

# Social Impact Evaluation Guide

Business Case Development Framework

Release 3

FURTHER GUIDANCE



Queensland  
Government

The Department of State Development, Infrastructure, Local Government and Planning connects industries, businesses, communities and government (at all levels) to leverage regions' strengths to generate sustainable and enduring economic growth that supports well-planned, inclusive and resilient communities.

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The Business Case Development Framework guides the development of business cases for infrastructure proposals. This guide supports the Stage: 2 Options Analysis and Stage 3: Detailed Business Case as illustrated in Figure 1.

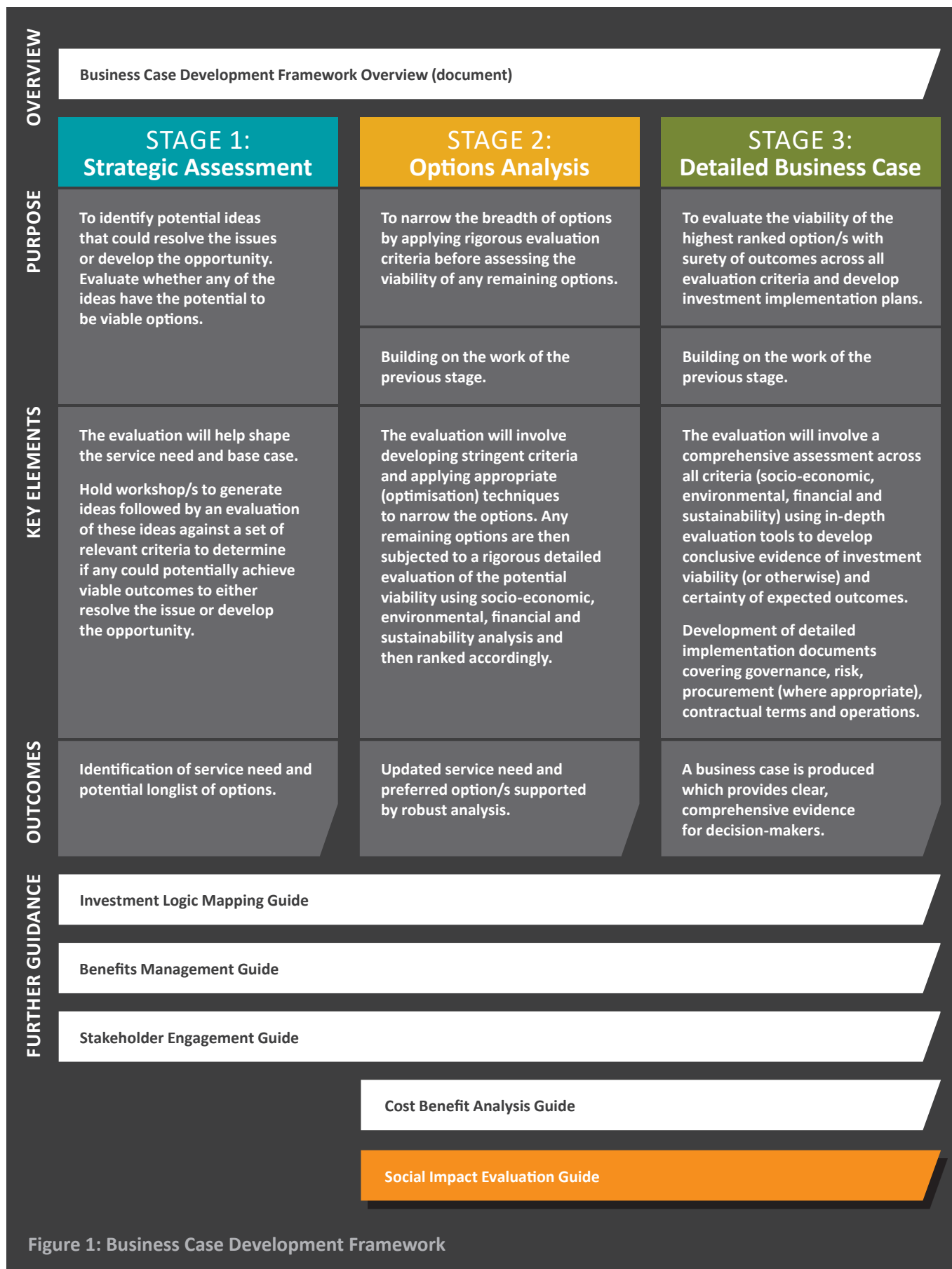


Figure 1: Business Case Development Framework

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# Introduction

## 1.1 How to use this guide

This guide is a supporting supplementary guide to the business case analysis.

The contents of this document are important—they will help you develop a business case that supports a robust, transparent and comparable evaluation.

The government understands that each proposed investment is unique. Therefore, you should tailor the strategic analysis to fit the proposal.

Support any changes with a rigorous and transparent process.

The following key content indicators have been included in call-out boxes to help you use this guide.



**REFERENCE**



**TARGET/EXPECTATION**



**FLAG/IMPORTANT  
TO NOTE**

## 1.2 Purpose

The Social Impact Evaluation (SIE) is designed to answer the following questions:

- » What value will the proposed project/option (initiative) achieve?
- » What negative impacts need to be mitigated and, when mitigated, what is the residual impact?
- » What additional options could be designed into the proposed project to create additional value?

The SIE therefore aims to:

- » identify and document the social and other benefits of the proposed project/option
- » identify negative impacts to be mitigated
- » evaluate mitigations to ensure they are cost effective
- » identify opportunities to create additional social value for the proposed project/option.

## 1.3 Difference between a social impact evaluation and a social impact assessment

The social impact evaluation (SIE) approach is compatible with the Queensland Government’s Social Impact Assessment Guideline (2018). The main differences between the approaches are documented in Table 1.

**Table 1: Differences between an SIA and an SIE**

	<b>SOCIAL IMPACT ASSESSMENT (SIA)<sup>1</sup></b>	<b>SOCIAL IMPACT EVALUATION (SIE)</b>
<b>Timing</b>	SIAs are completed during the approvals process for projects—large resource projects or projects declared a ‘coordinated project’ under the <i>State Development and Public Works Organisation Act 1971</i> (SDPWO Act).	SIEs are completed at options analysis or business case development stages for investment decision-making.
<b>Application</b>	The SIA applies to projects that are subject to an Environmental Impact Statement (EIS) under the SDPWO Act or the <i>Environmental Protection Act 1994</i> .	The SIE applies to all proposed infrastructure projects where development of the proposal uses the BCDF.
<b>Focus</b>	The SIA primarily focuses on the project’s potential environmental, economic and social impacts and how to avoid, minimise, mitigate and/or offset those potential impacts.	The SIE’s primary focus is to analyse and describe the economic and social value that the proposed project will achieve, including potential environmental and sustainability impacts.
<b>Scope</b>	<ul style="list-style-type: none"> <li>» Impact mitigation</li> <li>» Benefits enhancement</li> </ul>	<ul style="list-style-type: none"> <li>» Establish the ‘value’ of the proposed project</li> <li>» Mitigate impacts</li> <li>» Enhance benefits</li> </ul>
<b>Influence on design</b>	SIA post-design strategies (predominantly offset) to minimise potential issues.	SIE influence project design to design out issues and design in additional value.
<b>Key messages</b>	In an SIA, the focus is on how to manage and mitigate real and potential issues. “We will manage these issues in this way ...”	In an SIE, the focus is on the benefits the project will deliver. “This project will achieve ...”

<sup>1</sup> <https://www.qld.gov.au/environment/pollution/management/eis-process/about-the-eis-process/types-of-eis>

## 1.4 Why undertake a social impact evaluation?

Investment decision-making by government involves considering the investment's potential to create socio-economic value, while ensuring it effectively manages environmental, social and sustainability issues. The aim of the SIE is to effectively communicate the changes expected to occur if the project/option is implemented or provide decision-makers with information regarding the differences between social impacts for shortlisted options.

## 1.5 Definitions

For the purposes of this guide:

- » Benefit: is a positive impact that produces a good result.
- » Impact: includes both positive and negative results.
- » Reference project: includes any physical structure and business and/or legislative changes as well as any activities for implementation and delivery.
- » Social impact: refers to the net effect of the proposed project on stakeholders. This may include impacts on a community, individuals, families, organisations and agencies, or society as a whole.
- » Social impact baseline (or the 'current state'): refers to the social environment in the absence of the project. The baseline is the benchmark that all identified impacts are compared against.
- » Stage: refers to the stage of business case development: Stage 1: Strategic Assessment (SA), Stage 2: Options Analysis (OA) or Stage 3: Detailed Business Case (DBC).
- » Step: refers to actions in an SIE.
- » Value: refers to the regard something is taken to deserve i.e. the importance, worth or usefulness of something. For the SIE, 'value' is the change in importance, worth or usefulness a proposed project is expected to achieve. The value of the project is determined by comparing the impacts to be achieved by the proposed project to the social impact baseline (SIB).

## 1.6 Using this guide

This guide details the three-step approach to developing an SIE. It includes a worked hypothetical example, the complete analysis of which is included in Appendix 1.

This guide should be read in conjunction with the relevant stage template (options analysis and detailed business case), the Benefits Management Guide and the Cost Benefit Analysis Guide. It should be used in conjunction with the SIE Microsoft Excel tool to capture the analysis which is then used to create the radar charts (Step 2D).



The hypothetical example is the development of a recreation/ educational facility for young people in a regional population centre. It is based on a facility in Iceland and a range of other programs, and is **purely hypothetical**.

## 2 Approach to the social impact evaluation

The SIE is designed to capture the positive contribution all proposed infrastructure initiatives make to society. It also enables any negative impacts to be identified and appropriately mitigated.

SIE applies to both Stage 2: Options Analysis and Stage 3: Detailed Business Case.

### 2.1 Stakeholder-centric

All impacts should be expressed in terms of the impact of the proposed initiatives on a specific stakeholder or stakeholder group. For example, 'Improved health and wellbeing for at-risk young people'.

### 2.2 Iterative

An SIE is not a linear process. Impact mitigations may result in other effects which must be documented. The analysis may also influence the reference project's design, implementation and impacts, and require further evaluation be completed.

### 2.3 Collaborative

It is recommended that you hold an impact workshop to maximise the comprehensiveness and validity of the analysis, and to ensure all subsequent assessments (economic, environmental, sustainability) consider the social impacts appropriately.

An impact workshop will gather ideas from relevant stakeholders who are involved in other areas of the business case, such as cost benefit analysis, risk management, or benefits management, as well as any other key parties for the project. Ensure the impact workshop includes participants who understand the stakeholder perspective.

There is a three-step approach to developing an SIE. Steps 1 and 2 can be completed during an impact workshop. Appendix 2 contains a detailed list of impacts to consider and discuss in the workshop.



An SIE should be completed before all other analyses in the business case development to give input to, and alignment with, those assessments. This includes the economic, environmental, financial and sustainability assessments.



While community and stakeholder engagement in the SIE is preferred, it is not essential when completing an SIE. Any limitations should be documented.

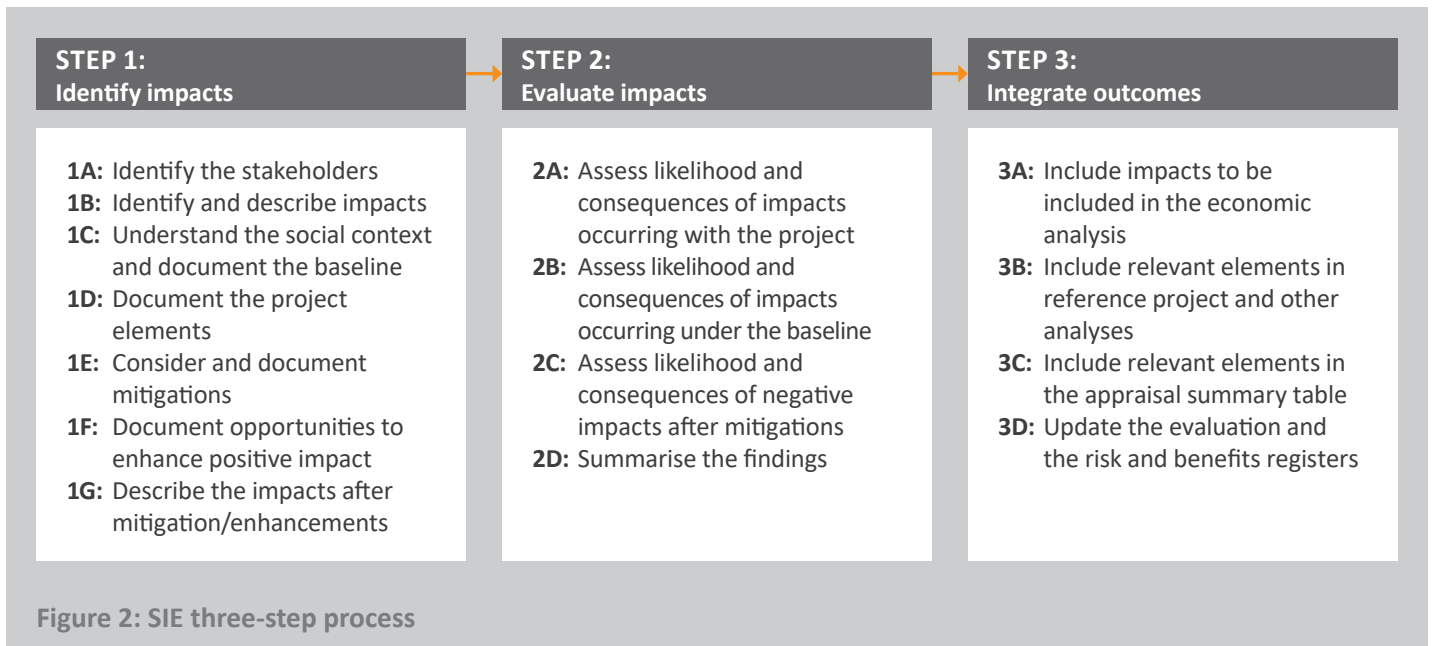
If a Social Impact Assessment (SIA) has been completed as part of an Environmental Impact Assessment (EIA), the results of the SIA should be reframed in line with the SIE requirements and reported in the SIE section. If the SIA did not document the value of the project (incremental value between baseline and project), this should be analysed and reported in the SIE.





## 3 The three-step process

The SIE uses a three-step process as illustrated in Figure 2.



### 3.1 Step 1—Identify impacts

Step 1 aims to identify who will be affected by the initiative and how.

Step 1 is divided into seven parts:

- » 1A: Identify the stakeholders.
- » 1B: Identify and describe impacts.
- » 1C: Understand the social context and document the baseline.
- » 1D: Document the project elements.
- » 1E: Consider and document mitigations.
- » 1F: Document opportunities to enhance positive impact.
- » 1G: Describe the impacts after mitigation/enhancements.



Who will be affected by the initiative and how?

### 3.1.1 1A: IDENTIFY THE STAKEHOLDERS

1. Identify the stakeholders who will be affected by the changes brought about by the initiative.  
Use the analysis of stakeholders from the service need analysis and/or the communication and engagement plan as a basis for this work.  
Stakeholders should be considered according to who will be most affected. The circle tool in Figure 3 may help show the relative importance of stakeholders from most affected (inner ring) to least affected (outer ring).
2. List the stakeholders in Column 1 of Table 2 (or Table 3) in order of most affected to least. Table 2 illustrates the stakeholder impact analysis for a Stage 2: Options Analysis and Table 3 is a stakeholder impact analysis for a Stage 3: Detailed Business Case.

### CONSIDERATIONS

- » Focus on the stakeholders who will be affected or have an interest in the impact of the proposed project e.g. members of the community directly affected, staff who will experience business changes, customers who will experience service delivery changes, and agencies providing funding and/or who work in partnership.
- » Also consider organisations and agencies providing funding or working in partnership.
- » It is preferable that stakeholders and the community provide input into the identification of impacts. However, where this is not possible, the experience and views of the project team and internal stakeholders may be used.



Stakeholders:

- » may be directly affected (e.g. residents whose properties may be resumed) or indirectly affected (e.g. road users who may experience less congestion due to a new rail line)
- » may have an interest in the impact of the project but might not be directly affected by it e.g. urban planning advocates concerned with the loss of green space and playgrounds.



Stakeholders with an interest in the development of the business case should not be included e.g. the relevant Minister or central agencies.



Figure 3: Example stakeholder identification tool

Table 2: Example stakeholder identification for an options analysis

STAKEHOLDER	OPTION 1	OPTION 2	OPTION 3
Young people	✓	✓	✓
Parents/care givers/families	✓		✓
Police	✓	✓	✓
Youth workers	✓		✓
Park users		✓	✓
Residents/neighbours	✓	✓	✓
Others (specify)			

Table 3: Example stakeholder identification for a detailed business case

STAKEHOLDER	REFERENCE PROJECT
Young people	✓
Parents/care givers/families	✓
Police	✓
Youth workers	✓
Park users	✓
Residents/neighbours	✓
Others (specify)	

### 3.1.2 1B: IDENTIFY AND DESCRIBE IMPACTS

1. Document the anticipated impacts of the proposal (or options) in a table in the relevant SIE template—refer to Tables 4 and 5 for examples.

All impacts (positive and negative) should be stated in terms of the change likely to be experienced by the stakeholder if the proposed solution/s (reference project or options) go ahead. This may be during operation, during construction or as a result of an implementation strategy.

#### CONSIDERATIONS

- » Identified impacts must be reasonable and defensible. Social impacts should be supported by evidence (where practical) e.g. reference relevant literature and data.
- » Social indicators can provide evidence of the existing environment and help identify current and emerging trends e.g. technological advances and increasing mechanisation could drive unemployment.



Possible impacts can be identified by:

- » considering different types of affects during an impact workshop—refer Appendix 2 for impacts to consider
- » researching similar projects
- » asking stakeholders or people who understand the stakeholder needs (refer to the Stakeholder Engagement Guide for further information on consultation and engagement processes).



By considering the effects of the project (or the shortlisted options) first, it is easier to explain the baseline, as information can be limited to what is relevant to the analysis.

Social indicators can be used to monitor social change and include: crime rates, unemployment data, labour force participation rates, and poverty measures. Indicators include:

- » **Informative indicators**—are used to describe the social system and the changes taking place within a system.
- » **Predictive indicators**—indicators that fit into predictive models of social systems e.g. unemployment and industrial diversity may be used in a model that attempts to describe and predict the social resilience of a community.
- » **Problem-oriented indicators**—address specific policy situations and actions on specific social problems.
- » **Program evaluation indicators**—are used to monitor the progress and effectiveness of policies and programs.
- » **Target delineation indicators**—describe the demographic, environmental, pathological or service-provision characteristics of populations.



**Table 4: Example impact identification for an options analysis**

STAKEHOLDER	OPTION 1	OPTION 2	OPTION 3
<b>Young people</b>	<ul style="list-style-type: none"> <li>» Improved economic prospects</li> <li>» Improved health outcomes</li> </ul>	<ul style="list-style-type: none"> <li>» Improved health outcomes</li> <li>» Improved safety</li> </ul>	<ul style="list-style-type: none"> <li>» Improved economic prospects</li> <li>» Improved health outcomes</li> <li>» Improved safety</li> </ul>
<b>Parents/care givers/families</b>		<ul style="list-style-type: none"> <li>» Reduced stress and decreased conflict in the home</li> </ul>	<ul style="list-style-type: none"> <li>» Reduced stress and decreased conflict in the home</li> </ul>
<b>Police</b>	<ul style="list-style-type: none"> <li>» Improved productivity</li> </ul>	<ul style="list-style-type: none"> <li>» Improved productivity</li> </ul>	<ul style="list-style-type: none"> <li>» Improved productivity</li> </ul>
<b>Youth workers</b>	<ul style="list-style-type: none"> <li>» Improved productivity</li> </ul>	<ul style="list-style-type: none"> <li>» Improved productivity</li> </ul>	<ul style="list-style-type: none"> <li>» Improved productivity</li> </ul>

**Table 5: Example impact identification for a business case**

STAKEHOLDER	IMPACT OF PROJECT	IMPACT DURING IMPLEMENTATION
<b>At-risk young people</b>	<ul style="list-style-type: none"> <li>» Improved economic prospects and outcomes</li> <li>» Improved health and wellbeing</li> <li>» Improved intergenerational outcomes</li> <li>» Improved quality of life</li> </ul>	
<b>Parents/care givers/families</b>	<ul style="list-style-type: none"> <li>» Improved family dynamics</li> <li>» Potential decrease in cohesion of the family unit</li> </ul>	
<b>Police</b>	<ul style="list-style-type: none"> <li>» Improved operational productivity</li> </ul>	
<b>Youth workers</b>	<ul style="list-style-type: none"> <li>» Improved productivity</li> <li>» Potential increase in demand for support service beyond expected capacity</li> </ul>	
<b>Park users</b>	<ul style="list-style-type: none"> <li>» Increased perception of safety</li> </ul>	
<b>All young people</b>	<ul style="list-style-type: none"> <li>» Increased access to recreational facilities</li> </ul>	
<b>General community</b>	<ul style="list-style-type: none"> <li>» Increased access to park facilities</li> </ul>	
<b>Residents/neighbours of the centre</b>	<ul style="list-style-type: none"> <li>» Increased stress</li> </ul>	<ul style="list-style-type: none"> <li>» Increased noise and pollution across the community</li> <li>» Increased health issues for neighbouring residents</li> </ul>
<b>State government</b>	<ul style="list-style-type: none"> <li>» Additional ongoing costs</li> </ul>	
<b>Federal government</b>	<ul style="list-style-type: none"> <li>» Additional ongoing costs</li> </ul>	

2. Transfer the impact statements to Column B of the Microsoft Excel SIE Tool (Column A 'impact category' is shown in Appendix 1). Keep the impacts in order of most impacted stakeholder to least impacted. Separate negative impacts from positive (Appendix 1 provides a detailed example).

Your impact statement should be succinct. It must clearly articulate the stakeholder impacted and the nature of the impact e.g. 'improve', 'reduce' etc.

3. Describe how the stakeholder experience is expected to change (the impact) once the project/option is delivered and/or during construction/implementation in Column I (see Appendix 1 for a readable version). This should include contextual information clearly stating the outcomes expected from the implementation of the reference project/option.
4. Where possible, quantify and fully describe all impacts.
5. Document whether the impact is expected to occur during implementation/construction or operation in Column D (refer Table 6) of the Microsoft Excel SIE Tool.

## CONSIDERATIONS

- » Limit impacts to those expected during the financial and economic analyses evaluation period. The exception is anticipated intergenerational impacts.



Complete two sections in the table (positive impacts and negative impacts) for each option/reference project.



Refer to information in the proposal background and service need chapters and/or refer to case studies when describing anticipated impacts.

Your economics advisor should be engaged in the discussion about what impacts can be quantified and monetised.



**Table 6: Example of identified positive impacts**

A	B	C	D	E – H	I
IMPACT CATEGORY	IMPACT		ASPECT		DESCRIPTION (... AS A RESULT OF ...) WITH REFERENCE PROJECT
<b>POSITIVE IMPACTS</b>					
Economic	Improved economic prospects and outcomes for at-risk young people		Operational		<ul style="list-style-type: none"> <li>» Reduction in unemployment rate</li> <li>» Increase in high school completion rate</li> <li>» Reduction in school absenteeism</li> <li>» Improved access to training opportunities through the VET courses available at the centre</li> <li>» Improved access to alternate school pathways through the onsite partnership with a private 'flexi-school' provider</li> <li>» Improved access to support services due to an increased range of vocational and work skills services available, and the one-stop-shop accessibility through the centre.</li> </ul>
Economic	Increased employment		Implementation		<ul style="list-style-type: none"> <li>» The construction of the centre will provide XXX jobs. While most are expected to be fly in, fly out, there will be opportunities for local tradespeople to be engaged and the potential for increasing skills and experience for locally sourced workers.</li> </ul>
Health	Improved health and wellbeing for at-risk young people		Operational		<ul style="list-style-type: none"> <li>» Improved access to sports activities as the centre will provide a broad range of sports opportunities</li> <li>» Reduction in the number of homeless young people</li> <li>» Reduction in the reported rate of drug and alcohol use</li> <li>» Access to life skills including food and nutrition knowledge through the provision of 'life skills' services</li> <li>» Improved access to support services due to the one-stop-shop accessibility to care and support services through the centre.</li> </ul>
Quality of life	Improved quality of life for at-risk young people		Operational		<ul style="list-style-type: none"> <li>» Improved access to sports activities as the centre will provide a broad range of sports opportunities</li> <li>» Improved access to life skills including food and nutrition knowledge through the provision of 'life skills' services</li> <li>» Improved access to support services due to the one-stop-shop accessibility to care and support services through the centre</li> <li>» The emergency accommodation pod will reduce the number of vulnerable and at-risk young people on the streets.</li> </ul>
Lifestyle	Improved family dynamics for families of at-risk young people		Operational		<ul style="list-style-type: none"> <li>» Support services and programs are expected to improve family dynamics and reduce tension resulting in a reduction in family violence and at-risk young people leaving home under crisis conditions.</li> </ul>
Intergenerational	Improved intergenerational outcomes for at-risk young people		Operational		<ul style="list-style-type: none"> <li>» A range of services and strategies has been designed to 'break the cycle' for young people.</li> </ul>
Economic	Improved operational productivity for police		Operational		<ul style="list-style-type: none"> <li>» A reduction in the number of young people engaging in anti-social behaviour or involved in family conflict situations is expected to reduce the negative interactions between young people, their families and police.</li> </ul>
Economic	Improved productivity for youth workers		Operational		<ul style="list-style-type: none"> <li>» Co-location of services and the provision of a one-stop-shop centre for young people will reduce travel time for youth workers between appointments, and improve collaboration and coordination between services, improving productivity for youth workers and potentially improving service outcomes.</li> </ul>

### 3.1.3 1C: UNDERSTAND THE SOCIAL CONTEXT AND DOCUMENT THE BASELINE

1. Document the current state of stakeholder experience with respect to each anticipated impact (the social impact baseline (SIB) in Column C (refer Table 7) of the SIE Microsoft Excel tool.

The content of the social context/baseline should reflect the current state with respect to the anticipated impacts. Include information that is relevant to the anticipated impacts as well as information relevant to any expected changes in the evaluation period (refer to economics and financial/commercial advisors for the evaluation period).

2. Quantify the current state/baseline as much as practical e.g. employment figures, number/percentage of people impacted, noise levels.
3. Include any significant narrative within the SIE chapter. All content should be directly related to the anticipated impacts.
4. Document assumptions and limitations of the data and analysis. Assumptions are made when there is incomplete information or data. Assumptions are required to determine the extent of the relationship between key drivers and social impacts. These assumptions should be informed by supporting evidence such as documented stakeholder engagement, relevant literature and data, and primary research.

#### CONSIDERATIONS

- » The baseline is the social environment in the absence of the project. The baseline spans the life of the project and is not a snapshot of a particular point in time. The baseline should be clearly defined in the context of the identified problem, opportunity or service need.
- » The social impact baseline (SIB) is a similar concept to the base case outlined in the CBA. The scope considered for the SIB should be larger than the scope considered for the Base Case (refer to the economic analysis). This scope should cover the broader social environment and include elements that cannot be easily quantified or monetised, such as social wellbeing, civil liberties and heritage. Impacts considered in the CBA should use the base case for that evaluation.



Information on the social context should be included in the background and service need chapters of the Stage 2: Options Analysis and Stage 3: Detailed Business Case. Refer to these chapters where necessary rather than duplicate the information.

Include a section on community values in the SIE chapter if that is pertinent to the nature of the impacts and the development of social licence.



The baseline is used as a reference point for the evaluation of impacts.



Table 7: Example of baseline statements (Column C)

A	B	C	D – H I
IMPACT CATEGORY	IMPACT	DESCRIPTION (BASELINE)	DESCRIPTION (... AS A RESULT OF ...) WITH REFERENCE PROJECT
<b>POSITIVE IMPACTS</b>			
Economic	Improved economic prospects and outcomes for at-risk young people	<p>Employment opportunities for young people are limited. The town has a youth unemployment rate of 26% with at-risk young people experiencing 78% unemployment.</p> <p>Grade 12 (or equivalent) completion rate was XX% in 20XX-XX. Currently, XX young people under the age of 16 are failing to attend school on a regular basis.</p>	<ul style="list-style-type: none"> <li>» Reduction in unemployment rate</li> <li>» Increase in high school completion rate</li> <li>» Reduction in school absenteeism</li> <li>» Improved access to training opportunities through the VET courses available at the centre</li> <li>» Improved access to alternate school pathways through the onsite partnership with a private 'flexi-school' provider</li> <li>» Improved access to support services due to an increased range of vocational and work skills services available, and the one-stop-shop accessibility through the centre.</li> </ul>
Economic	Increased employment	The town currently has an unemployment rate of 5% overall and a youth unemployment rate of 26%. XX% of adults are employed in mines in the local area and travel up to 125km to work.	The construction of the centre will provide XXX jobs. While most are expected to be fly in, fly out, there will be opportunities for local tradespeople to be engaged and the potential for increasing skills and experience for locally sourced workers.
Health	Improved health and wellbeing for at-risk young people.	<p>Reported drug and alcohol use amongst young people in the town is currently around 30% with at-risk young people at increased risk of engaging in illegal substance use.</p> <p>Youth workers observe high rates of depression, mental health issues and social trauma.</p> <p>Approximately 86 young people are homeless or at-risk of homelessness.</p>	<ul style="list-style-type: none"> <li>» Improved access to sports activities as the centre will provide a broad range of sports opportunities</li> <li>» Reduction in the number of homeless young people</li> <li>» Reduction in the reported rate of drug and alcohol use</li> <li>» Improved access to life skills including food and nutrition knowledge through the provision of 'life skills' services</li> <li>» Improved access to support services due to the one-stop-shop accessibility to care and support services through the centre.</li> </ul>
Quality of life	Improved quality of life for at-risk young people.	Young people in the city report low perceptions of security and sense of place, with limited hope for a successful future. Young people in the city are also more likely to engage in risky behaviour.	<ul style="list-style-type: none"> <li>» Improved access to sports activities as the centre will provide a broad range of sports opportunities</li> <li>» Access to life skills including food and nutrition knowledge through the provision of 'life skills' services</li> <li>» Improved access to support services due to the one-stop-shop accessibility to care and support services through the centre</li> <li>» The emergency accommodation pod will reduce the number of vulnerable and at-risk young people on the streets.</li> </ul>
Lifestyle	Improved family dynamics for families of at-risk young people.	Police and community services data illustrates significant levels of family conflict.	Support services and programs are expected to improve family dynamics and reduce tension, resulting in a reduction in family violence and at-risk young people leaving home under crisis conditions.
Intergenerational	Improved intergenerational outcomes for at-risk young people.	Research undertaken by the XXXXXXX and the XXXXXX note an increased risk of being at-risk or incarceration for decedents of people who engage in antisocial and criminal behaviours.	A range of services and strategies has been designed to 'break the cycle' for young people.

### 3.1.4 1D: DOCUMENT PROJECT ELEMENTS

1. Document the elements of the project that create the impacts in Column H (refer to Table 8).

Elements may include aspects of:

- › the design
- › delivery (business changes or better-use initiatives)
- › the construction (improved traffic management)
- › implementation strategies.

**Table 8: Example documentation of project elements (Column H)**

A	B	C	D – G H
IMPACT CATEGORY	IMPACT	DESCRIPTION (BASELINE)	PROJECT ELEMENTS
<b>POSITIVE IMPACTS</b>			
Economic	Improved economic prospects and outcomes for at-risk young people	<p>Employment opportunities for young people are limited. The town has a youth unemployment rate of 26% with at-risk young people experiencing 78% unemployment.</p> <p>Grade 12 (or equivalent) completion rate was XX% in 20XX-XX. Currently, XX young people under the age of 16 are failing to attend school on a regular basis.</p>	<p>The centre will provide a single point for young people to access:</p> <ul style="list-style-type: none"> <li>» a range of VET courses to learn a trade</li> <li>» a 'flexi-school'</li> <li>» a range of services supporting transition to work in one location.</li> </ul> <p>A dedicated resource will identify opportunities for apprenticeships and work experience with local and regional employers.</p>
Economic	Increased employment	<p>The town currently has an unemployment rate of 5% overall and a youth unemployment rate of 26%. XX% of adults are employed in mines in the local area and travel up to 125km to work.</p>	<p>Construction of the centre will generate approximately XXX jobs during the X year construction period.</p>
Health	Improved health and wellbeing for at-risk young people	<p>Reported drug and alcohol use amongst young people in the town is currently around 30% with at-risk young people at increased risk of engaging in illegal substance use.</p> <p>Youth workers observe high rates of depression, mental health issues and social trauma.</p> <p>Approximately 86 young people are homeless or at-risk of homelessness.</p>	<ul style="list-style-type: none"> <li>» The centre will provide the community with access to a variety of sport and recreation options.</li> <li>» Co-location of support services, including mental health programs, life skills and drug and alcohol programs will improve access and coordination.</li> <li>» The 'parenting partnership' program will support families of at-risk young people to create stable home environments.</li> <li>» An emergency accommodation pod will provide at-risk young people with a safe place to stay until other arrangements can be made.</li> </ul>
Quality of life	Improved quality of life for at-risk young people	<p>Young people in the city report low perceptions of security and sense of place with limited hope for a successful future. Young people in the city are also more likely to engage in risky behaviour.</p>	<ul style="list-style-type: none"> <li>» The centre will provide young people with access to a variety of sport and recreation options in a safe environment.</li> <li>» Co-location of support services including mental health programs, life skills and drug and alcohol programs will improve access and coordination.</li> <li>» VET programs and an opportunity to complete high school will provide at-risk young people with improved economic opportunities.</li> <li>» An emergency accommodation pod will provide at-risk young people with a safe place to stay until other arrangements can be made.</li> </ul>
Lifestyle	Improved family dynamics for families of at-risk young people	<p>Police and community services data illustrates significant levels of family conflict.</p>	<ul style="list-style-type: none"> <li>» The 'parenting partnership' program will support families of at-risk young people to create stable home environments.</li> <li>» Introduction of a 10pm curfew for under 16 year olds.</li> <li>» Mentoring program provided at the centre.</li> <li>» Life skills program for at-risk young people.</li> </ul>

### 3.1.5 1E: CONSIDER AND DOCUMENT MITIGATIONS

1. Document any strategies to mitigate the anticipated negative impacts in Column M (refer Table 9) of the SIE Microsoft Excel tool.
2. Assess the cost of the proposed mitigations against the expected reduction and the impact they are expected to achieve. Mitigations that are not cost effective should be adjusted accordingly.
3. Include the social risks and mitigations in the risk register.

### 3.1.6 1F: DOCUMENT OPPORTUNITIES TO ENHANCE BENEFITS

1. Where appropriate, document any opportunities to enhance the anticipated positive impacts.
2. Include the enhancements in Column M (refer Table 10).

### 3.1.7 1G: DESCRIBE THE IMPACTS AFTER MITIGATIONS AND ENHANCEMENTS ARE IMPLEMENTED

1. Describe in Column N (refer to Tables 9 and 10) how the stakeholder experience will change if the mitigations and enhancements are implemented.



Opportunities for enhancements are not included in the reference design but should be included in a list of recommendations for additional value in the SIE chapter.

**Table 9: Example documentation of mitigations for negative impacts (Columns M and N)**

A	B	C	D – L	M	N
IMPACT CATEGORY	IMPACT	DESCRIPTION (BASELINE)		MITIGATION/ENHANCEMENT	DESCRIPTION (REFERENCE PROJECT POST MITIGATION)
<b>NEGATIVE IMPACTS</b>					
Environmental	Increased noise and pollution across the community during construction	Current air quality for the town is (on average) 34AQI. Current noise levels surrounding the proposed site for the centre range between 45dB(A) and 80dB(A) on a weekday.		The environmental management plan will include mitigations to manage noise and air pollution. Construction and construction traffic will have limits imposed to reduce after-hours activity.	Air quality will be maintained below 50AQI. Noise levels will be maintained below 45dB(A) from dusk to dawn and below 90dB(A) during daylight hours.
Health	Increased health issues for neighbouring residents during construction	Current air quality for the town is (on average) 34AQI. Residents in proximity to the proposed site are older than the town average and include people living in an aged care facility including high care residents who have existing health concerns.		The environmental management plan will include mitigations to manage noise and air pollution. Construction and construction traffic will have limits imposed to reduce after-hours activity. Ongoing liaison with the aged care residence owners will address and monitor unintended outcomes.	Air quality will be maintained below 50AQI. The delivery agency will provide support to the aged care facility and the local community to monitor any health impacts.
Quality of life	Increased stress for neighbouring residents during operations	The neighbourhood surrounding the proposed site is currently a quiet residential area with little crime. Residents have already expressed concerns about the location of the centre—that it will result in increased noise and crime in the area, and decrease residents' perception of safety.		The stakeholder engagement plan includes a range of activities to engage local residents, communicate facts regarding the centre's eventual operation, and provide reassurance regarding ongoing security and neighbourhood safety. Police have advised they will increase patrols in the area and co-locate an officer during daytime operations.	The objective is to integrate the centre into the community. Additional value could be created through bridging programs with local residents and afternoon tea type events with aged care residents catered by hospitality students.

**Table 10: Example documentation of opportunities for enhancement for positive impacts (Columns M and N)**

A	B	C	D – L	M	N
IMPACT CATEGORY	IMPACT	DESCRIPTION (BASELINE)		MITIGATION/ENHANCEMENT	DESCRIPTION (REFERENCE PROJECT POST MITIGATION)
<b>POSITIVE IMPACTS</b>					
Economic	Improved economic prospects and outcomes for at-risk young people	Employment opportunities for young people are limited. The town has a youth unemployment rate of 26% with at-risk young people experiencing 78% unemployment. Grade 12 (or equivalent) completion rate was XX% in 20XX-XX. Currently, XX young people under the age of 16 are failing to attend school on a regular basis.			
Economic	Increased employment	The town currently has an unemployment rate of 5% overall and a youth unemployment rate of 26%. XX% of adults are employed in mines in the local area and travel up to 125km to work.		Implementation of a procurement strategy requiring the contractors to employ XX young people as apprentices during construction.	Young people will have an opportunity to gain work during construction. It is expected that engaging young people in construction will increase the sense of ownership of the centre potentially increasing usage and decreasing the risk of misuse.

## 3.2 Step 2—Impact evaluation

Step 2 aims to identify the change experienced by stakeholders between the baseline and the project/option.

The impact of the reference project/option is illustrated by the area within the orange line in Figure 4.



### What is the change experienced by stakeholders between:

- » the baseline and the project/option (for positive impacts)?
- » the baseline and the project/option post-mitigation (for negative impacts)?

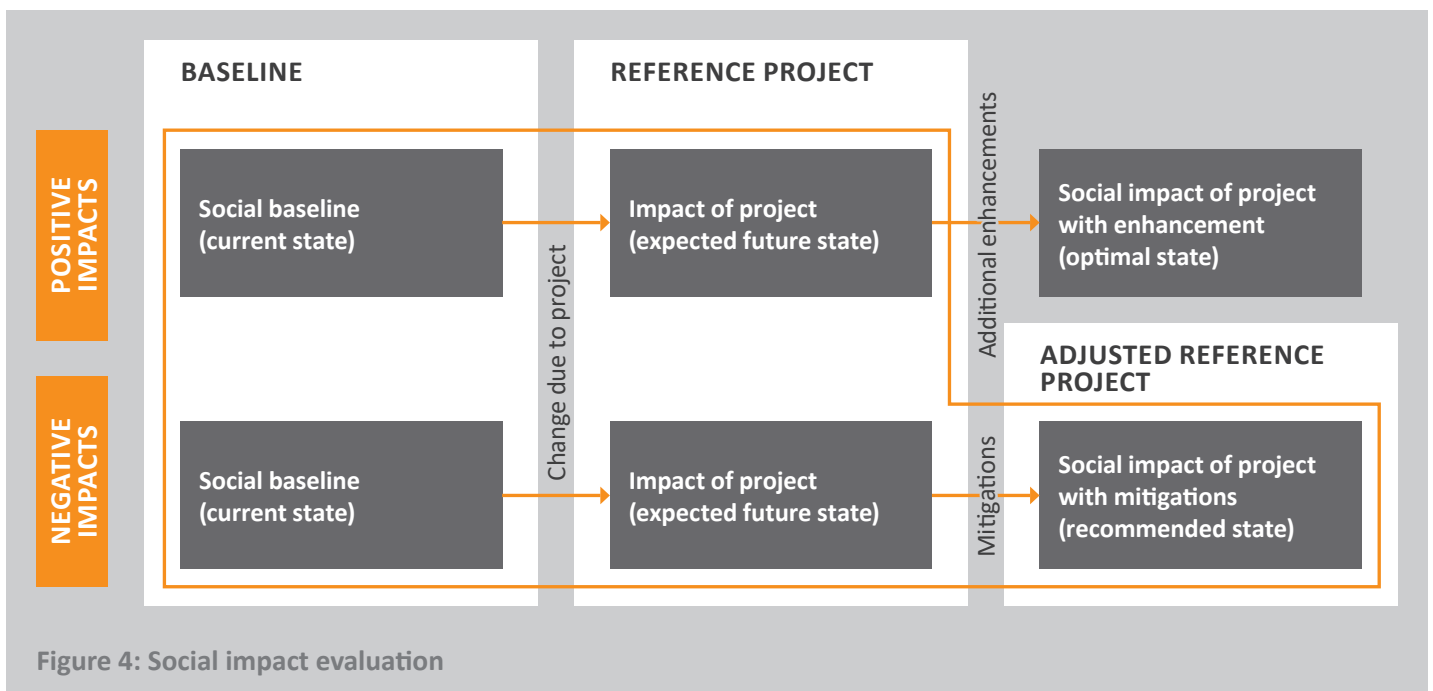


Figure 4: Social impact evaluation

Step 2 is divided into four parts:

- » 2A: Assess the likelihood and consequences of impacts occurring without the project (baseline).
- » 2B: Assess the likelihood and consequences of impacts occurring with the project.
- » 2C: Assess the likelihood and consequences of negative impacts after mitigations and any enhancements for positive impacts.
- » 2D: Summarise the findings.

### 3.2.1 2A: ASSESS LIKELIHOOD AND CONSEQUENCES OF IMPACTS OCCURRING WITHOUT THE PROJECT

1. Assess the likelihood and consequences of the impact occurring in the baseline (current state) using the matrix in Appendix 3.
2. Complete Columns E, F and G of the SIE Microsoft Excel Tool (refer Table 11).

### CONSIDERATIONS

- » Positive impacts are considered in terms of the change between the baseline and the stakeholder experience under the reference project.
- » Negative impacts are considered in terms of the change between the baseline and what the stakeholder experience is expected to be. You evaluate any negative impacts after you have implemented strategies to mitigate them.



Use the same evaluation period as the economic and financial analyses.

**Table 11: Example evaluation of impact occurring without the project (Columns E, F and G)**

A	B	C	D	E	F	G
IMPACT CATEGORY	IMPACT	DESCRIPTION (BASELINE)	ASPECT	IMPACT ASSESSMENT WITHOUT PROJECT		IMPACT RATING
				LIKELIHOOD	CONSEQUENCE	
<b>POSITIVE IMPACTS</b>						
Economic	Improved economic prospects and outcomes for at-risk young people	<p>Employment opportunities for young people are limited. The town has a youth unemployment rate of 26% with at-risk young people experiencing 78% unemployment.</p> <p>Grade 12 (or equivalent) completion rate was XX% in 20XX-XX. Currently, XX young people under the age of 16 are failing to attend school on a regular basis.</p>	Operational	Unlikely	Significant	Medium
Economic	Increased employment	The town currently has an unemployment rate of 5% overall and a youth unemployment rate of 26%. XX% of adults are employed in mines in the local area and travel up to 125km to work.	Implementation	Rare	Moderate	Low
Health	Improved health and wellbeing for at-risk young people	<p>Reported drug and alcohol use amongst young people in the town is currently around 30% with at-risk young people at increased risk of engaging in illegal substance use.</p> <p>Youth workers observe high rates of depression, mental health issues and social trauma.</p> <p>Approximately 86 young people are homeless or at-risk of homelessness.</p>	Operational	Unlikely	Significant	Medium
Quality of life	Improved quality of life for at-risk young people	<p>Young people in the city report low perceptions of security and sense of place with limited hope for a successful future.</p> <p>Young people in the city are also more likely to engage in risky behaviour.</p>	Operational	Unlikely	Significant	Medium

### 3.2.2 2B: ASSESS THE LIKELIHOOD AND CONSEQUENCES OF IMPACTS OCCURRING WITH THE PROJECT

1. Assess the likelihood and consequences of the impact (Column B) occurring with the project using the matrix in Appendix 3.
2. Consider how any changes to key drivers might affect the outcome using scenario analysis.
3. Complete Columns J, K and L of the SIE Microsoft Excel Tool (refer Table 12).



Complete and document scenario analysis where the extent or likelihood of impacts might be sensitive to changes in the social context. For example, if there is a major change in the local employment market, document what impact the project will have on jobs and economic growth.

Table 12: Example evaluation of impact occurring with the project (Columns J, K and L)

A	B	C	D – G	H	I	J	K	L
IMPACT CATEGORY	IMPACT	DESCRIPTION (BASELINE)	PROJECT ELEMENTS		DESCRIPTION (... AS A RESULT OF ...) WITH REFERENCE PROJECT	IMPACT ASSESSMENT WITH PROJECT		RESIDUAL IMPACT RATING
						LIKELIHOOD	CONSEQUENCE	
<b>POSITIVE IMPACTS</b>								
Economic	Improved economic prospects and outcomes for at-risk young people	Employment opportunities for young people are limited. The town has a youth unemployment rate of 26% with at-risk young people experiencing 78% unemployment. Grade 12 (or equivalent) completion rate was XX% in 20XX-XX. Currently, XX young people under the age of 16 are failing to attend school on a regular basis.	The centre will provide a single point for young people to access: <ul style="list-style-type: none"> <li>» a range of VET courses to learn a trade</li> <li>» a 'flexi-school'</li> <li>» a range of services supporting transition to work in one location.</li> </ul> A dedicated resource will identify opportunities for apprenticeships and work experience with local and regional employers.		<ul style="list-style-type: none"> <li>» Reduction in unemployment rate</li> <li>» Increase in high school completion rate</li> <li>» Reduction in school absenteeism</li> <li>» Improved access to training opportunities through the VET courses available at the centre</li> <li>» Improved access to alternate school pathways through the onsite partnership with a private 'flexi-school' provider</li> <li>» Improved access to support services due to an increased range of vocational and work skills services available and the one-stop-shop accessibility through the centre.</li> </ul>	Likely	Significant	High



A	B	C	D – G	H	I	J	K	L
IMPACT CATEGORY	IMPACT	DESCRIPTION (BASELINE)	PROJECT ELEMENTS		DESCRIPTION (... AS A RESULT OF ...) WITH REFERENCE PROJECT	IMPACT ASSESSMENT WITH PROJECT		RESIDUAL IMPACT RATING
						LIKELIHOOD	CONSEQUENCE	
Economic	Increased employment	The town currently has an unemployment rate of 5% overall and a youth unemployment rate of 26%. XX% of adults are employed in mines in the local area and travel up to 125km to work.	Construction of the centre will provide approximately XXX jobs during the X year construction period.		The construction of the centre will provide XXX jobs. While most are expected to be fly in, fly out, there will be opportunities for local tradespeople to be engaged and the potential for increasing skills and experience for locally sourced workers.	Almost certain	Moderate	High
Health	Improved health and wellbeing for at-risk young people	Reported drug and alcohol use amongst young people in the town is currently around 30% with at-risk young people at increased risk of engaging in illegal substance use. Youth workers observe high rates of depression, mental health issues and social trauma. Approximately 86 young people are homeless or at-risk of homelessness.	<ul style="list-style-type: none"> <li>» The centre will provide the community with access to a variety of sport and recreation options.</li> <li>» Co-location of support services including mental health programs, life skills and drug and alcohol programs will improve access and coordination.</li> <li>» The 'parenting partnership' program will support families of at-risk young people to create stable home environments.</li> <li>» An emergency accommodation pod will provide at-risk young people with a safe place to stay until other arrangements can be made.</li> </ul>		<ul style="list-style-type: none"> <li>» Improved access to a range of sports activities and opportunities</li> <li>» Reduction in the number of homeless young people</li> <li>» Reduction in the reported rate of drug and alcohol use</li> <li>» Access to life skills including food and nutrition knowledge through the provision of 'life skills' services</li> <li>» Improved access to support services due to the one-stop-shop accessibility to care and support services through the centre.</li> </ul>	Likely	Significant	High

### 3.2.3 2C: ASSESS LIKELIHOOD AND CONSEQUENCES OF IMPACTS AFTER MITIGATIONS/ENHANCEMENTS

1. Assess the likelihood and consequences of the impact occurring after applying mitigations for negative impacts. Use the matrix in Appendix 3.
2. Consider any opportunities to enhance the anticipated benefits (positive impacts). Assess the likelihood and consequences of the enhanced impact occurring using the matrix in Appendix 3.
3. Complete Columns O, P and Q of the SIE Microsoft Excel Tool (refer Table 13).



Flag for consideration any negative impacts that have been assessed as 'worse off' than the assessment without the project (baseline), and update the risk register.

**Table 13: Example of completed impact evaluation (Columns O, P and Q)**

A	B	C	D – N	O	P	Q
IMPACT CATEGORY	IMPACT	DESCRIPTION (BASELINE)	IMPACT ASSESSMENT AFTER MITIGATION/ ENHANCEMENT			RESIDUAL IMPACT RATING
			LIKELIHOOD	CONSEQUENCE		
<b>POSITIVE IMPACTS</b>						
Economic	Improved economic prospects and outcomes for at-risk young people	Employment opportunities for young people are limited. The town has a youth unemployment rate of 26% with at-risk young people experiencing 78% unemployment. Grade 12 (or equivalent) completion rate was XX% in 20XX-XX. Currently, XX young people under the age of 16 are failing to attend school on a regular basis.				
Economic	Increased employment	The town currently has an unemployment rate of 5% overall and a youth unemployment rate of 26%. XX% of adults are employed in mines in the local area and travel up to 125km to work.	Almost Certain	Significant	High	
Health	Improved health and wellbeing for at-risk young people	Reported drug and alcohol use amongst young people in the town is currently around 30% with at-risk young people at increased risk of engaging in illegal substance use. Youth workers observe high rates of depression, mental health issues and social trauma. Approximately 86 young people are homeless or at-risk of homelessness.				
Quality of life	Improved quality of life for at-risk young people	Young people in the city report low perceptions of security and sense of place with limited hope for a successful future. Young people in the city are also more likely to engage in risky behaviour				
Lifestyle	Improved family dynamics for families of at-risk young people	Police and community services data illustrates significant levels of family conflict				
Intergenerational	Improved intergenerational outcomes for at-risk young people	Research undertaken by the XXXXXXX and the XXXXXX notes increased risk of being at-risk or incarceration for decedents of people who engage in antisocial and criminal behaviours.				
<b>NEGATIVE IMPACTS</b>						
Environmental	Increased noise and pollution across the community during construction	Current air quality for the town is (on average) 34AQI. Current noise levels surrounding the proposed site for the centre range between 45dB(A) and 80dB(A) on a week day.	Likely	Minor	Medium	
Health	Increased health issues for neighbouring residents during construction	Current air quality for the town is (on average) 34AQI. Residents in proximity to the proposed site are older than the town average and include people living in an aged care facility including high care residents who have existing health concerns.	Possible	Significant	High	
Quality of life	Increased stress for neighbouring residents during operations	The neighbourhood surrounding the proposed site is currently a quiet residential area with little crime. Residents have already expressed concerns that the location of the centre will increase the noise and crime in the area, decreasing the residents' perception of their safety.	Possible	Minor	Medium	

### 3.2.4 2D: SUMMARISE THE FINDINGS

Step 2D provides the basis for SIE reporting. As noted in Section 1.2 of this guide, the purpose of the SIE is to answer the following questions:

- » What value will the proposed project achieve?
- » What negative impacts need to be mitigated and, when mitigated, what is the residual impact?
- » What additional opportunities could be designed into the proposed project to create additional value?

Reporting against these three questions is completed as follows:

#### 1. What value will the proposed project achieve?

You document the value of the proposed project by describing the expected positive impacts and negative impacts, including mitigations. The evaluation of the social impact of the proposed project is illustrated by the content within the orange line in Figure 5.

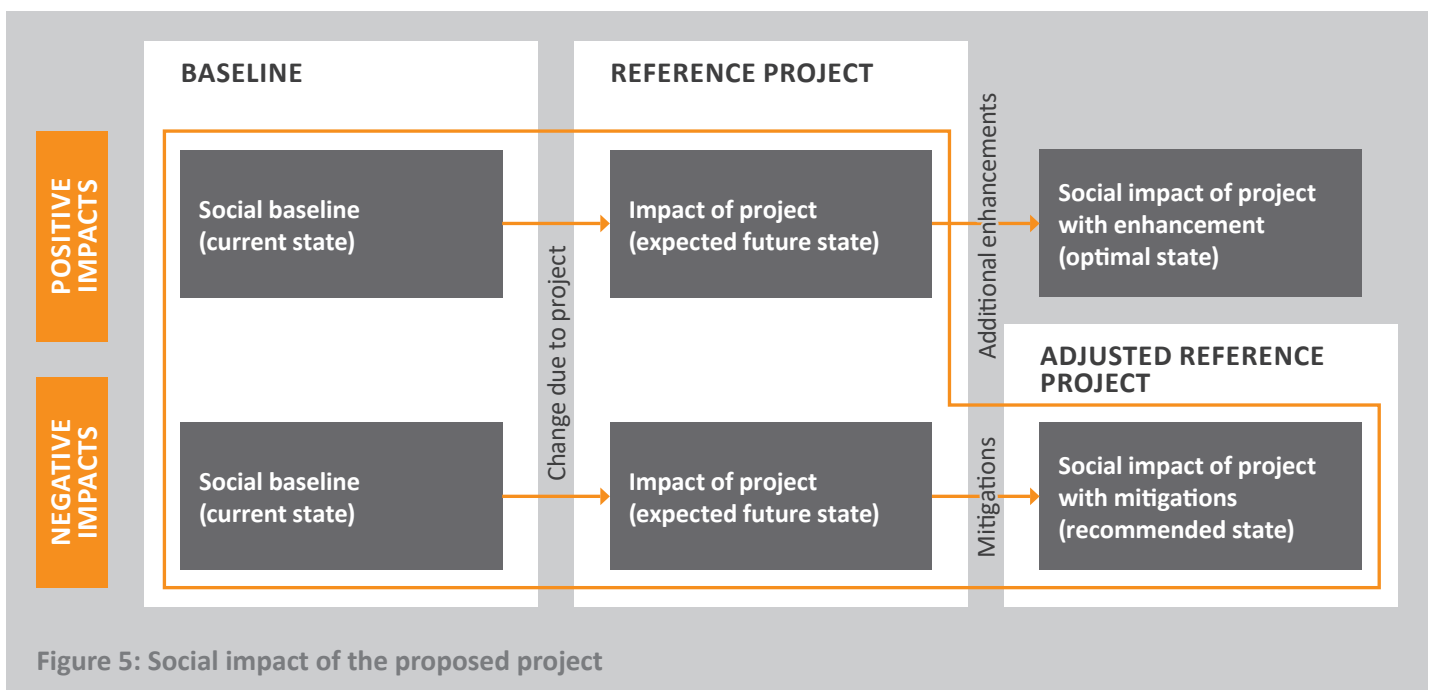


Figure 5: Social impact of the proposed project

- » Document the change between the baseline and the project for both positive and negative impacts.
    - › For **positive impacts**, document the change between the baseline and what is expected with the project. The narrative in the SIE chapter generally follows the content included in Column I.
- The change between the baseline can be displayed through either a table (refer Table 14), as a radar chart (refer Figure 6) or in a table similar to Table 15.

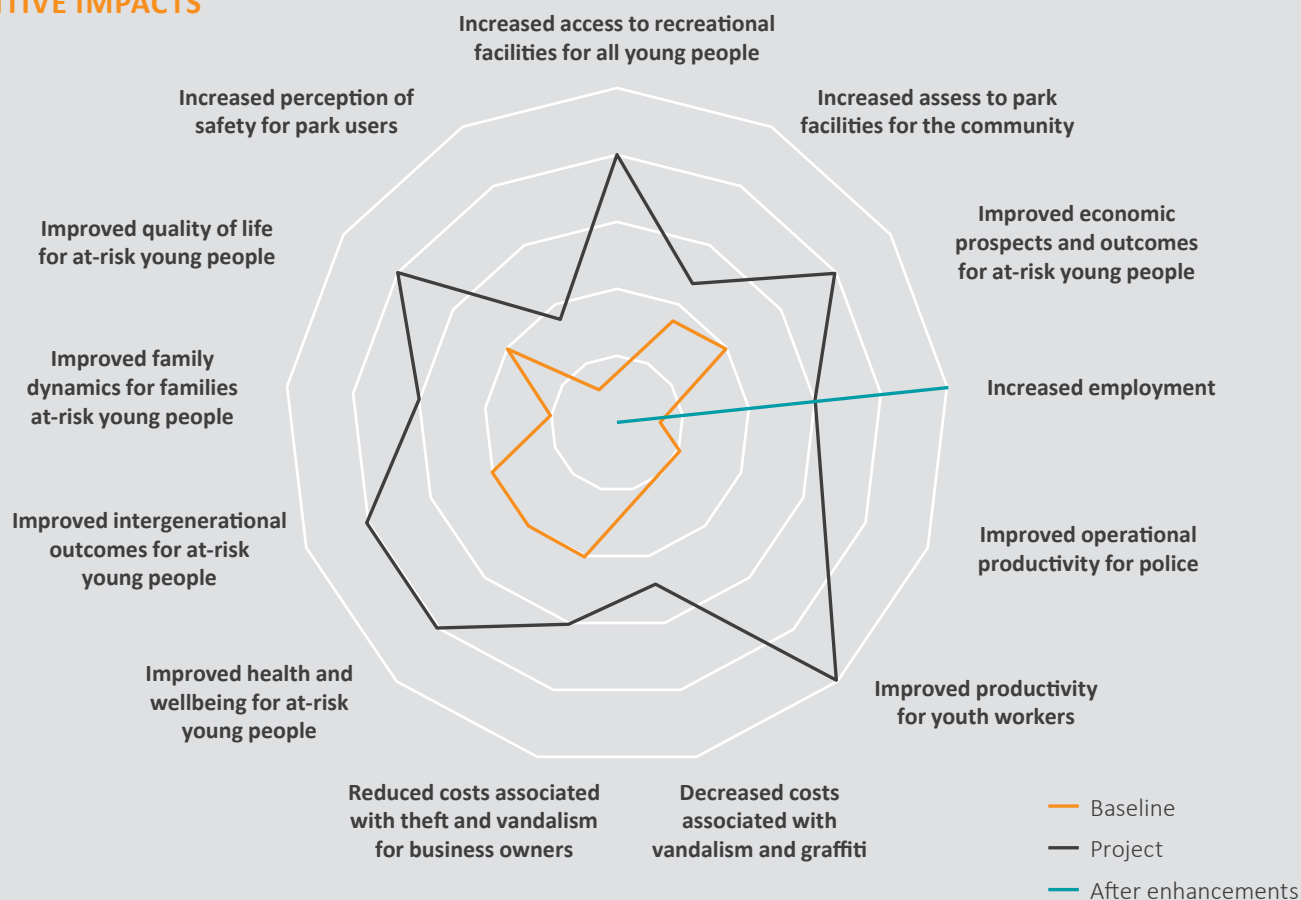


A radar chart can be created in Microsoft Excel to provide a visual summary of the changes for each impact (refer Figures 6 and 7).

**Table 14: Example summary of positive impacts (Columns B, G and L)**

A	B	D	E	F	G	J	K	L
IMPACT CATEGORY	IMPACT	IMPACT ASSESSMENT WITHOUT PROJECT		IMPACT RATING	IMPACT ASSESSMENT WITH PROJECT		RESIDUAL IMPACT RATING	
		LIKELIHOOD	CONSEQUENCE		LIKELIHOOD	CONSEQUENCE		
<b>POSITIVE IMPACTS</b>								
Economic	Improved economic prospects and outcomes for at-risk young people	Unlikely	Significant	Medium	Likely	Significant	High	
Economic	Increased employment	Rare	Moderate	Low	Almost certain	Moderate	High	
Health	Improved health and wellbeing for at-risk young people	Unlikely	Significant	Medium	Likely	Significant	High	
Quality of life	Improved quality of life for at-risk young people	Unlikely	Significant	Medium	Likely	Significant	High	
Lifestyle	Improved family dynamics for families of at-risk young people	Rare	Significant	Medium	Possible	Significant	High	
Intergenerational	Improved intergenerational outcomes for at-risk young people	Unlikely	Significant	Medium	Likely	Significant	High	
Economic	Improved operational productivity for police	Rare	Significant	Medium	Likely	Major	High	
Economic	Improved productivity for youth workers	Rare	Significant	Medium	Almost certain	Significant	High	

**POSITIVE IMPACTS**



**Figure 6: Example radar chart comparing positive impacts for a preferred option to the baseline**

**Table 15: Example impact comparison**

STAKEHOLDER	BASELINE	IMPACT OF PROJECT	IMPACT DURING CONSTRUCTION/IMPLEMENTATION

- › For **negative impacts**, document the change between the baseline and the ‘project with mitigations’. The narrative in the SIE chapter will include content from Columns I and N. The change between the baseline and the project (including planned mitigations) can be displayed through either a table (refer Table 16), as a radar chart (refer Figure 6) or in a table similar to Table 15.

Separate negative impacts according to whether the impact is expected during implementation (construction) or will occur during operations.

Combining the implementation (construction) impacts with the operational impacts skew the visual results as illustrated in Figure 7.



The numbers in a radar chart are used only to create the chart. As they have no real value, remove the scale from the completed chart.

**CONSIDERATIONS**

- » It is preferable that an SIE summary is prepared at impact statement level (Column B); however, where there are many impacts, it may be necessary to aggregate the impacts and report at the impact category level (Column A).

**Table 16: Example summary of negative impacts**

A	B	D	E	F	G	O	P	Q
IMPACT CATEGORY	IMPACT	IMPACT ASSESSMENT WITHOUT PROJECT		IMPACT RATING	IMPACT ASSESSMENT AFTER MITIGATION/ENHANCEMENT		RESIDUAL IMPACT RATING	
		LIKELIHOOD	CONSEQUENCE		LIKELIHOOD	CONSEQUENCE		
<b>NEGATIVE IMPACTS</b>								
Environmental	Increased noise and pollution across the community during construction	Rare	Major	Medium	Likely	Minor	Medium	
Health	Increased health issues for neighbouring residents during construction	Rare	Significant	Medium	Possible	Significant	High	
Quality of life	Increased stress for neighbouring residents during operations	Unlikely	Major	Medium	Possible	Minor	Medium	
Community	Potential increase in demand for support service beyond expected capacity for youth workers	Possible	Major	High	Likely	Moderate	High	
Lifestyle	Potential decrease in cohesion of the family unit	Unlikely	Major	Medium	Possible	Minor	Medium	
Economic	Additional ongoing costs for local, state and federal governments to maintain the support centre	Unlikely	Significant	Medium	Almost certain	Moderate	High	

**NEGATIVE IMPACTS**



**Figure 7: Example of a radar chart comparing negative impacts for the initial reference project plus mitigations**

2. What negative impacts need to be mitigated?

The second aspect you need to report on is the mitigation of negative impacts. Documenting how each negative impact will be mitigated assures the decision-maker that any social risks resulting from the project will be managed. The evaluation of the negative impacts of the proposed project is illustrated by the content within the orange line in Figure 8.

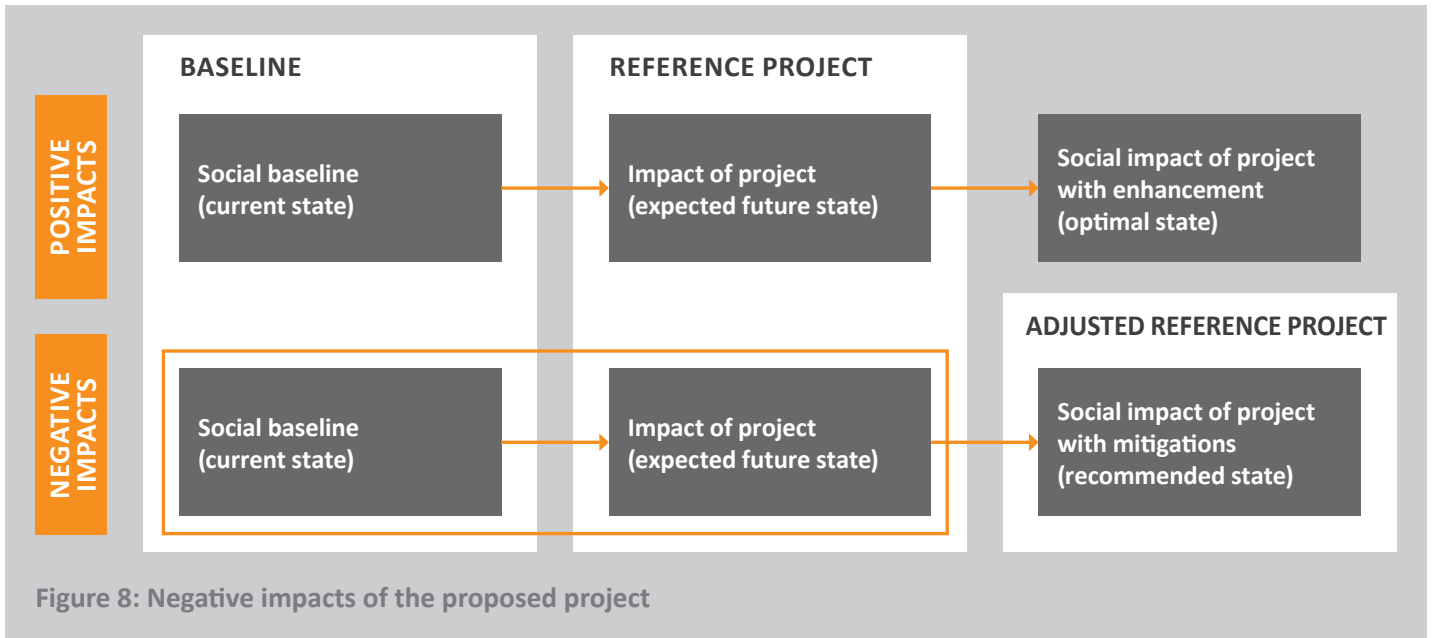


Figure 8: Negative impacts of the proposed project

- » The narrative in the SIE chapter will document:
  - › the anticipated impact of the project
  - › the strategies for mitigating those impacts
  - › the anticipated residual impact
  - › additional narrative regarding any negative impacts which are expected to occur during operations and that have not been effectively mitigated. Table 17 indicates the final negative impact listed would require further narrative.

Table 17 also illustrates how the narrative can be included in the SIE chapter.



Mitigations must be included in the reference design and/or implementation strategy and costed.



**Table 17: Example negative impacts discussion**

IMPACT	CHANGE	OUTCOME
<b>DURING IMPLEMENTATION</b>		
Increased noise and pollution across the community during construction	<p>During construction of the centre, it is expected the community will be subject to increased noise and dust levels which may be disruptive and cause stress.</p> <p>Currently, air quality for the town is (on average) 34AQI.</p> <p>Current noise levels surrounding the proposed site for the centre range between 45dB(A) and 80dB(A) on a weekday.</p>	<p>The environmental management plan will include mitigations to manage noise and air pollution. Construction and construction traffic will have limits imposed to reduce after-hours activity.</p> <p>Air quality will be maintained below 50AQI. Noise levels will be maintained below 45dB (A) from dusk to dawn and below 90dB(A) during daylight hours.</p> <p>While the likelihood of the impact occurring cannot be mitigated, the mitigation is expected to reduce the consequences of the impact from major to minor.</p>
Increased health issues for neighbouring residents during construction	<p>Decreased air quality may cause respiratory issues for some residents particularly those at the aged care facility.</p> <p>Current air quality for the town is (on average) 34AQI. Residents in proximity to the proposed site are older than the town average and include people living in an aged care facility including high-care residents with existing health concerns.</p>	<p>The environmental management plan will include mitigations to manage noise and air pollution.</p> <p>Construction and construction traffic will have limits imposed to reduce after-hours activity.</p> <p>Ongoing liaison with the aged care residence owners will ensure any unintended outcomes are monitored.</p> <p>While the risk to health cannot be fully mitigated, with additional strategies in place, the likelihood of health risks occurring is expected to be reduced from 'likely' to 'possible'.</p>
<b>DURING OPERATIONS</b>		
Increased stress for neighbouring residents during operations	<p>The change from a quiet neighbourhood with generally elderly residents to include a centre where young people come and go is likely to cause concern for existing residents.</p> <p>The neighbourhood surrounding the proposed site is currently a quiet residential area with little crime. Residents have already expressed concerns that the location of the centre will increase noise and crime in the area, decreasing the residents' perception of safety.</p>	<p>The stakeholder engagement plan includes a range of activities to engage local residents in the centre, communicate facts regarding its eventual operations, and provide reassurance regarding ongoing security and neighbourhood safety.</p> <p>Police have advised they will increase patrols in the area and co-locate an officer during daytime operations.</p> <p>The objective is to integrate the centre into the community.</p> <p>Additional value could be created through bridging programs with local residents and afternoon tea type events with aged care residents catered by hospitality students.</p> <p>Mitigation strategies aim to reduce the consequences of the impact from major to minor.</p>
Additional ongoing costs for local, state and federal governments to maintain the support centre	<p>Funding agencies will need to find an additional \$XX million annually to support the centre.</p> <p>Current services cost approximately \$XX.X million and are funded through a range of sources including state, federal and local government funding.</p>	<p>The economic analysis will consider the long-term wider economic benefits of the centre including health, economic, community and intergenerational benefits to establish its broader value for money.</p> <p>An evaluation of the effectiveness of the centre and its service-delivery model is being undertaken by XXXXXX University. Analysis will provide information on the value created by the project in the short, medium and long term.</p> <p>Likelihood cannot be reduced but the consequence reduces from significant to moderate.</p>

3. What additional opportunities could be designed into the proposed project?

Business case development provides opportunities for the project to do more than just respond to the service need. The SIE enables proponents to identify opportunities to add further value above and beyond the reference project/option. The consideration of additional opportunities is illustrated by the content within the orange line in Figure 9.

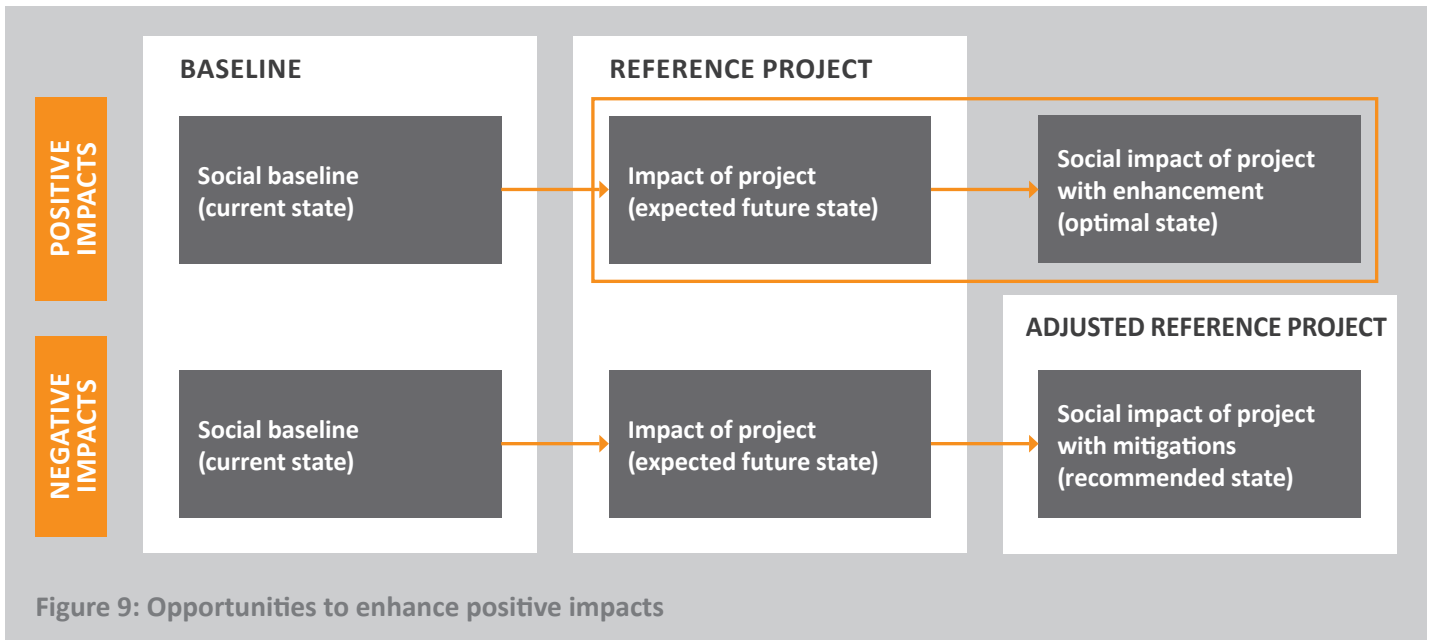


Figure 9: Opportunities to enhance positive impacts

- » List any additional opportunities (not included in the design, implementation plan etc.) that could be implemented to create additional social value in a separate section (refer Table 18).



Do **not** include strategies to achieve opportunities for enhancements in the reference project and/or implementation plan. You should cost these and put them forward as recommendations to enable the decision-maker to assess whether they might be included.

**Table 18: Example opportunities for enhanced benefits**

IMPACT	IMPACT (WITH PROJECT)	PROPOSED ENHANCEMENT	OPTIMAL IMPACT
Increased employment	The construction of the centre will provide XXX jobs. While most are expected to be brought in, there will be opportunities for local tradespeople to be engaged as well as potential for increasing skills and experience for locally sourced workers.	Implementation of a procurement strategy requiring the contractors to employ XX young people as apprentices during construction.	Young people will have an opportunity to gain work during construction. It is expected that engaging young people in construction will increase the sense of ownership of the centre, potentially increasing usage and decreasing the risk of misuse.

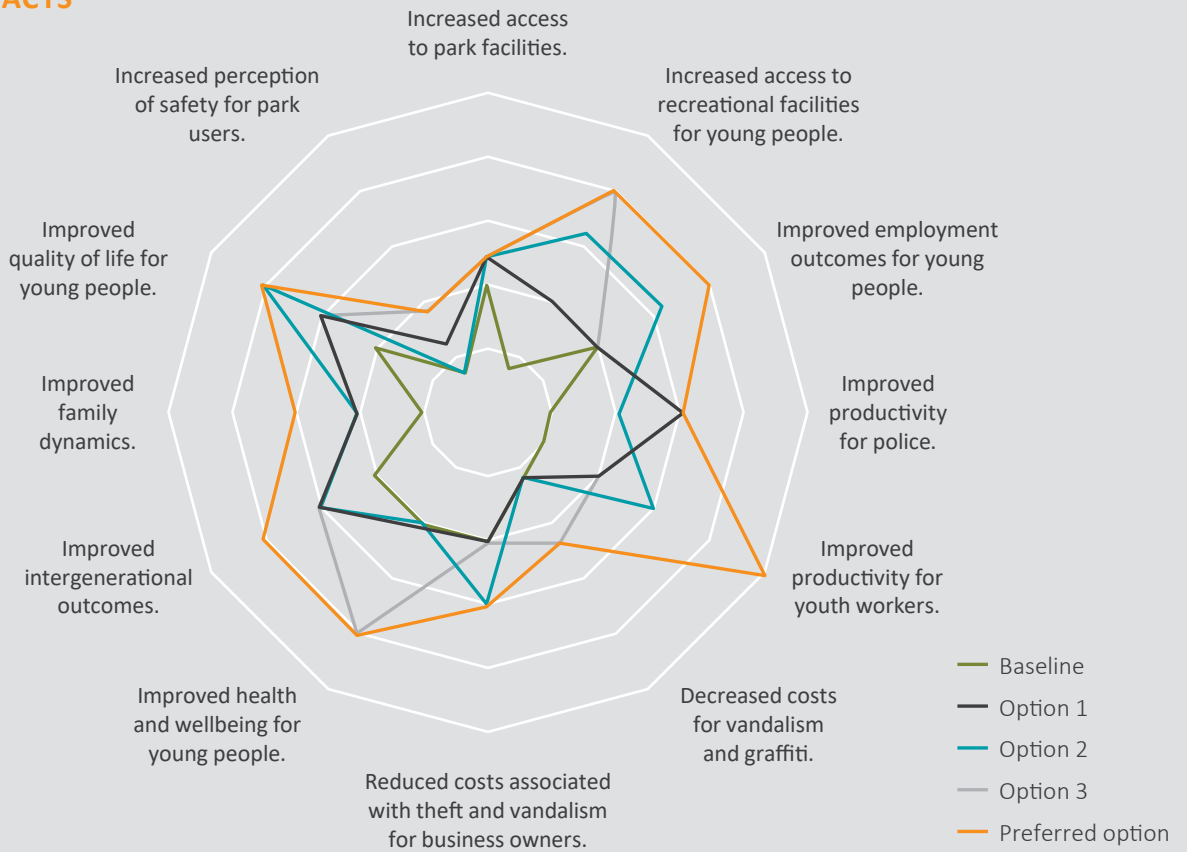
### 3.2.5 SUMMARISING AN OPTIONS ANALYSIS

- » The complexity of comparing options in a Stage 2: Options Analysis or, with multiple reference projects, in the Stage 3: Detailed Business Case, requires a fit-for-purpose approach that also considers the volume of impacts analysed.
- » Information required for any comparison must include the impact statement and an expression of the extent of impact at baseline, and for each option (refer Table 19).



Radar charts work well to illustrate the difference between options in an options assessment (refer Figure 10).

**POSITIVE IMPACTS**



**Figure 10: Example radar chart comparing positive impacts for a number of options to the baseline**

**Table 19: Example table comparing positive impacts for a number of options to the baseline**

IMPACT	BASELINE	IMPACT RATING	OPTION 1	IMPACT RATING	OPTION 2	IMPACT RATING
Improved economic prospects and outcomes for at-risk young people.	<p>Employment opportunities for young people are limited. The town has a youth unemployment rate of 26% with at-risk young people experiencing 78% unemployment.</p> <p>Grade 12 (or equivalent) completion rate was XX% in 20XX-XX. Currently, XX young people under the age of 16 are failing to attend school on a regular basis.</p>	Medium	<p>Improved access to training and educational opportunities.</p> <p>Improved access to support services.</p>	High	<p>Improved access to training and educational opportunities.</p> <p>Improved access to support services</p>	High
Improved health and wellbeing for at-risk young people	<p>Reported drug and alcohol use amongst young people in the town is currently around 30% with at-risk young people at increased risk of engaging in illegal substance use.</p> <p>Youth workers observe high rates of depression, mental health issues and social trauma.</p> <p>Approximately 86 young people are homeless or at-risk of homelessness.</p>	Medium	Improved access to support services	Medium	<p>Improved access to sports facilities</p> <p>Improved access to support services.</p>	High
Improved quality of life for at-risk young people	Young people in the city report low perceptions of security and sense of place with limited hope for a successful future. Young people in the city are also more likely to engage in risky behaviour.	Medium	Improved access to support services	Medium	<p>Improved access to sports facilities</p> <p>Improved access to support services</p>	Medium

### 3.3 Step 3—Integrate outcomes

Step 3 aims to identify how the outcomes of the evaluation connect to other aspects of the options analysis or detailed business case.

Step 3 is divided into four parts:

- » 3A: Identify impacts to be included in the economic analysis.
- » 3B: Include relevant elements in the reference project and other analyses.
- » 3C: Include relevant elements in the appraisal summary table.
- » 3D: Complete Column R in the SIE Microsoft Excel Tool and the risk and benefits registers (refer Table 20).

As noted previously, the SIE links to other analyses, including the economic, environmental, financial and sustainability assessments. It also links with other content of the proposal including the service need and proposal background chapters, together with the risk and benefits registers illustrated in Figure 11.

Outputs of the SIE also help to inform the reference design, implementation plan and the stakeholder engagement and communication plan for the delivery of the project.



How do the outcomes of the evaluation connect to other aspects of the analysis?

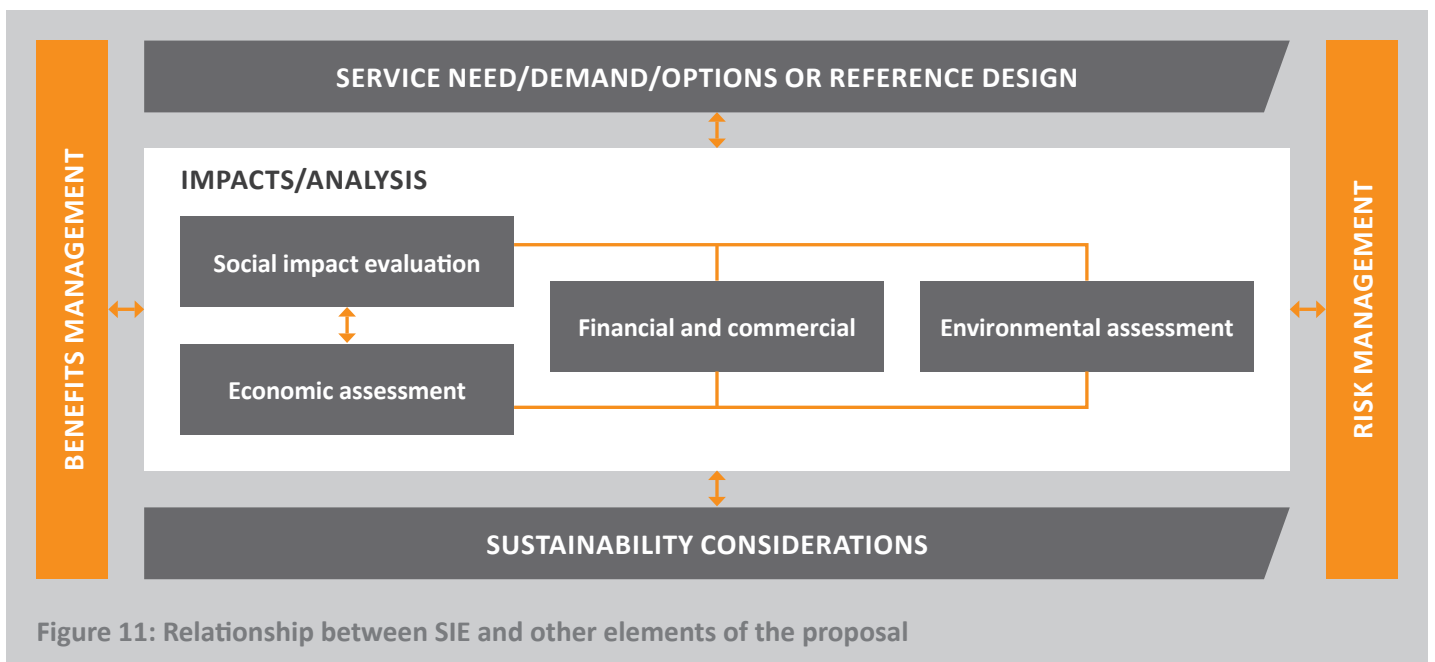


Figure 11: Relationship between SIE and other elements of the proposal

**Table 20: Example table illustrating how SIE findings integrate in the broader analysis**

A	B	C	D – Q	R
IMPACT CATEGORY	IMPACT	DESCRIPTION (BASELINE)		INTEGRATION
<b>POSITIVE IMPACTS</b>				
Economic	Improved economic prospects and outcomes for at-risk young people	Employment opportunities for young people are limited. The town has a youth unemployment rate of 26% with at-risk young people experiencing 78% unemployment.  Grade 12 (or equivalent) completion rate was XX% in 20XX-XX. Currently, XX young people under the age of 16 are failing to attend school on a regular basis.		Strategies are included in the reference project Economic benefits are monetised and included in CBA with narrative included in the economic analysis
Economic	Increased employment	The town currently has an unemployment rate of 5% overall and a youth unemployment rate of 26%. XX% of adults are employed in mines in the local area and travel up to 125km to work.		Initial assessment included in economic analysis Opportunity to increase benefits included in project recommendations
Health	Improved health and wellbeing for at-risk young people	Reported drug and alcohol use amongst young people in the town is currently around 30% with at-risk young people at increased risk of engaging in illegal substance use.  Youth workers observe high rates of depression, mental health issues and social trauma.  Approximately 86 young people are homeless or at risk of homelessness.		Elements included in reference design, implementation plan, business changes for community services staff, and the communication and stakeholder engagement plans  Costs included in financial and commercial assessment Monetisable health and possible uplift benefits included in CBA.  Narrative regarding all economic benefits included in the economic analysis
Quality of life	Improved quality of life for at-risk young people	Young people in the city report low perceptions of security and sense of place with limited hope for a successful future. Young people in the city are also more likely to engage in risky behaviour.		Elements included in reference design, implementation plan, business changes for community services staff and the communication and stakeholder engagement plan  Costs included in financial and commercial assessment Monetisable economic benefits included in CBA Narrative on all economic benefits included in the economic analysis
Lifestyle	Improved family dynamics for families of at-risk young people	Police and community services data illustrates significant levels of family conflict.		Costs included in the financial and commercial assessment  Narrative documented in SIE
Inter-generational	Improved inter-generational outcomes for at-risk young people	Research undertaken by the XXXX and the XXXX notes increased risk of being at-risk or of incarceration for decedents of people who engage in antisocial and criminal behaviours.		Costs included in the financial and commercial assessment  Economic benefits considered in the CBA Narrative documented in SIE and economic analysis
Economic	Improved operational productivity for police	Police statistics indicate an average of 1700 incidents per month involving young people and/or their families and approximately 80,000 street checks conducted by officers across the town.		Productivity monetised and included in CBA Benefits discussed in SIE and economic analysis
Economic	Improved productivity for youth workers	Community services data identifies ongoing engagement with 384 distinct young people and a further 94 young people being provided other services.		Productivity monetised and included in CBA Program costs included in the financial and commercial analysis Benefits discussed in SIE and economic analysis
Quality of life	Increased perception of safety for park users	Young people are currently congregating in the park frequently causing a public nuisance. Complaints have been made to the council and police of verbal abuse, drug paraphernalia being found and ongoing damage to the park facilities. Families are no longer using the park.		Impact discussed in SIE
Community	Increased access to recreational facilities for all young people	The town currently has no indoor sports venues and limited opportunities to engage in organised sports and recreational pursuits.		Impact discussed in SIE

A	B	C	D – Q	R
IMPACT CATEGORY	IMPACT	DESCRIPTION (BASELINE)		INTEGRATION
Community	Increased access to park facilities for the community	Young people are currently congregating in the park, frequently causing a public nuisance. Families have made complaints to the council that they are unable to use the park due to the congregation of young people.		Impacts discussed in SIE
Economic	Decreased costs associated with vandalism and graffiti for the council	Council records indicate that in the 20XX-XX FY, \$XXX,XXX was spent on additional maintenance, the replacement of equipment and painting due to ongoing damage and vandalism.		Monetisable benefits included in CBA Narrative included in the economic analysis and SIE
Economic	Reduced costs associated with theft and vandalism for business owners	Businesses located between the park and the railway station experience high rates of vandalism particularly on Friday and Saturday nights. Police data for the 20XX-XX FY shows a total of XXX incidents attributed to young people between the ages of 11 and 17.		Monetisable benefits included in CBA Narrative included in the economic analysis and SIE
NEGATIVE IMPACTS				
Environmental	Increased noise and pollution across the community during construction	Current air quality for the town is (on average) 34AQI. Current noise levels surrounding the proposed site for the centre range between 45dB(A) and 80dB(A) on a weekday.		Mitigation strategies included in the environmental management plan, the environmental analysis and the implementation plan Included in the risk register Impacts discussed in the SIE and economic analysis
Health	Increased health issues for neighbouring residents during construction	Current air quality for the town is (on average) 34AQI. Residents in proximity to the proposed site are older than the town average and include people living in an aged care facility including high care residents with existing health concerns.		Mitigation strategies included in the environmental management plan, the environmental analysis and the implementation plan Impacts discussed in the SIE and economic analysis Communication and stakeholder engagement actions are included in the stakeholder engagement plan Included in the risk register
Quality of life	Increased stress for neighbouring residents during operations	The neighbourhood surrounding the proposed site is currently a quiet residential area with little crime. Residents have already expressed concerns that the location of the centre will increase the noise and crime in the area, decreasing the residents' perception of their safety.		Impacts discussed in the SIE and economic analysis Communication and stakeholder engagement actions are included in the stakeholder engagement plan Other actions have been included in the implementation plan and change management plan Included in the risk register
Community	Potential increase in demand for support service beyond expected capacity for youth workers	Community services data identifies ongoing engagement with 384 distinct young people and a further 94 young people being provided other services.		Impacts discussed in the SIE and economic analysis Required business and service delivery changes have been discussed in the change management plan. Communication regarding the services available will be incrementally implemented as part of an initial demand management strategy and has been documented in the stakeholder engagement plan Other actions have been included in the implementation plan and change management plan Included in the risk register
Lifestyle	Potential decrease in cohesion of the family unit	Police statistics indicate an average of 1700 incidents per month involving young people and/ or their families.		Impacts discussed in the SIE and economic analysis Required business and service delivery changes are discussed in the change management plan Operational requirements for the emergency accommodation pod to mitigate unintended consequences are included in the implementation plan and change management plan Included in the risk register
Economic	Additional ongoing costs for local, state and federal governments to maintain the support centre	Current services cost approximately \$XX.X million and are funded through a range of sources including state, federal and local government funding.		Impacts discussed in the SIE and economic analysis Evaluation plan noted in the implementation plan



### 3.3.1 3A: IDENTIFY IMPACTS TO BE INCLUDED IN THE ECONOMIC ANALYSIS

1. Include any material social benefits that can be monetised in the cost benefit analysis.
2. Include all socio-economic impacts in the socio-economic narrative within the economic analysis.



When identifying which impacts are to be included in the CBA, consult the economic advisors and refer to the Cost Benefit Analysis Guide for further detail.

Engaging with the economic advisors will ensure all impacts are analysed effectively and no double counting occurs.



### 3.3.2 3B: INCLUDE RELEVANT ELEMENTS IN THE REFERENCE PROJECT AND OTHER ANALYSES

1. Verify the elements of the project and implementation plan that will result in the change and include this in the proposal.

### 3.3.3 3C: INCLUDE RELEVANT ELEMENTS IN THE APPRAISAL SUMMARY TABLE

1. The SIE will develop content to support and harmonise with other analyses, including sustainability, environmental and economic analyses.
2. Include the outcomes of the social impact evaluation in the appraisal summary table of the proposal.

### 3.3.4 3D: UPDATE COLUMN R AND THE RISK AND BENEFITS REGISTERS

1. Complete Column R in the SIE Microsoft Excel tool. This enables the reader to identify where the outcomes of the analysis have been used to support the investment proposal.
2. Update the risk register to enable all risks raised to be adequately monitored.
3. Update the benefits register to ensure that the positive impacts expected by the project can be effectively managed and monitored.



Opportunities for enhancing the social value of the project that have not been included in the reference design or implementation plan should be documented separately (refer Step 2D) and not included in the benefits register.



The SIE also provides input into options design filtering and assessment during the options assessment stage of proposal development. The SIE also provides input into the detailed business case reference design by highlighting the impact that changes in design might have on the significance of identified impacts.

Material social impacts should be included in the proposal's conclusion and executive summary to augment the socio-economic narrative reporting.



# Appendix 1: Impact evaluation—worked example

A	B	C	D	E	F	G	H	I
IMPACT CATEGORY	IMPACT	DESCRIPTION (BASELINE)	DESCRIPTION (BASELINE)	IMPACT ASSESSMENT WITHOUT PROJECT		IMPACT RATING	PROJECT ELEMENTS	DESCRIPTION (... AS A RESULT OF ...) WITH REFERENCE PROJECT
				LIKELIHOOD	CONSEQUENCE			
POSITIVE IMPACTS								
Economic	Improved economic prospects and outcomes for at-risk young people	Employment opportunities for young people are limited. The town has a youth unemployment rate of 26% with at-risk young people experiencing 78% unemployment. Grade 12 (or equivalent) completion rate was XX% in 20XX-XX. Currently, XX young people under the age of 16 are failing to attend school on a regular basis.	Operational	Unlikely	Significant	Medium	<p>The centre will provide a single point for young people to access:</p> <ul style="list-style-type: none"> <li>» a range of VET courses to learn a trade</li> <li>» a 'flexi-school'</li> <li>» a range of co-located services supporting transition to work.</li> </ul> <p>A dedicated resource will identify opportunities for apprenticeships and work experience with local and regional employers.</p>	<ul style="list-style-type: none"> <li>» Reduction in unemployment rate.</li> <li>» Increase in high school completion rate.</li> <li>» Reduction in school absenteeism.</li> <li>» Improved access to training opportunities through the VET courses available at the centre.</li> <li>» Improved access to alternate school pathways through the onsite partnership with a private 'flexi-school' provider.</li> <li>» Improved access to support services due to an increased range of vocational and work skills services available and the one-stop-shop accessibility through the centre.</li> </ul>
Economic	Increased employment	The town currently has an unemployment rate of 5% overall and a youth unemployment rate of 26%. XX% of adults are employed in mines in the local area and travel up to 125km to work.	Implementation	Rare	Moderate	Low	Construction of the centre will provide approximately XXX jobs during the X year construction period.	<ul style="list-style-type: none"> <li>» The construction of the centre will provide XXX jobs, while most are expected to be brought in, there will be opportunities for local tradespeople to be engaged and the potential for increasing skills and experience for locally sourced workers.</li> </ul>
Health	Improved health and wellbeing for at-risk young people	Reported drug and alcohol use amongst young people in the town is currently around 30% with at-risk young people at increased risk of engaging in illegal substance use. Youth workers observe high rates of depression, mental health issues and social trauma. Approximately 86 young people are homeless or at risk of homelessness.	Operational	Unlikely	Significant	Medium	<ul style="list-style-type: none"> <li>» The centre will provide the community with access to a variety of sport and recreation options.</li> <li>» Co-location of support services including mental health programs, life skills and drug and alcohol programs will improve access and coordination.</li> <li>» The 'parenting partnership' program will support families of at-risk young people to create stable home environments.</li> <li>» An emergency accommodation pod will provide at-risk young people with a safe place to stay until other arrangements can be made.</li> </ul>	<ul style="list-style-type: none"> <li>» Improved access to sports activities at the centre will provide a broad range of sports opportunities.</li> <li>» Reduction in the number of homeless young people.</li> <li>» Reduction in the reported rate of drug and alcohol use.</li> <li>» Access to life skills including food and nutrition knowledge through the provision of 'life skills' services.</li> <li>» Improved access to support services due to the one-stop-shop accessibility to care and support services through the centre.</li> </ul>

J	K	L	M	N	O	P	Q	R
IMPACT ASSESSMENT WITH PROJECT		RESIDUAL IMPACT RATING	MITIGATION / ENHANCEMENT	DESCRIPTION (REFERENCE PROJECT POST MITIGATION) WITH REFERENCE PROJECT	IMPACT ASSESSMENT AFTER MITIGATION/ENHANCEMENT		RESIDUAL IMPACT RATING	INTEGRATION
LIKELIHOOD	CONSEQUENCE				LIKELIHOOD	CONSEQUENCE		
Likely	Significant	High						Strategies are included in the reference project Economic benefits are monetised and included in CBA with narrative included in the economic analysis
Almost certain	Moderate	High	Implementation of a procurement strategy requiring the contractors to employ XX young people as apprentices during construction.	Young people will have an opportunity to gain work during construction. It is expected that engaging young people in construction will increase the sense of ownership of the centre, potentially increasing usage and decreasing the risk of misuse.	Almost certain	Significant	High	Initial assessment included in economic analysis Opportunity to increase benefits included in project recommendations
Likely	Significant	High						Elements included in reference design, implementation plan, business changes for community services staff, and the communication and stakeholder engagement plans Costs included in financial and commercial assessment Monetisable health and possible uplift benefits included in CBA. Narrative regarding all economic benefits included in the economic analysis

HYPOTHETICAL EXAMPLE

A	B	C	D	E	F	G	H	I
IMPACT CATEGORY	IMPACT	DESCRIPTION (BASELINE)	DESCRIPTION (BASELINE)	IMPACT ASSESSMENT WITHOUT PROJECT		IMPACT RATING	PROJECT ELEMENTS	DESCRIPTION (... AS A RESULT OF ...) WITH REFERENCE PROJECT
				LIKELIHOOD	CONSEQUENCE			
Quality of life	Improved quality of life for at-risk young people	Young people in the city report low perceptions of security and sense of place with limited hope for a successful future. Young people in the city are also more likely to engage in risky behaviour.	Operational	Unlikely	Significant	Medium	<ul style="list-style-type: none"> <li>» The centre will provide young people with access to a variety of sport and recreation options in a safe environment.</li> <li>» Co-location of support services including mental health programs, life skills and drug and alcohol programs will improve access and coordination.</li> <li>» VET programs and an opportunity to complete high school will provide at-risk young people with improved economic opportunities.</li> <li>» An emergency accommodation pod will provide at-risk young people with a safe place to stay until other arrangements can be made.</li> </ul>	<ul style="list-style-type: none"> <li>» Improved access to sports activities at the centre will provide a broad range of sports opportunities.</li> <li>» Access to life skills including food and nutrition knowledge through the provision of 'life skills' services.</li> <li>» Improved access to support services due to the one-stop-shop accessibility to care and support services through the centre.</li> <li>» The emergency accommodation pod will reduce the number of vulnerable and at-risk young people on the streets.</li> </ul>
Lifestyle	Improved family dynamics for families of at-risk young people	Police and community services data illustrates significant levels of family conflict.	Operational	Rare	Significant	Medium	<ul style="list-style-type: none"> <li>» The 'parenting partnership' program will support families of at-risk young people to create stable home environments.</li> <li>» Introduction of a 10pm curfew for under 16-year-olds.</li> <li>» Mentoring program provided at the centre.</li> <li>» Life skills program for at-risk young people.</li> </ul>	Support services and programs are expected to improve family dynamics and reduce tension resulting in a reduction in family violence and at-risk young people leaving home under crisis conditions.
Inter-generational	Improved inter-generational outcomes for at-risk young people	Research undertaken by the XXXX and the XXXX notes increased risk of being at-risk or of incarceration for decedents of people who engage in antisocial and criminal behaviours.	Operational	Unlikely	Significant	Medium	<ul style="list-style-type: none"> <li>» The 'parenting partnership' program will support families of at-risk young people to create stable home environments.</li> <li>» Mentoring program provided at the centre.</li> <li>» Life skills program for at-risk young people.</li> </ul>	A range of services and strategies has been designed to 'break the cycle' for young people.
Economic	Improved operational productivity for police	Police statistics indicate an average of 1700 incidents per month involving young people and/ or their families and approximately 80,000 street checks conducted by officers across the town.	Operational	Rare	Significant	Medium	<ul style="list-style-type: none"> <li>» The centre will provide young people with access to a variety of sport, recreation, education and training opportunities reducing their likelihood of engaging in anti-social behaviour.</li> <li>» The 'parenting partnership' program will support families of at-risk young people to create stable home environments.</li> <li>» The 10pm curfew will reduce the number of young people on the streets at night.</li> <li>» The emergency accommodation pod will reduce the number of at-risk and vulnerable young people on the streets.</li> </ul>	A reduction in the number of young people engaging in anti-social behaviour or involved in family conflict situations is expected to reduce the amount of interactions between young people, their families and police.
Economic	Improved productivity for youth workers	Community services data identifies ongoing engagement with 384 distinct young people and a further 94 young people being provided other services.	Operational	Rare	Significant	Medium	<ul style="list-style-type: none"> <li>» Co-location of support services including mental health programs, life skills and drug and alcohol programs will improve access and coordination.</li> <li>» VET programs and an opportunity to complete high school will provide at-risk young people with improved economic opportunities.</li> </ul>	Co-location of services and the provision of a 'one-stop-shop' type centre for young people will reduce the travel time for youth workers between appointments and improve collaboration and coordination between services improving productivity for youth workers and potentially improving service outcomes.

J	K	L	M	N	O	P	Q	R
IMPACT ASSESSMENT WITH PROJECT		RESIDUAL IMPACT RATING	MITIGATION / ENHANCEMENT	DESCRIPTION (REFERENCE PROJECT POST MITIGATION) WITH REFERENCE PROJECT	IMPACT ASSESSMENT AFTER MITIGATION/ENHANCEMENT		RESIDUAL IMPACT RATING	INTEGRATION
LIKELIHOOD	CONSEQUENCE				LIKELIHOOD	CONSEQUENCE		
Likely	Significant	High						<p>Elements included in reference design, implementation plan, business changes for community services staff and the communication and stakeholder engagement plan</p> <p>Costs included in financial and commercial assessment</p> <p>Monetisable economic benefits included in CBA</p> <p>Narrative on all economic benefits included in the economic analysis</p>
Possible	Significant	High						<p>Costs included in the financial and commercial assessment</p> <p>Narrative documented in SIE</p>
Likely	Significant	High						<p>Costs included in the financial and commercial assessment</p> <p>Economic benefits considered in the CBA</p> <p>Narrative documented in SIE and economic analysis</p>
Likely	Major	High						<p>Productivity monetised and included in CBA</p> <p>Benefits discussed in SIE and economic analysis</p>
Almost certain	Significant	High						<p>Productivity monetised and included in CBA</p> <p>Program costs included in the financial and commercial analysis</p> <p>Benefits discussed in SIE and economic analysis</p>

HYPOTHETICAL EXAMPLE

A	B	C	D	E	F	G	H	I	
IMPACT CATEGORY	IMPACT	DESCRIPTION (BASELINE)	DESCRIPTION (BASELINE)	IMPACT ASSESSMENT WITHOUT PROJECT	LIKELIHOOD	CONSEQUENCE	IMPACT RATING	PROJECT ELEMENTS	DESCRIPTION (... AS A RESULT OF ...) WITH REFERENCE PROJECT
Quality of life	Increased perception of safety for park users	Young people are currently congregating in the park frequently causing a public nuisance. Complaints have been made to the council and police of verbal abuse, drug paraphernalia being found and ongoing damage to the park facilities. Families are no longer using the park.	Operational	Rare	Moderate	Low	<ul style="list-style-type: none"> <li>» The centre will provide sports and recreational facilities for young people including a café to encourage them to engage in structured and unstructured activities away from the park.</li> <li>» Increased police patrols in the park are expected to dissuade any remaining young people from congregating there.</li> </ul>	Decreased presence of young people in the park is expected to improve perceptions of safety.	
Community	Increased access to recreational facilities for all young people	The town currently has no indoor sports venues and limited opportunities to engage in organised sports and recreational pursuits.	Operational	Rare	Major	Medium	<ul style="list-style-type: none"> <li>» The centre will provide: <ul style="list-style-type: none"> <li>» two indoor sports halls for soccer, volleyball, cricket, tennis and basketball</li> <li>» indoor climbing</li> <li>» indoor pool for swimming, water polo and aqua aerobics</li> <li>» café including pool tables for informal recreational opportunities and hospitality training.</li> </ul> </li> </ul>	The construction of the centre will increase the range and quality of sports and recreational opportunities available within the community.	
Community	Increased access to park facilities for the community	Young people are currently congregating in the park, frequently causing a public nuisance. Families have made complaints to the council that they are unable to use the park due to the congregation of young people.	Operational	Possible	Moderate	Medium	<ul style="list-style-type: none"> <li>» The centre will provide the community with access to a variety of sport and recreation options.</li> </ul>	The opportunities provided by the centre are expected to provide young people with productive and positive opportunities reducing the number of young people congregating in the park and freeing the park up for the entire community.	
Economic	Decreased costs associated with vandalism and graffiti for the council	Council records indicate that in the 20XX-XX FY, \$XXX,XXX was spent on additional maintenance, the replacement of equipment and painting due to ongoing damage and vandalism.	Operational	Unlikely	Moderate	Medium	<ul style="list-style-type: none"> <li>» The centre will provide the community with access to a variety of sport and recreation options.</li> <li>» An emergency accommodation pod will provide at-risk young people with a safe place to stay until other arrangements can be made.</li> <li>» Introduction of a 10pm curfew for under 16-year-olds.</li> </ul>	The centre will provide young people with alternative opportunities instead of congregating in the park.	
Economic	Reduced costs associated with theft and vandalism for business owners	Businesses located between the park and the railway station experience high rates of vandalism particularly on Friday and Saturday nights. Police data for the 20XX-XX FY shows a total of XXX incidents attributed to young people between the ages of 11 and 17.	Operational	Unlikely	Significant	Medium	<ul style="list-style-type: none"> <li>» The centre will provide the community with access to a variety of sport and recreation options.</li> <li>» An emergency accommodation pod will provide at-risk young people with a safe place to stay until other arrangements can be made.</li> <li>» Introduction of a 10pm curfew for under 16-year-olds.</li> </ul>	The centre will provide young people with alternative opportunities instead of congregating in the park and wandering the town at night.	
<b>NEGATIVE IMPACTS</b>									
Environmental	Increased noise and pollution across the community during construction	Current air quality for the town is (on average) 34AQI. Current noise levels surrounding the proposed site for the centre range between 45dB(A) and 80dB(A) on a weekday.	Implementation	Rare	Major	Medium	Construction of the Centre will result in additional noise and poorer air quality in the immediate vicinity of the site.	The community will have increased noise and dust levels which may be disruptive and cause stress.	

J	K	L	M	N	O	P	Q	R	
IMPACT ASSESSMENT WITH PROJECT			RESIDUAL IMPACT RATING	MITIGATION / ENHANCEMENT	DESCRIPTION (REFERENCE PROJECT POST MITIGATION) WITH REFERENCE PROJECT	IMPACT ASSESSMENT AFTER MITIGATION/ENHANCEMENT		RESIDUAL IMPACT RATING	INTEGRATION
LIKELIHOOD	CONSEQUENCE					LIKELIHOOD	CONSEQUENCE		
Possible	Moderate	Medium							Impact discussed in SIE
Almost certain	Major	High							Impact discussed in SIE
Likely	Moderate	High							Impacts discussed in SIE
Likely	Moderate	High							Monetisable benefits included in CBA Narrative included in the economic analysis and SIE
Possible	Significant	High							Monetisable benefits included in CBA Narrative included in the economic analysis and SIE
Likely	Major	High	The environmental management plan will include mitigations to manage noise and air pollution. Construction and construction traffic will have limits imposed to reduce after-hours activity.	Air quality will be maintained below 50AQI. Noise levels will be maintained below 45dB (A) from dusk to dawn and below 90dB(A) during daylight hours.	Likely	Minor	Medium	Mitigation strategies included in the environmental management plan, the environmental analysis and the implementation plan Included in the risk register Impacts discussed in the SIE and economic analysis	

HYPOTHETICAL EXAMPLE

A	B	C	D	E	F	G	H	I
IMPACT CATEGORY	IMPACT	DESCRIPTION (BASELINE)	DESCRIPTION (BASELINE)	IMPACT ASSESSMENT WITHOUT PROJECT		IMPACT RATING	PROJECT ELEMENTS	DESCRIPTION (... AS A RESULT OF ...) WITH REFERENCE PROJECT
				LIKELIHOOD	CONSEQUENCE			
Health	Increased health issues for neighbouring residents during construction	Current air quality for the town is (on average) 34AQI. Residents in proximity to the proposed site are older than the town average and include people living in an aged care facility including high care residents with existing health concerns.	Implementation	Rare	Significant	Medium	Construction of the centre will result in additional noise and poorer air quality in the immediate vicinity of the site.	Decreased air quality may cause respiratory issues for some residents, particularly those at the aged care facility.
Quality of life	Increased stress for neighbouring residents during operations	The neighbourhood surrounding the proposed site is currently a quiet residential area with little crime. Residents have already expressed concerns that the location of the centre will increase the noise and crime in the area, decreasing the residents' perception of their safety.	Operational	Unlikely	Major	Medium	The centre will change the amenity of the neighbourhood. Local residents have already expressed concerns regarding their safety.	The change from a quiet neighbourhood with generally elderly residents to include a centre where young people come and go is likely to cause concern for existing residents.
Community	Potential increase in demand for support service beyond expected capacity for youth workers	Community services data identifies ongoing engagement with 384 distinct young people and a further 94 young people being provided other services.	Operational	Possible	Major	High	Co-located services improving referral efficiency and access.	The centre will provide additional transparency of the services available to young people and is expected to link young people in the system with other services due to the co-location.
Lifestyle	Potential decrease in cohesion of the family unit	Police statistics indicate an average of 1700 incidents per month involving young people and/or their families.	Operational	Unlikely	Major	Medium	Emergency accommodation pod	The emergency accommodation pod has the potential to be used by young people as a method for avoiding effective engagement with their family.
Economic	Additional ongoing costs for local, state and federal governments to maintain the support centre	Current services cost approximately \$XX.X million and are funded through a range of sources including state, federal and local government funding.	Operational	Unlikely	Significant	Medium	The Centre will require an additional \$XX million to operate annually.	Funding agencies will need to find an additional \$XX million annually to support the centre.

HYPOTHETICAL EXAMPLE



J	K	L	M	N	O	P	Q	R
IMPACT ASSESSMENT WITH PROJECT		RESIDUAL IMPACT RATING	MITIGATION / ENHANCEMENT	DESCRIPTION (REFERENCE PROJECT POST MITIGATION) WITH REFERENCE PROJECT	IMPACT ASSESSMENT AFTER MITIGATION/ENHANCEMENT		RESIDUAL IMPACT RATING	INTEGRATION
LIKELIHOOD	CONSEQUENCE				LIKELIHOOD	CONSEQUENCE		
Likely	Significant	High	The Environmental Management Plan will include mitigations to manage noise and air pollution. Construction and construction traffic will have limits imposed to reduce after-hours activity. Ongoing liaison with the aged care residence owners will ensure unintended outcomes are monitored.	Air quality will be maintained below 50AQI. The delivery agency will provide support to the aged care facility and the local community to monitor any health impacts.	Possible	Significant	High	Mitigation strategies included in the environmental management plan, the environmental analysis and the implementation plan. Impacts discussed in the SIE and economic analysis. Communication and stakeholder engagement actions are included in the stakeholder engagement plan. Included in the risk register.
Possible	Major	High	The stakeholder engagement plan includes a range of activities to engage local residents in the centre, communicate facts regarding its eventual operations and provide reassurance regarding ongoing security and neighbourhood safety. Police have advised they will increase patrols in the area and co-locate an officer during daytime operations.	The objective is to integrate the centre into the community. Additional value could be created through bridging programs with local residents and afternoon tea type events with aged care residents catered by hospitality students.	Possible	Minor	Medium	Impacts discussed in the SIE and economic analysis. Communication and stakeholder engagement actions are included in the stakeholder engagement plan. Other actions have been included in the implementation plan and change management plan. Included in the risk register.
Likely	Major	High	Changes to the service delivery model will be implemented on an incremental basis to reduce disruption. Additional staff and support staff have been identified to provide additional support during early operations if and when required. A detailed change management plan has been developed with all service delivery partners to support required changes.	Strategies will be implemented to manage any increased demand for services strategically with a focus on incremental and collaborative business changes.	Likely	Moderate	High	Impacts discussed in the SIE and economic analysis. Required business and service delivery changes have been discussed in the change management plan. Communication regarding the services available will be incrementally implemented as part of an initial demand management strategy and has been documented in the stakeholder engagement plan. Other actions have been included in the implementation plan and change management plan. Included in the risk register.
Possible	Major	High	» The 'parenting partnership' program will support families of at-risk young people to create stable home environments. » A mentoring program will be provided at the centre. » Operational requirements for the emergency accommodation pod will require the young person to engage in the 'parenting partnership' program.	Associated initiatives have been designed to support positive and productive relationships between at-risk young people and key adults.	Possible	Minor	Medium	Impacts discussed in the SIE and economic analysis. Required business and service delivery changes are discussed in the change management plan. Operational requirements for the emergency accommodation pod to mitigate unintended consequences are included in the implementation plan and change management plan. Included in the risk register.
Almost certain	Significant	High	The economic analysis will consider the long-term wider economic benefits of the centre including health, economic, community and intergenerational benefits to establish its broader value for money. An evaluation of the effectiveness of the centre and its service delivery model is being undertaken by XXXXXX University.	Analysis will provide information on the value created by the project in the short, medium and long term.	Almost certain	Moderate	High	Impacts discussed in the SIE and economic analysis. Evaluation plan noted in the implementation plan.

## Appendix 2: Impact categories

IMPACT CATEGORY	POSSIBLE IMPACTS
Community impacts	<p>On infrastructure, services, voluntary organisations, activity networks and cohesion.</p> <p>Includes access to essential services, access to leisure and recreational facilities, aesthetic quality, crime and violence, availability of housing facilities, health and community wellbeing, adequacy of physical infrastructure, social quality of housing, personal safety and hazard exposure, and quality of life.</p>
Cultural impacts	<p>On shared customs, obligations, values, language, religious belief and other elements which make a social or ethnic group distinct.</p> <p>Includes commercial exploitation of culture, cultural affrontage, cultural integrity, experience of being culturally marginalised, loss of language or dialect, loss of European and Indigenous cultural artefacts, natural and cultural heritage, provision for cultural festivities and activities of mourning (beliefs and behaviours), socio-cultural impacts of increased tourism and attractiveness, and intercultural education.</p>
Health impacts	<p>On mental, physical and social wellbeing.</p> <p>Includes loss of life, nutrition, fertility, autonomy, stigmatisation or deviance labelling, feelings in relation to the project, psychosocial health, and cultural health.</p>
Intergenerational impacts	<p>Where people have perceptions about their safety, fears about the future of their community, and their aspirations for their future and the future of their children.</p>
Lifestyle impacts	<p>On the way people behave and relate to family, friends and cohorts on a day-to-day basis.</p> <p>Includes alterations to family structures, obligations to living family members, family violence, family unit preservation and cohesion, alterations in family structure, social networks, social differentiation and inequity, community cohesion, social tension and violence, and population sustainability.</p>

IMPACT CATEGORY	POSSIBLE IMPACTS
Personal and property rights	Particularly where people are economically affected, or experience personal disadvantage, which may include where their civil liberties are infringed.
Institutional, legal, political systems and equity impacts	Relates to the functioning and integrity of government agencies, the extent to which people are able to participate in decisions that affect their lives, the level of democratisation taking place, human rights, impact equity, tenure or legal rights, access to legal procedures and advice, and the resources provided for this purpose.
Quality of life impacts	On sense of place, aesthetics and heritage, perception of belonging, security and liveability, aspirations for the future, social networks.
Economic	Includes employment, efficiency, productivity, property values, reliability, other wider economic impacts, income (labour market), burden of national debt, standard of living, economic dependency, and affordable housing.
Environmental	Includes noise, air quality, pollution (may also impact health) greenhouse gases, nature and landscape, biodiversity (may also cause intergenerational impact), water environment, fauna connectivity, vibration, urban separation, ecosystem preservation, remnant flora, green space allocation, terrestrial climatic habitat, increased waste, nature and landscape, and biodiversity.
Gender relations	Gendered division of production-orientated labour, gendered division of household labour, gendered division of reproductive labour, gender-based control over, and access to, resources.

# Appendix 3: Assessment of likelihood and consequences

		CONSEQUENCE				
		INSIGNIFICANT 1	MINOR 2	MODERATE 3	MAJOR 4	SIGNIFICANT 5
LIKELIHOOD	ALMOST CERTAIN 5					
	LIKELY 4				<b>HIGH</b>	
	POSSIBLE 3		<b>MEDIUM</b>			
	UNLIKELY 2	<b>LOW</b>				
	RARE 1					

CONSEQUENCE CRITERIA	
<b>Insignificant</b>	» Small-scale impacts. These impacts provide limited value or costs to society. These impacts may require future consideration if there is change to the option reference design
<b>Minor</b>	» Short-term and mostly local impacts » Positive impacts provide some value to society » Negative impacts can be easily adapted to by society
<b>Moderate</b>	» Medium-term impacts » Positive impacts can be enhanced to provide substantial value to society » Society has the capacity to adapt and cope with the negative impacts
<b>Major</b>	» Long-term and potentially far-reaching impacts » Positive impacts will provide substantial value to society » Society has limited capacity to adapt and cope with the negative impacts
<b>Significant</b>	» Long-term, high-magnitude and far-reaching impacts » Positive impacts will provide enormous value both local y and regionally » Society has no capacity to cope with significant negative impacts
LIKELIHOOD CRITERIA	
<b>Rare</b>	» <5% probability » The impact may occur only in exceptional circumstance
<b>Unlikely</b>	» 5% to 35% probability » The event could occur at some time but is improbable
<b>Possible</b>	» 35% to 65% » The event might occur at some time
<b>Likely</b>	» 65% to 95% » The event is likely to occur
<b>Almost certain</b>	» 95% to 100% » The event is expected to occur



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