

Eastern Tunnelling Package Small Business Owners Engagement Plan



ACKNOWLEDGEMENT TO COUNTRY

JCG acknowledges the Gadigal and Wangal peoples of the Eora Nation, the Traditional Owners of the land on which we will be working, and we acknowledge Elders past and present and recognise their continued connection to the land and water ways.

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1 Introductions

1.1 Definitions

For the purposes of this plan and project, a 'small business' is defined as any entity with less than 20 employees (business entirety).

Small business stakeholders are defined as commercial and not-for-profit trading enterprises, and representative organisations, that may be highly impacted by the project; or not highly impacted but have an interest in the project.

Franchisees with less than 20 employees are also eligible for support.

'Highly impacted' means the JCG's construction activities are expected to have a potentially direct effect on their business. These effects may include but are not limited to loss of amenity, vehicular and pedestrian access and traffic changes, noise and vibration and reduced sight lines.

1.2 Objectives

The objective of the Small Business Owners Engagement Plan (SBOEP) is to outline how JCG plans to manage the impacts of construction for the operation and continuity of small businesses impacted by delivery of the Eastern Tunnelling Package (ETP).

JCG is committed to engaging with and supporting businesses affected by the work to minimise and wherever possible, mitigate impacts to their business. Underpinned by JCG's strategic approach of customer service, cohesiveness, and integration, we will do this by:

Cohesiveness:

- Establishing and maintaining trusted relationships with business stakeholders
- Ensuring that knowledge and experience previously gained by Sydney Metro with business stakeholders is carried into the construction planning process

Integrated:

- Providing accurate and timely information to businesses to help them prepare for any disruption due to construction works
- Ensuring businesses' operational imperatives and risks are well understood, planned for, and mitigated through the Project's construction program and business support activities
- Considering the cumulative impacts to small businesses as a result of concurrent large-scale construction projects in one area

Customer Services

- Consulting on specific issues and responding to concerns or complaints in a sensitive and timely manner
- Providing a consistent project contact who has detailed knowledge of the construction scope, program and expected impacts
- Facilitate opportunities for businesses to benefit from the Project

1.3 Project scope

Sydney Metro is Australia's biggest public transport project. The Sydney Metro West – Eastern Tunnelling Package includes construction of 3.5-kilometre tunnels under Sydney Harbour between The Bays and Sydney CBD, and the excavation of Pyrmont and Hunter Street stations.

Starting at The Bays, tunnel boring machines will cross the harbour near the Anzac Bridge, before heading to the new Pyrmont Station and then under Darling Harbour before reaching Hunter Street Station in the heart of the CBD.

Once completed, Sydney Metro West will double rail capacity between greater Paramatta and the Sydney CBD, with travel times of around 20 minutes between the two centres.

A more detailed description of the ETP scope and Project description can be found in the JCG Community Communications Strategy (CCS).



Figure 1: ETP alignment

1.4 Package entities & relationships

John Holland CPB Contractors & Ghella (the JCG team), the Joint Venture contracted to complete the first stage of construction; excavation of the tunnels and station areas for the ETP. These works are expected to be completed by 2025.

Separate contractors will complete work for the over-station developments and station fit out. Sydney Metro West is due to be operational by 2030.

1.5 Management system

The SBOEP has been developed in accordance with JCGJV's Community Communications Strategy and Sydney Metro's Overarching Community Communications Strategy. Below is a hierarchy of stakeholder and community communication plans, showing how this plan interfaces with other relevant communications plans.

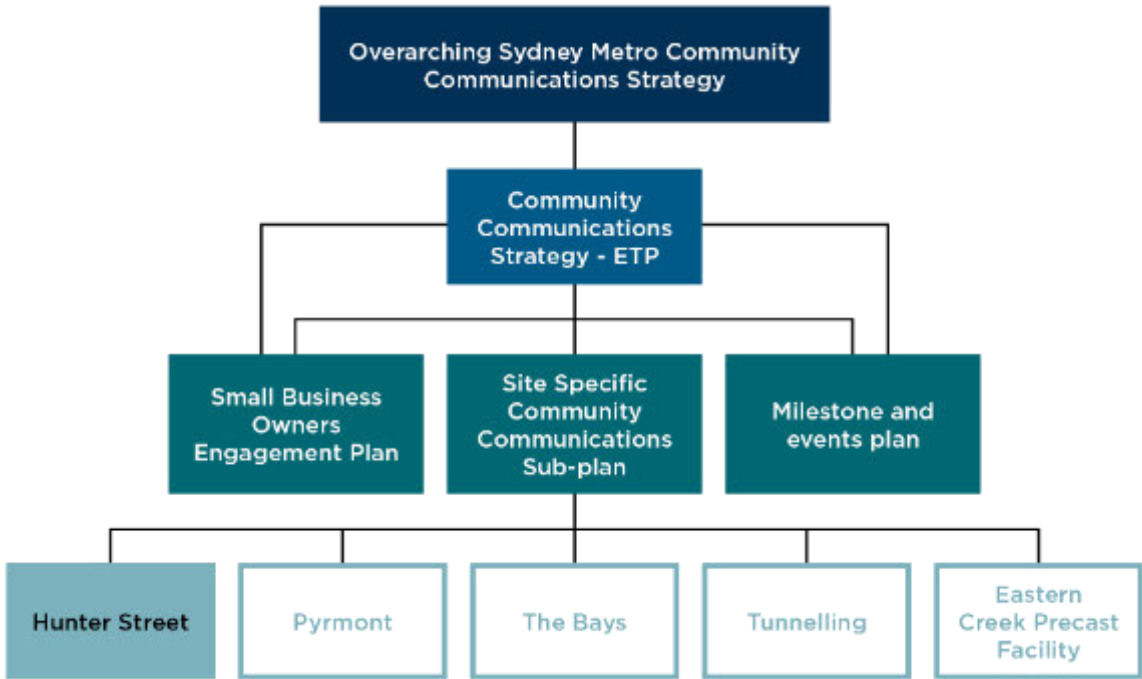


Figure 2: Hierarchy of stakeholder and community communications plans

1.6 Roles & responsibilities

The JCG Community Relations Team (CRT) is shown in Figure 3, including lines of communication to the Sydney Metro team. The Stakeholder & Community Engagement Director is the discipline lead and reports to the JCG Project Director.

Dedicated Community Place Managers will be responsible for engagement with all small businesses within their area including the initiatives outlined under this plan. As part of JCG’s integrated approach to communications and community relations, Place Managers will be based at their relevant construction site (Hunter Street, Pymont and The Bays), allowing them to respond to queries and concerns in a timely and personalised manner.

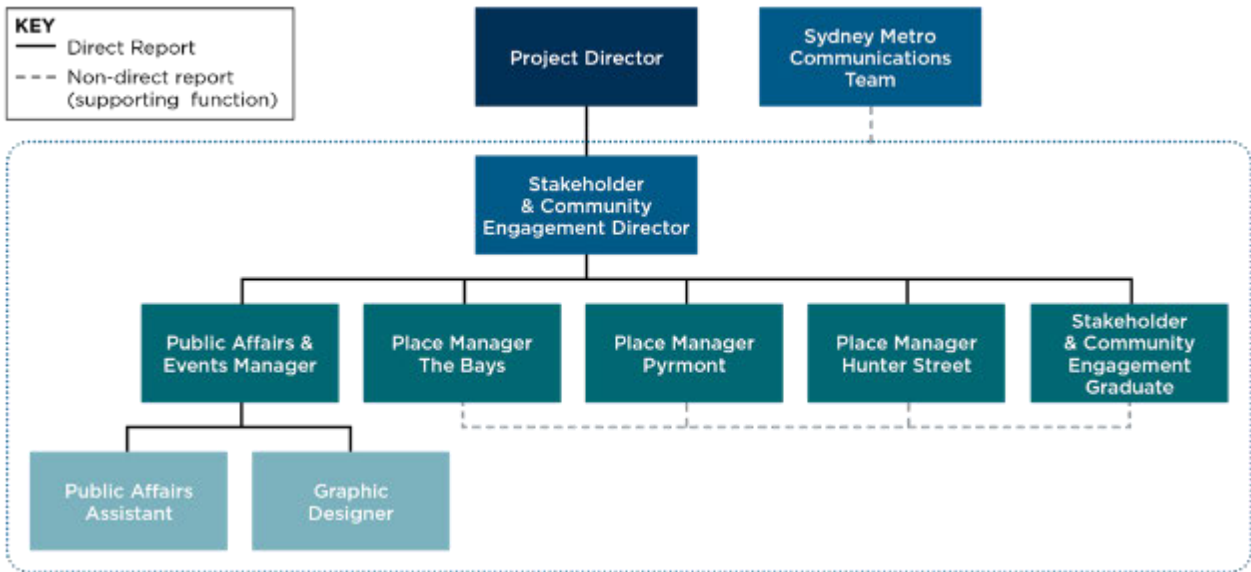


Figure 3: JCG Community Relations Team (CRT) structure

2 Overview

2.1 Background

The NSW Government is delivering Sydney Metro West – a new underground metro railway which will double rail capacity between Parramatta and the Sydney CBD, link new communities to rail services and support employment growth and housing supply.

Eastern Tunnelling Package (ETP) is the final stage of Sydney Metro West to start construction and an important connection between The Bays and Sydney CBD at Hunter Street. The package includes construction of 3.5-kilometre tunnels under Sydney Harbour between The Bays and Sydney CBD, and the excavation of Pyrmont and Hunter Street stations.

This Plan outlines the approach JCG will take in relation to the likely construction impacts on small businesses as part of the ETP program of works with a particular focus on Pyrmont and Hunter Street station builds.

2.2 Key issues

Despite the benefits the project will bring, building the ETP in a busy and thriving urban environment will not be without challenges.

A level of disruption from an infrastructure project in the heart of the city is unavoidable.

Construction impacts expected to require management include:

- Reduction or diversion of foot traffic/pedestrian flows
- Changes to amenity (such as from noise and vibration impacts) that affect business operations or discourage customers from visiting businesses
- Constrained access to businesses for staff, deliveries and potential customers from additional truck movements and traffic disruption, road closures, the temporary occupation of car parks and impeded pedestrian routes
- Potential disruption to utilities impacting on the productivity and output of local businesses
- Decreased parking available generated by construction sites and works, impacting access for staff and customers of surrounding businesses
- Loss of visibility or perception that an area is not accessible
- Potential reduction in public events indirectly affecting business activity.

The Small Business Owners Engagement Plan sets out JCG's strategy to work with businesses through the construction process, so they can continue to function through delivery and reap the benefits the project will bring on completion.

2.3 Scope

The Small Business Owners Engagement Plan addresses disruption risks and mitigation measures relevant to commercial businesses, not-for-profit trading enterprises, and representative organisations (that will remain operational during the construction phase) within defined footprints in the vicinity of Eastern Tunnel Package works areas.

The Plan is applicable to:

- Businesses with 20 or more employees (Australian Bureau of Statistics, 2023)
- Events, festivals and community-based events

- Residentially zoned premises

Other plans (CCS and related sub-plans) and strategies will guide risk mitigation for these stakeholders.

2.4 Working with small business

JCG will engage businesses proactively and with sensitivity to understand and consider their operational imperatives and identify ways of mitigating our construction impacts. We will provide support that addresses these immediate impacts and helps businesses become more resilient to future change and disruption.

JCG has taken a strong, evidence based, responsive approach to developing this Plan.

This includes:

- Understanding the relevant construction scope and program to identify and analyse potential impacts that may be experienced by businesses during construction
- Identifying the types of small businesses near our sites that may be impacted and gathering key intelligence regarding their operating environment
- Planning an approach to address potential impacts, based on the level of construction impact anticipated
- Identifying support measures from a range of options to assist with minimising possible impacts on businesses
- Delivering a strong customer-focused program of support for businesses impacted by JCG works
- Incorporating learnings, feedback and insights from previous, Sydney Metro experience.

3 Assessing Impacts

3.1 Identifying impacted businesses

Stakeholders must fulfill the following criteria to be considered a small business and applicable to this Plan:

- Businesses with 20 employees or less (Australian Bureau of Statistics, 2023)
- Not related to an event, festival or community-based events
- Be on commercially zoned land
- Within 50 metres of the construction sites.

As part of the engagement planning process, the Stakeholder & Community Engagement team will work with the delivery team(s) to identify construction impacts, their timing, extent, and the stakeholders, including businesses that will be impacted by each activity.

This process will facilitate an understanding of impacts each business is likely to experience throughout construction,, allowing a detailed management approach to be developed.

JCG's dedicated Place Managers will proactively engage with small businesses within the project areas to identify opportunities to reduce impacts so far as is reasonably practicable and appropriate.

A three-level approach has been taken to assessing impact:

- High – combined multiple impacts over an extended period.
- Medium – one or more impacts for multiple, short periods, or lower-level impacts over an extended period.
- Low – singular impacts for short periods only or indirect minor impacts over an extended period of time.

In addition to JCG's proactive engagement practices to identify impacted small businesses, other small businesses may also approach the project during construction for support.

JCG will measure the impact(s) to small businesses on a case- by-case basis through ongoing communication and engagement with stakeholders. Where possible, quantitative, or qualitative data such as noise and vibration monitoring results, customer/ pedestrian counts and evidence of exposure to the work, will be gathered by JCG to determine eligibility for support.

3.2 Business impact requirements

The project's Infrastructure Approvals include several requirements regarding the management of business disruption.

- D54** Small Business Owners Engagement Plan(s) must be prepared and implemented in accordance with the overarching Community Communication Strategy to minimise adverse impacts and secure benefits to businesses and traders on streets and underground pedestrian access affected by construction of the CSSI. The Plan(s) must include but not necessarily be limited to:

Table 1: Project approval requirements

Condition	Addressed in section
a) measures to address amenity, vehicular and pedestrian access (including wayfinding) and visibility of the business or service	Section 4

appropriate to its reliance on such, and other reasonable matters raised in consultation with affected businesses and traders,	Section 5 Section 6
b) measures to address impacts from the permanent closure of DeMastre Place and temporary closure of the underground pedestrian walkway between Wynard Station and Pitt Street,	Section 4 Section 5 Specifically, Section 6 (6.3 & Appendix A)
c) measures to assist small businesses adversely impacted by construction of the CSSI, such as small business education and mentoring, activation events, business engagement events, marketing, and promotion	Section 5 Section 6
The Plan(s) must be prepared and submitted to the Planning Secretary for information before construction at the relevant construction site.	For submission before construction starts
The Plan(s) must be monitored and reviewed in accordance with the Overarching Community Communications Strategy.	Section 8

Table 1 outlines how this plan has addressed the requirements of this condition.

Further to this, the plan has been developed in accordance with Sydney Metro Overarching Community Communications Strategy to manage disruption to businesses in proximity of JCG work sites.

It will guide how businesses are engaged about potential impacts and the management measures which will be used to mitigate these impacts.

4 Impact & Stakeholder Analysis

4.1 Construction impacts of concern for businesses

While construction impacts are likely to be similar across the project (noise, dust, vibration, access), the level and extent will vary by precinct and also by business type. An overview of potential construction impacts of concern for businesses are detailed below.

Table 2: Potential business construction impacts

Construction impact	Potential business concerns
Traffic	<ul style="list-style-type: none"> - Loss of vehicular access for deliveries and customers - Changed conditions impact staff travel time or perceived accessibility of business - Increased truck movements impacting amenity and safety of customers (pedestrians and drivers)
Noise and vibration	<ul style="list-style-type: none"> - Temporary or ongoing noise impacts on customer experience or staff welfare - Vibration impacts on amenity and property - Amenity impacts on outdoor dining areas or relaxation/accommodation-based businesses
Dust	<ul style="list-style-type: none"> - Appearance of businesses to customers and potential customers - Additional cleaning activities required inside and outside business - Impacts for food and beverage retailers on customer experience - Safety issues regarding the safe delivery, storage and preparation of food and beverages - Impact on equipment such as climate control, ventilation and refrigeration systems including increased maintenance requirements/costs
Pedestrian	<ul style="list-style-type: none"> - Hoardings blocking access to premises or area - Loss of pedestrian access to premises or area - Pedestrians unsure of new routes - Loss of sight line to their business from footpaths and streets - Confusion for customers
Public transport	<ul style="list-style-type: none"> - Loss and/or changes of public transport stop - Change in transport route - Loss of taxi ranks - Loss of bicycle bays
Amenity	<ul style="list-style-type: none"> - Cumulative impact of range of business effects - Business frontage obscured by hoardings/road closures - Noise, dust and vibration - Overshadowing caused by construction structures such as sheds, hoardings and gantries - Difficult to access either by car or on foot - Impacts affect customer experience (such as night work near restaurants etc) - General location is less visually attractive - Potential loss of outdoor dining space - Lighting/safety concerns
Parking	<ul style="list-style-type: none"> - Loss of parking - Need to walk further to access a business may influence customer decisions making about whether to visit a business or area - Parking harder to find - Loss of disabled parking - Construction workforce parking
Access	<ul style="list-style-type: none"> - Impact on loading zones removed - Impacts on deliveries and waste removal services making access to properties harder which may act as a deterrent

As ETP will be delivered across multiple sites, the analysis of potential construction impacts will take a site-based approach focusing on Hunter Street and Pyrmont where the interface with small business will be greatest.

4.2 Pyrmont

4.2.1 Local context

Pyrmont is home to an eclectic mix of commercial businesses including big media, big tech, consulting companies and start-ups. There are several cafes, pubs, and restaurants..

In Pyrmont, two construction sites will be established on Pyrmont Bridge Road.

The Pyrmont West site is located between Paternoster Row and Pyrmont Street and the Pyrmont East site located in the block between Edward and Union streets (refer to Figure 4). The 50-metre catchment area is shown in the image below with small businesses that fall within this area are potentially eligible for project support.



Figure 4: Pyrmont (East and West)

Small businesses identified in close proximity to the Pyrmont East site include:

- Commercial property owners and tenants (range of professional services) within 50 metres of construction site. Tenants include Pyrmont Doctors, Pyrmont Specialists, New Spec Modular Carpet, EuroDent, STUDIO CANAL
- 60 Union Street, small shopping centre positioned on the corners of Edward and Union Streets. Tenants include Sushi Bar, Jumbo Thai, the Messenger Café, Pyrmont Pharmacy, Sydney Laser Dental Care, Pearl Nails &

- Approximately 30 retail businesses within 50 metres of construction. Tenants include PACK & SEND Pyrmont, Clippers 'n' Whisky Barbershop, Vision Personal Training, Boston Cut, Lash, The Retreat, Massage World, Your Choice Tobacconist, Hughes Laundry, Ciggy Tobacconist, Organic Hair Culture Pyrmont, and Pyrmont VIP Massage
- Recording studios – Otis Studio, Dodgy Sound & Electric Avenue Studios
- Hospitality businesses (cafes, fast food, bakeries, restaurants) within 50 metres of site. Tenants include Pyrmont Kebabs, Lemongrass Takrai, The Darling Pizzeria, AnTiDote Café, Mrs & George Café, Peg Leg, Pyrmont Bridge Hotel, The Laneway Pyrmont, Sokyō, and Noaya Dining Bar.

Small businesses identified in close proximity to the Pyrmont West site are:

- Commercial property owners, tenants, and ground floor professional services within 50 metres of construction site. Tenants include TBWA Sydney, Pro Bond Cleaning, STAR dentistry, and Skinmedics Clinic
- Retail businesses within 50 metres of construction site. Tenants include Be Youtiful Studio, Pyrmont Electric Bikes Pyrmont, Clippers N Whisky, Pyrmont Quality Dry Cleaners & Alteration, Hughes Laundry, and PACK & SEND Pyrmont
- DXC Technology data centre
- Hospitality businesses (cafes, fast food, bakeries, restaurants) within 50 metres of site. Tenants include Social Brew House, Souks Mediterranean, Northern Noodle Chinese, Birdy's, Coffee Bite, DK'S Station, Pioik Bakery Pyrmont, Quarrymans Hotel, The Dunkirk Hotel, Paint and Pinot

4.3 Hunter Street

4.3.1 Local context

In the commercial heart of the Sydney CBD, two construction sites will be established on Hunter Street. As identified in the Hunter Street sub-plan, most stakeholders near the Hunter Street sites are commercial in nature with small businesses being adjacent and impacted by works planned at both sites.

The existing Sydney Metro site will be used at Bligh Street, reducing our site establishment construction scope and the impact on surrounding residents and businesses.

An important consideration at this site is the Milligan Group's development directly adjacent to the Hunter Street West site and currently scheduled to start construction in 2024. The development will interface with many of the same small businesses in this area identified in this Plan, particularly those located at 109 Pitt Street.

The 50-metre catchment area is shown in the image below with small businesses that fall within this area are potentially eligible for project support.



Figure 5: Hunter Street (East and West)

Small businesses identified in close proximity to the Hunter Street East site are:

- Commercial property owners and tenants (range of professional services) within 50 metres of construction site. Ground floor tenants include Dental Boutique, Sydney Medical -Dental & Cosmetic.

Note: There are a number of tenants in commercial buildings along Castlereagh, Bligh, Hunter & O'Connell streets. Further analysis to be undertaken to determine size and nature of these businesses and whether they are eligible for support as outlined in this document.

- Hospitality businesses (cafes, fast food, bakeries, restaurants) within 50 metres of site. Tenants include Café De Mart, The Naked Duck Castlereagh, Batch Espresso, Masuya, Bowery Lane, O'Connell Street Café, Capp Espresso, The Fax Bar, and 30 Knots.

Small businesses identified in close proximity to the Hunter Street West site are:

- 109 Pitt Street Arcade – Subin Hair & Nails, The Fixx, Caveman Barbers, Wayne Massage, Newsagent, TCD Dry Cleaning, Marios Shoe Repair, Destination Roll, Déjà Vu, Hungry Hunter, Aristocrat Jewellers, Planet Juice & Coffee, Tobacconist and Lucy's Alterations
- Commercial property owners and tenants (range of professional services) within 50 metres of construction site. Ground floor tenants include The Eye Piece, Sydney Medical, Dental & Cosmetic, Back Pain Solutions, and Bloom Hearing specialists.

Note: There are a number of tenants in commercial buildings along Carrington (Brookfield Place), Hunter, Pitt and George streets. Further analysis to be undertaken to determine size and nature of these businesses and whether they are eligible for support as outlined in this document.

- Retail and banking businesses within 50 metres of construction site. Tenants include City Convenience, Gyms 4 Golfers, Mons+R Zen Martial Arts, Icare, and Manipulate Hair Studio
- Hospitality businesses (cafes, fast food, bakeries, restaurants) within 50 metres of site. Tenants include, Little Vietnamese Food, Salad World, Bar Pronto, and Batch Sandwich & Espresso Bar

Note: Businesses located within Milligan Group development will be removed from this plan, once businesses have vacated.

5 Engagement & Support Options

5.1 Overview

JCG has identified the need to employ a broad range of engagement and support options that will support the management of common and site-specific business-related construction impacts, and these are outlined below.

JCG will tailor engagement and support options to reflect the risks and opportunities relevant to each works area as well the specific impacts being experienced by each business. This way, the most appropriate support options for every unique situation, ensuring the core impact and issue is addressed.

5.1.1 Dedicated one-on-one management

JCG has a dedicated Place Manager that will be the primary point of contact for businesses to enable personal and targeted engagement solutions.

The Place Manager will regularly contact businesses to check in with them, as well as provide updates on any current or upcoming works. Integrated into the construction team, the Place Manager will be part of the planning process to ensure that engineering solutions to potential impacts are explored wherever possible.

A proactive approach will provide early communication of construction activities to ensure minimisation of any impacts on businesses and agreement of mitigation measures where appropriate. This would take place in advance of works to outline the nature of the work and expected impacts.

5.1.2 Relationship plans

If required, JCG may develop relationship plans for applicable small businesses. These Plans are an option for businesses with limited knowledge of the project or construction or require a formalised framework for engagement.

These plans will identify key areas of interest or concern for the business, opportunities to mitigate impacts where applicable as well as key activities undertaken at that business that may need to be considered in the context of construction.

The plan will also identify how the business will be engaged during the construction period and will be developed in a format that suits the businesses operations ie. The business may prefer an email overview to a letter

5.1.3 Works notifications

Notifications will be provided by email, SMS or letter drop and will provide information about upcoming work.

In accordance with the Project's Compliance requirements, JCG will provide adequate notice of project milestones that are relevant for businesses.

JCG will establish preferred methods of communication with individual businesses and ensure that project communication is provided in this format.

5.1.4 Individual briefings

One on one meetings with businesses will provide a forum to inform directly about the impacts and discuss mitigations. This approach can enable the development of tailored responses to specific businesses, or clusters of businesses.

5.1.5 Phone calls

Direct phone contact would be used to directly inform stakeholders about upcoming works, anticipated impacts and discuss mitigation.

Phone contact would primarily be used to inform stakeholders about unexpected works or changes to work program previously discussed in face-to-face meetings.

5.1.6 Case management

Some businesses will need a more in-depth level of support if they are significantly impacted over an extended period. The dedicated Place Manager will be the single point of contact and will provide regular, tailored engagement.

The support and business disruption management measures to be deployed would be detailed in the relationship plan developed for that impacted business.

Contact details (including the project information line) will be provided on all communications documentation and to enable businesses to make contact at any time regarding the mitigation measures discussed or to make appropriate arrangements.

5.1.7 Promotion of local businesses

JCG proposes to develop marketing and promotional material and activities that will encourage awareness and patronage of businesses located in proximity to construction sites.

Well-designed communications about local businesses can assist with bringing attention to the local community and encourage patronage and support. Promotional activities could include:

- Local business precinct guides providing descriptions and locations of cafes, restaurants, bars, hotels, pubs, clubs, fashion and design outlets along the corridor
- Working with businesses to develop content for advertising, develop offers and promotions, online and social media promotions
- New promotional or wayfinding signage
- Advertising/promotion in works notifications/email updates/ newsletters etc

5.1.8 Sourcing project needs through local businesses

A major project like the ETP will have a variety of needs that can be met by 'buying local'. These include:

- Catering for events
- Consumables
- Respite and relocation activities
- Alternative accommodation
- Room and/or function space hire
- Meal and activity vouchers for residents impacted by construction work.

Wherever possible, JCG will seek to procure these services from local business.

5.1.9 Activation

Activations can be used as a measure to support businesses for disruption they may experience as the project progresses.

They include events or promotions intended to encourage visitation to a particular area or provide opportunities for businesses to promote themselves to a broader market. Activation initiatives are intended to enhance a place to increase customer or patronage volumes and

revenue. Activations can include social media campaigns, reward and recognition programs and events that draw attention from the public to the local business.

Activations will need to be innovative and creative to be noticed by the community and ultimately encourage patronage of businesses located in proximity to construction sites. They may include but are not limited to, additional customer seating, artistic decoration, or bespoke branding to give the place an identity.

Section 6.2 covers the circumstances where activation opportunities may be considered.

5.1.10 Strategic partnerships

JCG will seek partnerships with key community advocates such as the City of Sydney and local Action Groups to align on small business support. Furthermore, JCG will explore opportunities to work in partnership with small business mentoring services to facilitate training that will make businesses more resilient during construction.

5.1.11 Upskilling

Where appropriate, JCG may provide opportunities for businesses to participate in educational programs run by organisations including Business Coach Sydney and The Entourage. These programs can support businesses through skills development, such as online and digital commerce, business mentoring, succession planning and marketing.

5.1.12 Detailed planning around freight & servicing activities

JCG will liaise with individual businesses to assess impacts on deliveries and servicing. Where required, we will work to help couriers, truck drivers, tradespeople and their customers plan ahead and keep Sydney moving.

Where roads will be closed, access restricted or loading zones changed, JCG will meet with individual businesses to identify changes and discuss various options around re-timing deliveries to outside peak periods, consolidating deliveries to reduce the number of vehicles entering the CBD and investigating off-street loading and parking options to loading zones.

6 Application of Support Measures

6.1 Understanding local business needs

Key to applying the appropriate mitigation measures, it is necessary to understand the business context around JCG's construction sites.

Individual engagement is used to understand the specific individual requirements of businesses.

The engagement seeks to understand key elements of business operation and other relevant factors to prevent or minimise disruption, this includes but is not limited to:

- Type of business (such as retail, food and beverage, industrial, professional services)
- Operating hours
- Peak business times (when the business is busiest)
- Customer types (walk-ins, appointment or sought out by customers)
- How customers access the business (on foot, by car, public transport)
- Staff numbers
- How staff get to work (walk, public transport, car)
- Car parking
- Marketing activities
- Operational requirements
- Sales channels
- Deliveries – in and out
- Access requirements
- Professional and networking affiliations.

6.2 Implementing support measures

As noted above, businesses identified as being potentially impacted by construction activities through engagement activities may be eligible for project support.

This support would vary according to the type of impact, but also by the level of impact experienced by the business.

For businesses identified as potentially experiencing high or medium level impacts, a more tailored approach to disruption management is required. Businesses identified as potentially experiencing low levels of impact will receive support measures as outlined in section 6.2.1.

A range of potential opportunities for business support are outlined in Section 6.3 of this Plan. The precise nature of support provided would be guided by the type of business, its ability to self-manage impacts and the level and duration of the impact to be experienced.

In areas where there are multiple construction projects impacting the same small businesses such as Hunter Street West with the Milligan Group's development, JCG will endeavour to undertake a cohesive and coordinated approach that addresses the cumulative impact.

JCG will work with Sydney Metro on opportunities where bespoke branding or design is proposed, in consideration of Sydney Metro brand guidelines.

In accordance with the ETP Community Communications Strategy, all interactions with small businesses will be recorded in Consultation Manager. Support to be provided to highly impacted businesses would be detailed in the relationship plan developed for that business.

Table 3: Higher support options

Impact level	Measure
Medium	<ul style="list-style-type: none"> - Support via activation opportunities - Support via precinct-wide marketing/promotional opportunities - Wayfinding signage - Encouraging local spend
High	<ul style="list-style-type: none"> - Relationship plan - Regular drop in visits, one-on-one meetings - Encouraging local spend - Support via activation opportunities - Specific wayfinding signage and promotion via hoardings - Support via social media, marketing, and advertising - Support via training opportunities - Support provided to enable deliveries and waste collection - Support via Mentoring Service

6.2.1 Support measures

The following support measures would be provided to businesses in the vicinity of JCG construction sites.

Table 4: Support measures

Disruption risk	Risk controls/ support measures
Dust, noise and vibration generation	<ul style="list-style-type: none"> - Notification in accordance with the EPL and SM OCCS - Dedicated contacts (CPM) - Door knocks and one-on-one conversations - Emails, fact sheets, notification letters and newsletters - 24/7 community enquiries and complaints channels (metrotunnelsjcgjv@transport.nsw.gov.au & 1800 612 173) - Condition surveys for eligible property owners - Where possible, schedule works to minimise high impact noise and vibration works around peak trading periods - Changed construction equipment and methodology to reduce noise impacts - Respite hours for high impact work - Noise and vibration monitoring/determine sensitive equipment and receivers - Construction of site hoarding and acoustic shed - Noise attenuation treatments, where appropriate - Site maintenance, minimise impacts on footpaths etc - Staff Induction and toolbox meetings prior to noisy activities to highlight acceptable work force behaviour - Hoarding installed around site will help mitigate noise impacts - Use of water carts, water sprayers, street sweepers, chemical and organic ground cover, hard stands to limit, suppress and remove dust
Traffic disruption (additional truck movements)	<ul style="list-style-type: none"> - Implement construction traffic routes (primary, secondary) including specific access and egress locations in consultation with relevant road authorities/local government advice (Traffic and Transport Liaison Group). Consider alternative delivery routes if required - Construction traffic movements minimised in peak times, where possible

	<ul style="list-style-type: none"> – Truck driver toolbox meetings on localised conditions – Out of hours deliveries to minimise impacts of oversized vehicles on local roads – Wayfinding signage (in consultation with businesses, relevant road authorities, local government) – Permanent and temporary VMS – Traffic controllers to facilitate safe and efficient traffic movements – Dedicated contacts (CPM) – Door knocks and one-on-one conversations – Emails, fact sheets, notification letters and newsletters – 24/7 community enquiries and complaints channels (metrotunnelsjcgjv@transport.nsw.gov.au & 1800 612 173) – Sydney Metro website and Sydney Metro Connect App – Briefings with Customer Journey Planning communications team prior to major traffic changes
Compromised pedestrian access to businesses	<ul style="list-style-type: none"> – Establish pedestrian management strategy as part of Construction Traffic Management Plan (in consultation with local government) – Facilitation of pop-ups and retail installations – Promotions, marketing and offers – Wayfinding signage (in consultation with businesses, local government) – Develop bespoke business access comms for distribution to customer base (soft/hard copy) – Traffic controllers to facilitate safe and efficient traffic movements – Dedicated contact (CPM) – Door knocks and one-on-one conversations – Emails, fact sheets, notification letters and newsletters – 24/7 community enquiries and complaints channels (metrotunnelsjcgjv@transport.nsw.gov.au & 1800 612 173) – Sydney Metro website and Sydney Metro Connect App
Compromised availability of car parking	<ul style="list-style-type: none"> – Dedicated contact (CPM) – Door knocks and one-on-one conversations – Emails, fact sheets, notification letters and newsletters – 24/7 community enquiries and complaints channels (metrotunnelsjcgjv@transport.nsw.gov.au & 1800 612 173) – Sydney Metro website and Sydney Metro Connect App – Construction Parking and Access Strategy – Develop bespoke business access comms for distribution to customer base (soft/hard copy)
Compromised vehicular access to businesses	<ul style="list-style-type: none"> – Establish Construction Traffic Management Plan (in consultation with relevant road authorities/local government/Traffic and Transport Liaison Group) – Dedicated contact (CPM) – Door knocks and one-on-one conversations – Promotions and offers – Emails, fact sheets, notification letters and newsletters – 24/7 community enquiries and complaints channels (metrotunnelsjcgjv@transport.nsw.gov.au & 1800 612 173) – Develop bespoke business access comms for distribution to customer base (soft/hard copy)
Amenity impacts/including loss of visibility	<ul style="list-style-type: none"> – Business promotions, marketing and offers – Facilitation of pop-ups and retail installation – Business specific wayfinding signage (in consultation with businesses, local government)

6.3 Specific business support opportunities & examples

Table 5: Business support opportunities

Opportunity	Details
'Shop Local' campaign – promote local businesses to surrounding community, encourage repeat business and patronage	<p>'Shop and win' promotion which aims to drive customers towards local businesses and encourage the community to purchase from or patronise participating businesses during construction:</p> <p>The Project team will do this by:</p> <ul style="list-style-type: none"> - Providing prize incentives to customers in the form of monthly prize packs and a major prize draw. - An annual or monthly amount (to be determined), will be sourced from participating local businesses on a rotating basis between the Hunter and Pyrmont sites where there are more public facing small businesses - Promoting the benefits of purchasing local and supporting local businesses during construction - Providing advertising and promotional support for participating businesses connected with the promotion <p>Public encouraged to shop at participating businesses to go into a draw for a chance to win monthly prizes and a major prize at the end of each year.</p> <p>Entrants are required to spend a minimum of \$10 at participating businesses to enter the monthly and end of year major prize draw.</p> <p>Entry must be via the promotion QR Code, available instore or online. Entries must provide receipt of purchase along with contact details.</p> <p>To encourage ongoing purchasing, there is no limit to the number of entries that can be made so long as the receipt of purchase is different for each entry.</p> <p>There is no cost to businesses to be part of this promotion. Businesses are encouraged to promote the promotion to their customers, clients, and the local community.</p>
Upskilling	<p>Small Business Mentoring Services:</p> <ul style="list-style-type: none"> - Provide tailored one-on-one mentoring sessions, workshops and clinics to impacted businesses. Help to identify areas for improvement and opportunities for growth etc. - Mentoring services can also help identify areas where support can be most effectively directed (independent assessment). <p>Ongoing consultation with the City of Sydney will help to identify local operators that can provide small business tutorials and information sessions. Subject to interest from small business owners, JCG endeavours to organise at least one training session per year across the sites</p>
Social media and marketing support sessions/services	<p>Direct support from social media specialists to help with online marketing and promotional activity to highly impacted businesses</p> <p>Online social media workshops:</p> <ul style="list-style-type: none"> - Virtual online workshops (sessions to be determined based on business needs etc) <p>JCG to provide social media support to interested small businesses.</p>
Project workforce Reward and Recognition program	<p>Workforce Business Directories (digital):</p> <ul style="list-style-type: none"> - To encourage construction workforce and staff working in the area to support local businesses, we will develop a directory, listing

	<p>businesses located near the construction site. This is a free listing and also an opportunity to promote businesses to the wider Project team.</p> <ul style="list-style-type: none"> - The workforce business directory will feature information on local businesses, including deals and discounts (where provided) and a map identifying business location. - Vouchers to be distributed as part of workforce reward and recognition program across each of the three sites. This is particularly useful at locations such as The Bays where there is restricted access to small businesses that offer services/products for the general public encouraging workers to spend locally when they can. <p>As part of this promotion, each month we will feature a business at the daily pre-start meetings and within the site offices/lunchrooms to spread awareness of local vendors.</p>
Signage and wayfinding	<p>Signage, including wayfinding signage, will be used to maintain business presence in the area and ensure visibility.</p> <p>Develop access maps (print and online) advising of alternative access points, detour, wayfinding for customers and local residents.</p> <p>Support provision of additional signage and branding for traders where business sight lines are impeded.</p> <p>Provide business support signage and Project progress reports along preferred pedestrian detour route.</p>
Activations/placemaking	<p>Explore opportunities to partner with local councils, or trader</p>
Business employee respite/care pack	<p>Where impacts from works can't be mitigated at the source (noise and vibration) provide staff with a mix of respite measures.</p> <p>Items in a care pack may include but not limited to:</p> <ul style="list-style-type: none"> - Noise cancelling headphones - Movie tickets - Coffee/food vouchers to local businesses etc <p>Where possible we would look to offer 'care packs' prior to high impact works starting as a way of acknowledging the upcoming unavoidable disruption.</p> <p>Offers will be made at the discretion of the project and will be based on predicted noise levels at the property and expected duration.</p>
Furniture re-use	<p>Where there is an opportunity to re-use furniture from buildings scheduled for demolition within the ETP construction footprint, JCG will prioritise providing available items to small businesses who express interest.</p>
Brand design and development	<p>Precinct brand development to help with precinct-wide marketing and promotions.</p> <p>Provides an identity for the local business community and a legacy post project.</p> <p>Photography also an important component of this business support measure. Assets that can also be used for individual business purposes.</p>

7 Complaints Management Process

7.1 Management & resolution of complaints

Through proactive and early engagement with impacted businesses, JCG will seek to address potential issues before they arise, minimising the need for businesses to escalate their issue through the complaints process.

However, when this is not possible, JCG has developed a Construction Complaints Management System for stakeholders impacted by the delivery of the project, including businesses.

The Construction Complaints Management System is outlined in the ETP Community Communication Strategy.

8 Review & Reporting

8.1 Review

The Plan will be reviewed regularly and as required. Auditing and review of affected small businesses will also be reviewed against the performance parameters in Section 11.3 of the Sydney Metro OCCS.

This review will utilise the outcomes of internal and external stakeholder monitoring and measurement to guide improvements or updates as required. It will also examine the team's experience in implementing the plan to identify ways its delivery can be streamlined or enhanced.

Following the review, the team will note any updates in its monthly report and submit the revised plan for approval and filing in the document management system.

8.2 Reporting process

JCG will include details of business support measures in its monthly report to Sydney Metro.

Feedback on the Plan would be obtained using feedback received directly from businesses and through JCG's ongoing reporting process outlined in Table 6 below.

Table 6: Measurement, monitoring and reporting

Period	Action	Details	Responsibility
Monthly	Review business contacts	Ensure business contacts and information is up to date and any outstanding issues have been addressed. Complaints and enquiries are closed within the required timeframes.	Stakeholder & Community Engagement Team
As required	Audit of this Plan	Review plan in context of stakeholder feedback and internal review of contacts. Update to refine or enhance approach as required	Stakeholder & Community Engagement Director
Ongoing	Review promotional and marketing activities	Written review and analysis undertaken on each individual business support initiative - requiring demonstration of effectiveness via qualitative and quantitative measures.	Stakeholder & Community Engagement Team