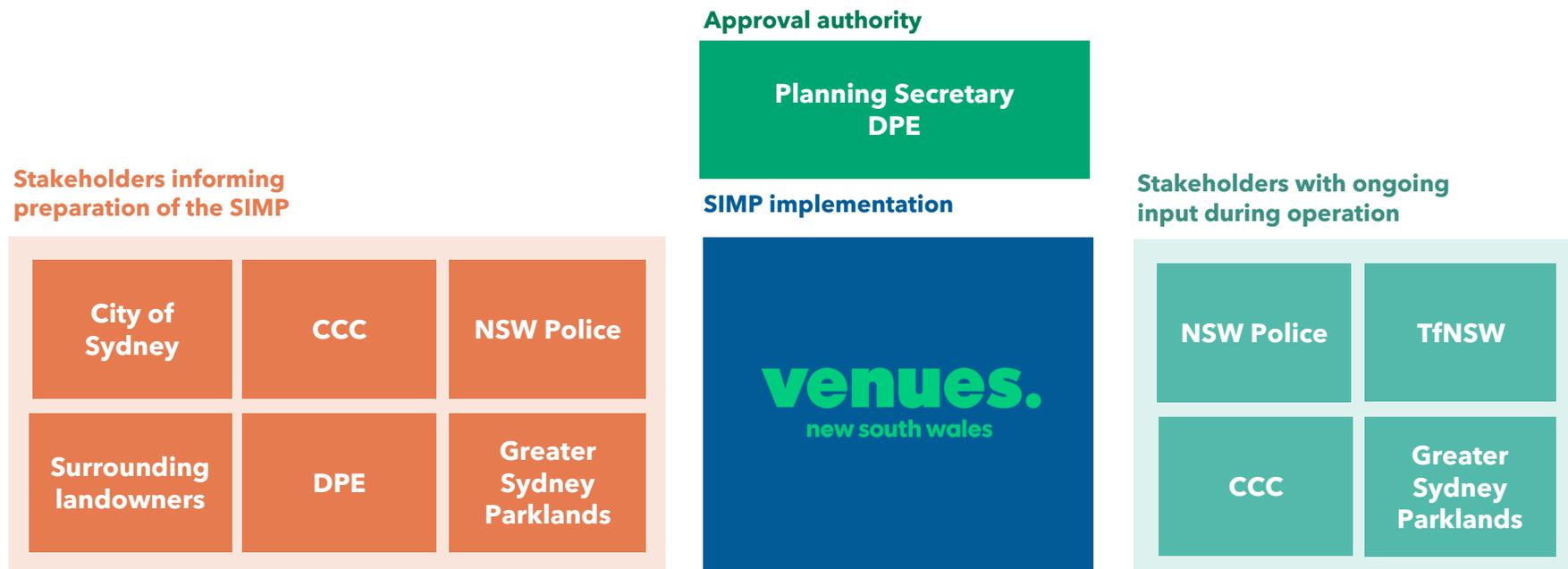
## Roles and responsibilities

As shown in the diagram below, VNSW will be responsible for the overall implementation of the SIMP, with ongoing inputs from NSW Police, Transport for New South Wales (TfNSW) and Greater Sydney Parklands. The development of the SIMP also involved key inputs from various agencies, as depicted below.

Further details on the engagement process are provided on the following page and in Appendix B. Engagement activities included:

- Meetings and follow up email updates with agencies, key stakeholders and sensitive receivers
- Website updates on the VNSW SFS project page
- Updates on the SIMP included in construction newsletters distributed to subscribers by John Holland.

Figure 4: Roles and responsibilities for the SIMP



## Methodology and approach to preparing this plan

**1.**

### Background review

Undertook detailed review of the Social and Economic Impact Assessment (SEIA) and Addenda to inform key social impacts to be considered. A review of other relevant documents submitted as part of the SSD DA that relate to management of traffic, noise, traffic and security was also undertaken.

**2.**

### Technical expert coordination

Worked with the social impact, traffic and noise technical experts to ensure consistency in key matters and the indicators adopted in this document.

**3.**

### Initial framework development

Prepared a draft measurement and monitoring framework with initial key matters and potential indicators to discuss with key stakeholders.

**4.**

### Initial stakeholder meetings

Held initial stakeholder meetings with key agencies: City of Sydney, DPE and Greater Sydney Parklands and NSW Police.

**5.**

### CCC meeting one

Presented the initial framework to the CCC for review, discussion and feedback.

**6.**

### Further framework development

Reviewed feedback from key stakeholders and the CCC and refined the framework.

**7.**

### CCC meeting two

Discussed ideas for communicating performance against the SIMP.

**8.**

### Draft SIMP preparation

Prepared the full draft SIMP, based on the research and feedback.

**9.**

### CCC and sensitive receiver consultation

Provide the final draft SIMP to the CCC for review and feedback. Informed surrounding landowners and sensitive receivers and sought feedback via project page on VNSW website and construction newsletters distributed to subscribers.

**10.**

### Follow up stakeholder meetings

Held follow up stakeholder meetings with the City of Sydney and DPE.

**11.**

### Finalisation of SIMP

Made final revisions to the SIMP and submitted to DPE for approval.

## Monitoring framework

The following framework sets out the plan for monitoring predicted social impacts. It is structured around eight key areas, each with one or more desired outcomes.

For each desired outcome, the framework includes the:

- Indicator that will be used to monitor change
- Target against which performance will be assessed
- Data source that will be used to assess
- Collection frequency with which the indicator will be measured
- Review frequency with which the collected data will be reviewed
- Monitoring responsibility for assessing performance.

The key areas and associated outcomes align with the social impacts predicted in the Social and Economic Impact Statement, Addenda Social Impact and Social and Economic Impact Assessments submitted as part of the SSD DA. Appendix C shows the alignment of predicted impacts within the key areas. Appendix C shows the alignment of predicted impacts with the key areas.

## Links with other plans

We have taken an integrated approach to preparing this SIMP to ensure the monitoring framework closely aligns with the management plans supporting the smooth operation of the Stadium. This alignment will minimise duplication in the collection and monitoring of data, as well as making it easier for stakeholders and the community to understand how performance is being measured.

Working towards the achievement of these plans will be coordinated with the stakeholders nominated against each target. Implementation of the SIMP will also be undertaken in the context of applicable planning and other regulatory requirements.

## 8 key areas:



## Encouraging a cohesive environment

Impacts managed through the:

- Events Management Plan (Condition D28)



Desired outcome	Indicators	Target	Data source	Collection frequency	Review frequency	Monitoring responsibility
Seamless and non-intrusive patron departure from events to minimise impact to surrounding residents, organisations and precinct users	Number of complaints about anti-social behaviour	Stable or declining from initial baseline	Complaint Register	Every event	Quarterly or after the event if extensive complaints of similar issue is lodged	VNSW Head of Security & Precinct Services VNSW Event Security Manager with NSW Police
	Number of incidents of: <ul style="list-style-type: none"> <li>• assault</li> <li>• malicious damage to property</li> <li>• disorderly conduct</li> <li>• drug use, possession and supply</li> <li>• stealing from people</li> </ul> Note: These incident categories align with crime type data collected and reported by Bureau of Crime Statistics and Research (BOCSAR)	Stable or declining from initial baseline	BOCSAR and/or NSW Police data	Quarterly	Quarterly or after the event if a major incident occurs	VNSW Event Team with NSW Police, VNSW Head of Security & Precinct Services and VNSW Event Security Manager as required
Cohesive relationship with surrounding residents, organisations and precinct users	Proportion of neighbouring residents and neighbouring organisations who are satisfied or very satisfied with their experience of the stadium's operation	Stable or increasing from baseline	Resident and Stakeholder Satisfaction survey	Biannually	Biannually	VNSW Communications & Community Team VNSW Customer Service team

<b>Desired outcome</b>	<b>Indicators</b>	<b>Target</b>	<b>Data source</b>	<b>Collection frequency</b>	<b>Review frequency</b>	<b>Monitoring responsibility</b>
Proactive management of alcohol	Proportion of events at which security screening occurs to check for alcohol and other prohibited and restricted items from being brought into the stadium	100%	VNSW	Every event	Quarterly	VNSW Event Security Team
	All staff serving alcohol will possess a Responsible Service of Alcohol (RSA) Certificate	100%	Operating procedures	Quarterly	Quarterly	Catering Operator and VNSW Head of Food and Beverage
	Number of demerit points incurred by licencees operating within the SFS venue precinct (shown on page 3)	Zero	Liquor and Gaming NSW	Monthly	Monthly	Catering Operator and VNSW Event Security Team
An inclusive space, which welcomes a diverse range of patrons	Proportion of patrons who agree or highly agree they would recommend attending the Stadium to a friend, family member or colleague  Note: This will be cross referenced against demographic data to understand trends in patron experience	Stable or increasing from baseline	Post event surveys	Biannually	Biannually	VNSW Event Team or Customer Service Team
	Number or proportion of patrons who live in Paddington, Centennial Park - Moore Park, Waterloo - Zetland, Surry Hills and Redfern	Stable or increasing from baseline	Ticketek post event surveys	Biannually	Biannually	VNSW Event Team with Transport for NSW and VNSW Precinct Services Manager



### Enhancing patron experience

Impacts managed through the:

- Event Management Plan (Condition D28)
- Green Travel Plan (Condition D14)

Desired outcome	Indicators	Target	Data source	Collection frequency	Review frequency	Monitoring responsibility
Patrons move easily throughout the precinct	Time taken to: <ul style="list-style-type: none"> <li>• ingress general public patrons into the stadium</li> <li>• egress general public patrons from stadium</li> </ul>	Stable or decreasing from baseline	CCTV monitoring	Every event	Quarterly or during the event if issues are noted	VNSW Event Day Staff Team and Event Security Team
Patrons have a positive event experience	Proportion of patrons who agree or highly agree they had had a positive experience	Stable or increasing from baseline	Post event surveys	Biannually	Biannually	VNSW Event Team with Transport for NSW Precinct Services Manager Customer service team

## Minimising light spill

Impacts managed through the:

- Event Management Plan (**Condition D28**)



Desired outcome	Indicators	Target	Data source	Collection frequency	Review frequency	Monitoring responsibility
Residents and neighbouring organisations are not adversely impacted by light spill	Lighting meeting AS4282 and/or AS/NZS 1158.3.1	100% events		Ongoing	Ongoing	VNSW Facilities Team, Head of Health, Safety and Environment
Residents and neighbouring organisations are not adversely impacted by glare	External materials and finishes visible from a public road and footpath have to have a spectral reflectivity of less than 20%	100% events		Ongoing	Ongoing	VNSW

## Minimising adverse noise

Impacts managed through the:

- Operational Noise Management Plan (Condition D48)



Desired outcome	Indicators	Target	Data source	Collection frequency	Review frequency	Monitoring responsibility
Event noise does not exceed set limits	Proportion of: <ul style="list-style-type: none"> <li>sporting events which comply with maximum noise level of dBA 60</li> <li>concerts which comply with maximum noise level of dBA 70<sup>1</sup></li> </ul>	100%  100%	Noise monitoring system	Every Event	Quarterly or during the event if exceedances are recorded	VNSW Head of Health, Safety and Environment
Residents and neighbouring organisations are not adversely impacted by noise levels	Number of music events held per year	No more than six per calendar year, with a rolling average of four over a five year period	Event Management Strategy	Annually	Annually	VNSW Event Team VNSW Head of Health, Safety and Environment
	Residents and neighbouring organisations in the notification boundary set out in the Noise Management Plan are notified in advance of concerts	Within two weeks of event	Community notification	Every concert	Every concert	VNSW Event Team with VNSW Communications & Community Team

<sup>1</sup> As per Table 41 of the approved Sydney Football Stadium Redevelopment Stage 2 SSDA Noise and Vibration Assessment (Arup, 30 August 2019). It should be noted that Condition D48 of SSD 9835 also requires the preparation of an Operational Noise Management Plan (ONMP), currently under preparation, which may establish additional operational noise levels. The SIMP will be amended, if required, to align with the ONMP once approved.

## Encouraging sustainable methods of transport

### Impacts managed through the:

- **Green Travel Plan** (Condition D14)
- **Event Traffic and Transport Management Plan** (Condition D16)
- **Passenger Pick-up and Drop-off Facilities Plan** (Condition D18)



Desired outcome	Indicators	Target	Data source	Collection frequency	Review frequency	Monitoring responsibility
Proportion of visitors travelling by public transport is maximised	Proportion of visitors travelling by private vehicles to events	Reduction from baseline	Post event surveys		Quarterly	VNSW Event Team with VNSW Communications & Community Team
	Number of people using light rail to travel to events	Increase from baseline	Transport data provided by TfNSW	Every event	Quarterly	Transport for NSW
Proportion of patrons travelling by bike is maximised	Number of people cycling to events in Moore Park	Increase from baseline	Observational surveys	Annually	Annually	VNSW Head of Security & Precinct Services
Proportion of patrons walking is maximised	Use of Devonshire Street as the key walking route to and from Moore Park on event days	Increase from baseline	Pedestrian counts	Two events per year	Biannually	Transport for NSW

## Facilitating a safe parking environment



Impacts managed through the:

- Event Traffic and Transport Management Plan (Condition D16)
- Event Car Parking Management Plan (Condition D50)

Desired outcome	Indicators	Target	Data source	Collection frequency	Review frequency	Monitoring responsibility
Patrons park safely and legally	Proportion of visitors using temporary event car parking areas in Moore Park	Net reduction in carparking infringement and tow away of vehicles. Progressive reduction in on-grass car parking over time in accordance with statutory requirements.	Parking counts	Every major event until 2024	Quarterly until 2024	Greater Sydney Parklands VNSW Precinct Services Manager
Site provides a safe interaction between pedestrians and vehicles	Number of crashes/incidents involving vehicles and pedestrians on event days within the area of influence of the Stadium, being: <ul style="list-style-type: none"> <li>• Driver Avenue</li> <li>• Moore Park Road (Moore Park Road to Poate Road)</li> <li>• Lang Road (Anzac Parade to Driver Avenue)</li> </ul>	Zero	TfNSW crash data and VNSW incident log	Annually	Annually	Transport for NSW

- Anzac Parade (Moore Park Road to Lang Road)

## Providing a clean environment



Impacts managed through the:

- Operational Waste Management Plan (Condition D41)

Desired outcome	Indicators	Target	Data source	Collection frequency	Review frequency	Monitoring responsibility
Neighbouring residences and organisations are not impacted by litter and inappropriate waste disposal from the stadium	Number of complaints about litter and inappropriate waste disposal made per event within the areas immediately surrounding the Stadium	Stable or decreasing from baseline	Complaint Register	Every event	Quarterly or after the event if extensive complaints of similar issue are lodged	VNSW Manager of Contracts & Presentation and Event Team

## Providing a safe and secure environment



Impacts managed through the:

- Work, Health and Safety Management Plan

Site continues to provide a safe and functional space for its intended use	Number of work health and safety (WHS) incident reports related to events	Stable or decreasing from baseline	WHS Register	Every event	Every event	VNSW Head of Health, Safety and Environment
	Proportion of contractors receiving safety inductions	100%	Participation in programs	Ongoing	Ongoing	VNSW Head of Health, Safety and Environment

## Monitoring and reporting cycle

There will be four steps in the cycle for monitoring and reporting against the desired outcomes and indicators in the SIMP framework.

VNSW will be the lead agency responsible for each step. In some steps, VNSW will consult with other contributors. A Community Consultative Committee will be established for the operational phase of the stadium as required in the conditions of consent. The committee will meet at least quarterly and will have an important role in facilitating community engagement during stadium operations and will provide a forum for discussion on SIMP related matters.

VNSW will use a range of methods to communicate performance against the framework to stakeholders and the community, including residents and organisations in surrounding areas. In accordance with VNSW Communications Strategy, these methods will include:

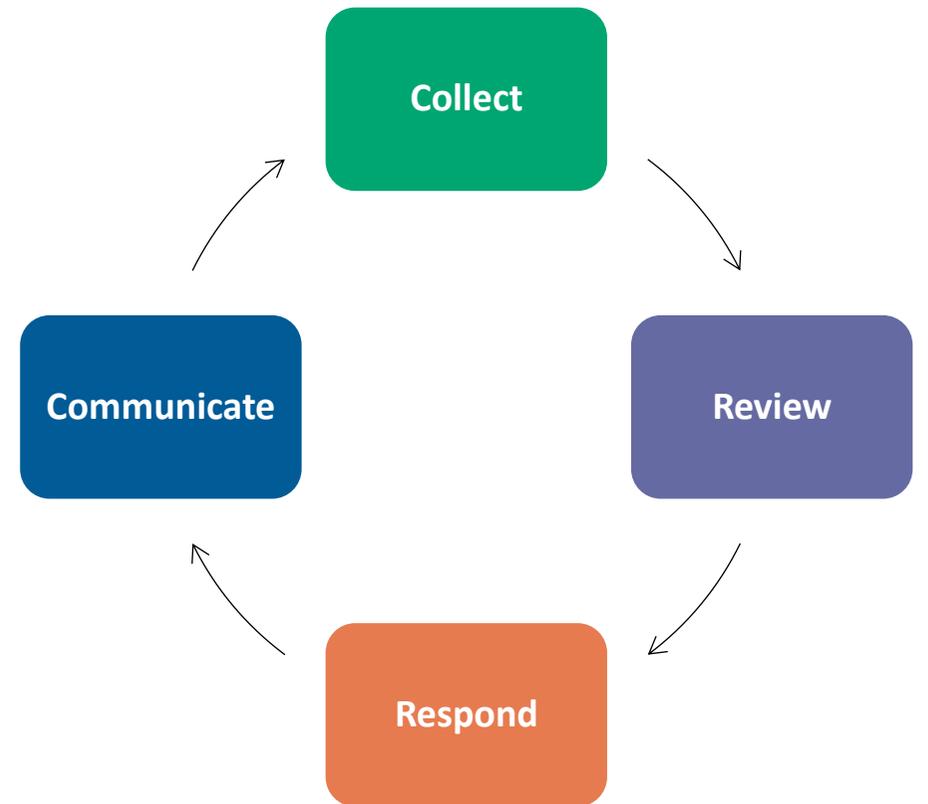
- VNSW website
- Email updates
- Letterbox drops
- App
- Newsletter to members.

Communications methods will be reviewed from time to time to enable them to best meet the needs of stakeholders and the community.

The engagement process has been a core part of the development of the SIMP and will continue its implementation.

Stakeholders and neighbours such as Greater Sydney Parklands, Fox Studios and UTS will be kept informed on tracking of the SIMP indicators. There will also be opportunities to participate in future stages of planning and to provide feedback on the operation of the Stadium.

Figure 5: Monitoring and reporting cycle



to be key throughout

## Descriptions of activities undertaken in each step of the monitoring and reporting cycle

Step	Description of step	Frequency	Contributors
<b>Collect</b>	In this step, VNSW works with stakeholders to gather data against each indicator, using the sources shown in the framework.	As shown in the framework for each indicator	<ul style="list-style-type: none"> <li>Greater Sydney Parklands</li> <li>NSW Police</li> <li>Transport for NSW</li> </ul>
<b>Review</b>	VNSW will review the data for each indicator to identify trends and understand performance against the targets. The review will also consider any emerging social impacts (positive and negative) which are not addressed in the SIMP.	As shown in the framework for each indicator	
<b>Respond</b>	VNSW will work with the relevant agencies and stakeholders to consider the way in which social impacts are being managed and respond where needed. Responses will focus on any areas where the operation of the Stadium is not meeting the targets documented in the SIMP. The relevant management plan, as noted in the framework, will be used to guide the response and the refinement of associated enhancement and mitigation measures.	As per the performance criteria set out in the respective theme targets	<ul style="list-style-type: none"> <li>City of Sydney</li> <li>Greater Sydney Parklands</li> <li>NSW Police</li> </ul>
	VNSW will seek input from the Community Consultative Committee on proposed responses where the operation of the Stadium is not meeting the targets documented in the SIMP or any emerging social impacts.	At quarterly meetings with the operational CCC established under Condition B17 of SSD 9835	<ul style="list-style-type: none"> <li>Community Consultative Committee</li> </ul>
	Where modifications the SIMP is required to be revised are required to address the way social impacts are managed, management plans will be amended to incorporate additional enhancement and mitigation measures at a frequency no less than biannually.		
<b>Communicate</b>	Communicate performance against the framework to stakeholders and the community, including any actions which have been taken to improve the management of social impacts.	Biannually	<ul style="list-style-type: none"> <li>Venues NSW</li> </ul>

**Thank you to all stakeholders who assisted in the development of this draft Social Impact Monitoring Program.**

**In particular, VNSW would like to thank the members of the Community Consultative Committee meeting during the construction of the Stadium for the time, care and wisdom which you have invested in this process.**

**We believe your participation has improved the design and operation of the Sydney Football Stadium for the benefit of generations of visitors and neighbouring residents.**

# Appendix A

## Meeting the requirements of Condition D49

The table below describes how the requirements of Condition D49 for the approval of the Sydney Football Stadium have been met.

Table 2: Compliance with Condition D49

Condition Item	Demonstrated compliance
<p>a) be informed by engagement with surrounding landowners/occupiers (including sensitive receivers identified in the Noise and Vibration Assessment Report) and other relevant stakeholders, the Community Consultative Committee, City of Sydney Council, SCSGT and Centennial Park and Moore Park Trust;</p>	<p>The stakeholder and community consultation undertaken in the development of the SIMP is documented on page 10 and in Appendix B.</p>
<p>b) be submitted to the Planning Secretary for approval, at least 3 months prior to commencement of operation of the stadium and be supported by evidence of required consultation in (a);</p>	<p>The SIMP will be submitted to the Planning Secretary for approval in December 2021.</p>
<p>c) document the predicted impacts and adaptive management/mitigation measures that have been included in the documents:</p> <ul style="list-style-type: none"> <li>a. SSD-9249 - Social and Economic Impact Statement prepared by Ethos Urban dated June 2018;</li> <li>b. SSD-9249 - Addendum Social Impact Assessment prepared by Ethos Urban dated June 2018</li> <li>c. SSD-9835- Addendum Social and Economic Impact Assessment prepared by Ethos Urban dated 30/05/2019; and</li> <li>d. SSD-9835 - Social and economic Impact Assessment - Response to request for additional information prepared by Ethos urban dated 30/05/019.</li> </ul>	<p>As noted on pages 10 and 11, a thorough review of the Social and Economic Impact Statement, the Addenda Social Impact and Social and Economic Impact Assessments and the response to requested for additional information was undertaken in the first stage of preparing this SIMP.</p> <p>The impacts, management and mitigation measures were reviewed in these documents and directly informed the development of the 'key areas' in the monitoring framework documented on pages 12-16.</p> <p>To enable an accessible framework to be easily used by a range of stakeholders, including community members, some of the detailed impacts identified in the Social and Economic Impact Assessments have been 'rolled up' into one key area or desired outcome.</p>

Condition Item	Demonstrated compliance
d) include methodology/procedures that would ensure that all groups in the community in the locality can participate in this program;	Bi-annual resident surveys will be undertaken as part of the monitoring framework. This is documented on page 12, under the 'Encouraging a cohesive community environment area and 'Cohesive relationship with neighbouring residents' outcome'. These surveys will provide a regular opportunity for local residents to provide feedback on their experience of the operation of the venue on event and non-event days.
e) include a mechanism/procedure for gathering information on how people (particularly residents of Paddington and Surry Hills) experience the operation of the premises (on event and non-event days);	The monitoring and reporting cycle (documented on pages 20-21) will use a range of methods to communicate performance against the framework to stakeholders and the community, including residents in surrounding areas. VNSW will provide updates on its website, as well as email updates, SMS notifications, and letterbox drops to residents. These will include a range of mechanisms for groups in the community to provide comments and feedback during the implementation of the SIMP.
f) include a method to evaluate the collected data;	The framework sets out the plan for monitoring predicted social impacts. It is structured around nine key areas, each with one or more desired outcomes. For each desired outcome, the framework includes the:
g) include a mechanism to compare the predicted impacts and management/mitigation measures in each of the documents referred to in (c) against the actual impacts derived from the evaluation of the collected data (f);	<ul style="list-style-type: none"> <li>• Indicator that will be used to monitor change</li> <li>• Target against which performance will be assessed</li> <li>• Data source that will be used to assess the impact</li> <li>• Frequency with which the indicator will be measured</li> <li>• Monitoring responsibility for assessing performance.</li> </ul>

Condition Item	Demonstrated compliance
h) include a framework by which additional impacts (positive and negative) identified through the evaluation of the data can be documented in addition to the predicted impacts document in (c); and	The table on page 21 describes how any additional impacts will be identified and managed in all four stages of the ongoing monitoring and reporting cycle.
i) a mechanism by which additional adaptive management and mitigation measures can be identified and implemented to mitigate impacts that are documented in (h).	

# Appendix B

## Summary of stakeholder consultation process and feedback

## Summary of stakeholder consultation

Over the course of 2021, VNSW and its consultant team engaged with organisations and community members through a series of meetings, workshops and other engagement activities. The feedback received during these activities was used to inform the development of this SIMP. The table below shows when the stakeholder consultation required by Condition D49 was undertaken and the role it has played in the development of this document.

Table 3: Summary of stakeholder consultation

Stakeholder	Engagement date/s	Role			
		Preparation	Consultation	Approval	Information*
Infrastructure NSW	10/12/2021				✓
VNSW	24/06/21	✓			✓
Greater Sydney Parklands	27/08/21	✓			✓
NSW Police	21/09/21	✓			✓
Department of Planning and Environment	3/06/21	✓		✓	
City of Sydney Council	3/06/21, 13/12/21	✓			
SF CCC	29/07/21, 24/08/21	✓			✓
<b>Noise sensitive receivers and adjoining landowners/businesses</b>					
University of Technology Sydney	28/10/21, 10/11/21		✓		
Fox Studios	1/11/21, 30/11/21		✓		
KU Kirra Child Care Centre	22/10/21, 17/11/21		✓		

Adjoining landowners/occupiers	1/12/21		✓		
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\* Following endorsement by Planning Secretary/Coordinator General, Transport Coordination within TfNSW

## Summary of stakeholder feedback

The table below provides a summary of feedback received from organisations and community members during the preparation of the SIMP and how these have been addressed.

Table 4: Summary of stakeholder feedback

Feedback provided	Response
Greater Sydney Parklands	
GSP indicated in principle support for the initial draft framework, including the proposed indicators.	Noted. No Response Required
Suggestion to potentially develop a Memoranda of Understanding (MOU) to clarify operational roles and responsibilities for the broader area.	No changes to the SIMP required. VNSW and GSP agreed there would be mutual benefits in developing a MOU separately to the SIMP to clarify operational responsibilities for areas surrounding the Sydney Football Stadium.
Suggestion to include measures relating to programming on non event days.	Incorporation of this suggestion was explored. However, as programming of the spaces has not yet commenced, there is not yet a set of metrics around which monitoring could be structured. In addition, programming will change continuously to be responsive, contemporary and optimise opportunities as they arise. Accordingly, the MOU and the Moore Park Event Operations Group (MEOG) <sup>2</sup> are considered the most

<sup>2</sup> The Moore Park Event Operations Group (MEOG) develops operational plans to ensure the delivery of safe and successful events in the Moore Park sporting and entertainment Precinct. MEOG is chaired and coordinated by the Customer Journey Planning (CJP) Major Events. MEOG member agencies include Greater Sydney Parklands, Transport for NSW, NSW Police, VNSW, the City of Sydney, the NSW Taxi Council, the Bus and Coach Association, the Entertainment Quarter and Playbill Venues. The MEOG framework ensures that the multiple events occurring throughout the precinct are coordinated across all relevant stakeholders.

	appropriate mechanisms through which this important element of coordination will be managed going forward.
NSW Police	
NSW Police indicated in principle support for the initial draft framework, including the proposed indicators and sourced for data collection.	Noted. No response required.
Suggestion to collect data on the number of incidents more frequently than quarterly.	The SIMP framework was updated to record data collection as 'quarterly or after the event if a major incident occurs' to ensure timely collection and reporting of major incidents.
Suggestion to hold post event meetings to reflect on the operation of key events, and any lessons learned. This would provide a real time response and an opportunity to clarify issues that occurred during the event.	VNSW confirmed that it already holds post event meeting for events that attract larger and potentially higher risk crowds. As noted above, the SIMP framework was amended above to include collection of data after the event if a major incident occurs. This will form part of the agenda in post event meetings in line with the frequencies in the Monitoring Framework.
Department of Planning and Environment	
DPE indicated in principle support for the proposed approach to keep the SIMP in plain English and use it as a communications tool. Also confirmed the key social impact areas have been addressed, noting the particular importance of addressing on site car parking.	Noted. No response required.  See third comment below raised by City of Sydney regarding on site car parking.
Clarification sought on whether other technical management plans will be cross referenced in the SIMP.	Addressed. An integrated approach was taken in the preparation of the SIMP to ensure the monitoring framework closely aligns with other management plans. To make this clear, all management plans cross referenced are shown in the framework.
Clarification was sought on the wording of the crime types used for the desired outcome 'seamless and intrusive patron departure from events to minimise impact to surrounding residents'. Comment that the community may not understand the language of crime types.	Addressed. The SIMP framework was revised to address this comment by providing a source for the crime type categories which directly align with the data collected and reported by the Bureau of Crime Statistics and Research.
Suggestion that 'Encouraging a cohesive community environment' could also include measures around the Stadium providing a culturally safe inclusive space.	Addressed. The SIMP framework was revised to address this comment by providing an additional desired outcome 'an inclusive space which

	welcomes a diverse range of patrons' with two indicators collected through survey data.
City of Sydney Council	
Indicated in principle support for the proposed approach to keep the SIMP in plain English and use it as a communications tool. Also confirmed the key social impact areas have been addressed.  There was no detailed feedback about the specific measures proposed in the draft framework initially presented.	Noted. No response required.
Comment that the SIMP should encourage sustainable methods of transport and limit car parking where possible.	Addressed. A key social impact area is included with indicators and targets to encourage sustainable methods of transport including maximising public transport, bike use and walking.
Comment that it will be critical to have a precinct wide parking solution as the desire for the broader precinct is to remove car parking from green spaces over time.	Addressed. The SIMP framework has been updated to take in consideration the comment.
SFS Community Consultative Committee	
Indicated in principle support for the proposed approach to keep the SIMP in plain English and use it as a communications tool. Also confirmed the key social impact areas have been addressed.	Noted. No response required.
Suggestion to include a survey of surrounding residents in the monitoring framework.	Addressed. The SIMP framework was revised to include an indicator under the 'encouraging a cohesive environment' outcome which commits to a biannual Resident and Stakeholder Satisfaction Survey.
Preference for a community consultative committee or similar mechanism to be used as part of ongoing monitoring of compliance with the SIMP.	Addressed. Aligned reference to the monitoring and reporting cycle in relation to the CCC. The agenda for the CCC will include monitoring of the SIMP.
Suggestions to include a wide range of communication methods (particularly digital and non digital options) in the monitoring and reporting approach to account for the preferences of different community members.	Addressed. The monitoring and reporting cycle and associated communications methods include a variety of communications methods, including digital and non digital options. CCC members will be briefed on the outcome of the review of the implementation of the SIMP at quarterly meetings.

<p>Notes that the 'Facilitating safe parking environment' section needs to be revised to reflect the plans to remove temporary car parking on Moore Park.</p>	<p>Addressed. The SIMP framework has been updated to reflect the progressive removal of car parking over time.</p> <p>It is noted that at the time of preparing the SIMP the car parking proposal was being assessed. Pending approval of the car park proposal, any required changes will be undertaken as a matter of course to the approved SIMP, to reflect updated conditions as required.</p>
<p>University of Technology Sydney</p>	
<p>Comment that UTS building managers, security personnel and other staff can contribute to the data collection of the SIMP by reporting impacts, incidents and relevant indicator data.</p>	<p>The SIMP framework already captured mechanisms for the community, including residents and organisations in the surrounding area, to participate in providing feedback and data collection.</p> <p>As VNSW's tenant, UTS is also able to log complaints or feedback through the Lease arrangement.</p>
<p>Comment that UTS building managers, security personnel and other staff can contribute to be able to refer to clearly defined trigger points for the monitored indicators around when management and mitigation activities will be escalated and who is responsible.</p>	<p>This has already been captured in the SIMP framework which sets out the target, collection frequency, review frequency and the monitoring responsibilities.</p>
<p>Comment that UTS has a strong preference for the SIMP to be located in an easily accessible location, accessible via the internet, with a simple user interface designed to facilitate easy input or incidents.</p>	<p>The SIMP will be available publicly, however individuals and organisations will not be able to directly edit or input into the document.</p> <p>As indicated through the monitoring and reporting cycle, stakeholders will be asked for their comment and feedback at specific times.</p>
<p>Some comments were provided about the potential social impacts on UTS operations including potential delays to accessing UTS' loading and carparking facilities and monitoring conflict involving cyclists in relation to the pop-up Moore Park cycleway.</p>	<p>These issues are outside the scope of the SIMP.</p> <p>As part of the lease agreement between VNSW and UTS potential delays to the UTS loading and carparking facilities is monitored.</p> <p>Issues relating to the pop-up cycleway are the responsibility of the City of Sydney.</p>
<p>Comments were provided that some wording throughout the SIMP only includes residents, which may exclude UTS as an organisation.</p>	<p>Addressed. The SIMP framework was updated throughout to reflect this comment, now referring to residents and neighbouring organisations.</p>

Clarification was raised about what the SIMP meant by 'verified' complaints or incidents as this could make it difficult for staff to report incidents.	Addressed. The SIMP framework was updated to delete the word 'verified' from the measures around complaints and incidents.
Comment and clarification was sought around the number of music events per year, or over the five year period as per the conditions of approval.	The SIMP framework correctly refers to what is stipulated by the conditions of approval being no more than six music events per calendar year, with a rolling average of four over a five year period (or 20 total over a five year period).
Comments about the legislation relating to licensing of venues.	Comments noted. Not change required.
Comments that the proposed indicators under the 'proactive management of alcohol' outcome monitor the process of alcohol management, but not its outcomes.	Addressed. An additional indicator was added in 'Proactive management of alcohol' to measure the number of demerit points incurred by licenses operating within the SFS precinct.
Suggestion that 'encouraging a cohesive community environment' should be expanded to direct participation of disadvantaged groups.	A measurement note was added to the indicator relating to 'An inclusive space, which welcomes a diverse range of patrons'. This clarifies that patron responses to post event surveys will be cross referenced against demographic data to understand trends in patron experience.
Suggestion that 'encouraging a cohesive environment' should be expanded to include health-based measures such as the reason for ambulance attendances.	This suggestion was not incorporated, as the reasons for ambulance attendance at the Stadium are broad, and are often as a result of personal health issues that do not have wider social impact (e.g. dehydration or sickness).
Comment that the SIMP does not address Covid-19 social and behavioural changes such as social distancing, wearing of face masks, voluntary vaccination, self-isolation, mandatory testing and checking in and out.	Covid-19 health orders are outside the scope of what is required in the SIMP. VNSW is required to abide by Health orders and has separate measures of compliance outside the SIMP.
Fox Studios	
Clarification sought on proposed access and circulation routes for the Stadium, Precinct Village and Car Park.	Addressed. Follow up email was provided with information, including plan images, on the proposed access and circulation routes including the Driver Avenue Event Day Closure extending to the SCG and the Paddington Lane and Pedestrian Path.
KU Kirra Child Care Centre	

<p>No feedback provided. Requested not to partake in the consultation process.</p>	<p>Noted. No response required.</p>
<p>Adjoining landowners/occupiers</p>	
<p>VNSW provided updates on the SFS Project website to notify landowners and occupiers of the SIMP's preparation and invite feedback.</p> <p>Analytics from the website confirm most visitors to the website were to the homepage (&gt;80%). The SFS progress page, on which the SIMP notification was provided, received 2% of all hits.</p> <p>VNSW subsequently received 7 emails as a result of placing the link on the website - 2 of which were spam, 4 which related to the advertising of goods and services, and 1 email which provided feedback on the use of the gym throughout COVID.</p> <p>No feedback was received specifically in relation to the SIMP.</p>	<p>No response required.</p>

# Appendix C

## Alignment with predicted impacts in the SEIA and its addendums

As discussed on page 12, preparation of this SIMP began with a detailed review of the SEIA and addendums prepared to accompany the SSD DA. A review of other relevant documents submitted as part of the SSD DA was also undertaken.

Engagement with key agencies and stakeholders found that the preferred approach for the SIMP was to have an easy to read document in plain English. The SIMP does not, therefore, duplicate the detailed technical assessment undertaken as part of the SEIA and addendums. Instead, it groups all impacts predicted in the SEIA into the eight 'key areas' in the monitoring framework and the associated 'desired outcomes'.

Table 5: Relationship between the predicted operational impacts in the SEIA and its Addenda and the SIMP

Impacts predicted in SEIA	'Key area/s' in SIMP where impacts addressed
<b>Visitor experience</b> Improved entry and exit Congregation areas Food and beverage areas	Encouraging a cohesive environment Enhancing patron experience Providing a clean environment
Pedestrian experience	Encouraging a cohesive environment Enhancing patron experience
Improved security	Encouraging a cohesive environment Providing a safe and secure environment
Social equity	Encouraging a cohesive environment Enhancing patron experience
Lighting	Minimising light spill
Leverage from improved transport efficiency	Encouraging sustainable methods of transport
<b>Capacity and attendance</b> Improved experience for general admission Flexibility of venue	Enhancing patron experience

<p><b>Community</b></p> <p>Public health and wellbeing Community networks Community needs Value of place</p>	<p>Encouraging a cohesive environment Providing a clean environment Providing a safe and secure environment</p>
<p><b>Noise and vibration</b></p> <p>Operational noise Sporting events Concerts and events</p>	<p>Minimising adverse noise</p>
<p><b>Transport and accessibility</b></p> <p>Stadium access and circulation Pedestrian environment</p>	<p>Enhancing patron experience</p>
<p>Utilisation of public transport Vehicle access and car parking Cycling Bus networks Road network</p>	<p>Encouraging sustainable methods of transport</p>
<p><b>Other</b></p> <p>Frequency of events and use of EP2 and EP3 car parks</p>	<p>Encouraging sustainable methods of transport</p>
<p>Anti-social behaviour strategy and security risks</p>	<p>Encouraging a cohesive environment Providing a safe and secure environment</p>

**END OF DOCUMENT**