

# Business Management Plan

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N217

Barangaroo Station

20 June 2023



## *Project overview*

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**Project Site Address:**

Hickson Road  
BARANGAROO  
NSW 2000

**BESIX Watpac State Division Address:**

Level 24, 44 Market Street  
SYDNEY  
NSW 2000

**Project Commencement Date:**

12 March 2021

**ABN:**

71 010 462 816

## Revision history

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| Version | Date     | Revision Description                   | Project/Site Manager Sign off  |
|---------|----------|--|--------------------------------|
| A       | 24/05/21 | Submission for Review                  |                                |
| B       | 09/06/21 | Updated with client feedback           |                                |
| C       | 28/06/21 | Final for approval                     |                                |
| 00      | 08/09/21 | Approved for Construction              |                                |
| 01      | 10/11/22 | Final updated submission for approval  | Luke Hunter / Project Director |
| 02      | 19/12/22 | Final approved update for construction | Luke Hunter / Project Director |
| 03      | 20/06/23 | Final updated submission for approval  | Luke Hunter / Project Director |

*Contents*

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# Business Management Plan

|   |           |
|---|-----------|
| <b>Glossary</b>                                       | <b>4</b>  |
| <b>1. Document overview</b>                           | <b>5</b>  |
| <b>2. Project context and Construction Activities</b> | <b>7</b>  |
| <b>3. Business engagement approach</b>                | <b>10</b> |
| <b>4. Key issues and mitigations</b>                  | <b>13</b> |
| <b>5. Communications tools and activities</b>         | <b>14</b> |

*Appendices*

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**Appendix A – business stakeholder overview**

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# Glossary

| Acronym  | Definition   |
|----------|--|
| BMP      | Business Management Plan                                   |
| BRS      | Barangaroo Station   |
| BR COP   | Barangaroo Construct Only Package                          |
| PCT      | Project Communications Team                                |
| CCC      | Community Complaints Commissioner                          |
| CCS      | Community Communications Strategy                          |
| CEMP     | Construction Environmental Management Plan                 |
| CSSI     | Critical State Significant Infrastructure                  |
| CM       | Consultation Manager                                       |
| CMCG     | Communications Management Control Group                    |
| CCMS     | Sydney Metro Construction Complaints Management System     |
| CNVIS    | Construction Noise and Vibration Impact Statement          |
| CNVMP    | Construction Noise and Vibration Management Plan           |
| CoA      | Conditions of Approval                                     |
| DA       | Development Application                                    |
| DPiE     | Department of Planning, Industry and Environment           |
| ER       | Environmental Representative                               |
| JHCPB JV | John Holland CPB Ghella Joint Venture                      |
| OCCS     | Sydney Metro Overarching Community Communications Strategy |
| SCO      | Sydney Coordination Office                                 |
| SM       | Sydney Metro   |
| SDPP     | Station Design Precinct Plan                               |
| SSD      | State Significant Development                              |
| TTLG     | Traffic and Transport Liaison Group                        |
| TSE      | Tunnel and Station Excavation (work or Contractor)         |
| WCAG     | Web Content Accessibility Guidelines                       |
| SBOSP    | Small Business Owners Support Program                      |

# 1. Document overview

## 1.1 Purpose

This Business Management Plan (BMP) outlines BESIX Watpac's approach to managing engagement and ongoing consultation with businesses interested in and potentially affected by station construction at Barangaroo (BR COP). It discusses issues specific to businesses within 50m and 100m of the BR COP site boundary, addresses how construction impacts will be minimised and identifies opportunities to maximise project benefits.

## 1.2 Objectives

BESIX Watpac will work to deliver effective and meaningful communications and engagement with local businesses throughout the BR COP works

1. Fulfil the requirements of the Sydney Metro Overarching Community Communications Strategy (OCCS) and other relevant Conditions of approval
2. Identify issues for consideration during construction to reduce the potential impacts on businesses
3. Maximise project benefits through community investment partnerships
4. Identify business stakeholders that are affected by station construction, as well as issues specific to individual businesses
5. Detail strategies and activities to be used to facilitate open communication and engagement with businesses
6. Define roles and tools to enable the Barangaroo Place Manager to deliver the BMP
7. Identify businesses potentially impacted by BR COP works and explain mitigation measures for identified business related impacts

## 1.3 Conditions of Approval

The Sydney Metro City and Southwest Chatswood to Sydenham Conditions of Approval (CoA) requires the preparation and implementation of a Business Management Plan

This document fulfils the requirements of the CoA as the Business Management Plan for the BR COP works.

Table 1 outlines the CoA and where they are addressed in this plan.

**Table 1: Conditions of Approval relevant to business management**

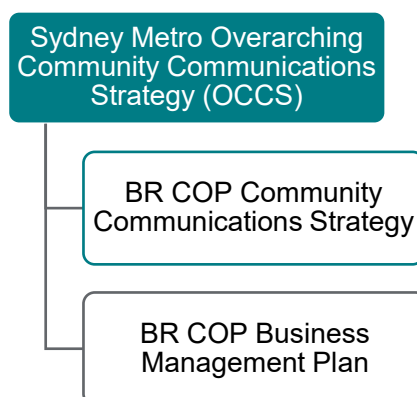
| Ref | Requirement  | Section                                   |
|-----|--|---|
| E64 | The Proponent must prepare and implement a Business Management plan to minimise impact on businesses adjacent to major construction sites during construction of the CSSI.   | All                                       |
|     | Measures to address amenity, vehicular and pedestrian access during business hours and visibility of the business appropriate to its reliance on such, and other reasonable matters raised in consultation with affected business;   | Section 3.6<br>Section 4.2<br>Section 4.6 |
|     | A Business Consultation forum linked to the Community Communication Strategy required by Condition B1;   | Section 3.3                               |
|     | Business Management Strategies for each construction site (and/or activity), identifying affected businesses and associated management strategies, including the employment of place managers and specific measures to be put in place to assist small business owners adversely impacted by the construction of the CSSI; | Section 1.5<br>Section 4.3<br>Appendix A  |
|     | A Small Business Owners' Support Program to provide assistance to small business owners adversely impacted by construction of the CSSI. The Program must be administered by a Retail Advisory/Support Panel established by the Proponent. The  | Section 4.3<br>Section 4.4                |

| Ref | Requirement   | Section                   |
|-----|---|---------------------------|
|     | Program must have appropriate specialist representatives and must report to the Proponent;  |                           |
|     | A monitoring program to assess the effectiveness of the measures including the nomination of performance parameters and criteria against which effectiveness of the measures will be measured   | Section 4.6               |
|     | Provision for reporting of monitoring results to the Secretary, as part of the Compliance Tracking Program required in Condition A28  | Section 4.6               |
| E86 | During construction, measures must be implemented to maintain pedestrian and vehicular access to, and parking in the vicinity of, businesses and affected properties. Alternative pedestrian and vehicular access, and parking arrangements must be developed in consultation with affected businesses. Such arrangements must be outlined in the Business Management Plan required in Condition E64 and implemented as required. Adequate signage and directions to businesses must be provided before, and for the duration of, any disruption. | Section 3.6<br>Appendix A |

## 1.4 Relationship to other plans

This BMP has been prepared with the Sydney Metro Overarching Community Communication Strategy (OCCS). It is also part of a suite of plans outlining communications for all stakeholders for the BR COP project. The Sydney Metro OCCS and its related plans are designed to work in conjunction with each other. The figure below shows the hierarchy of stakeholder and community communication plans.

**Figure 1: Hierarchy of Communication Plans**



## 1.5 Accountabilities

BESIX Watpac's Project Communications team (PCT) is responsible for delivering this plan, communicating its requirements to the project team and ensuring all staff and subcontractors work in line with its requirements.

The Place Manager is the primary contact for all business relationships. They will be supported by the rest of the PCT – see BR COP CCS for more details on team roles and responsibilities.

## 1.6 Document update and review

This plan will be reviewed regularly during the BR COP works to ensure that business information, management strategies and identified issues remain current. The plan will be reviewed and updated every six months. Updates will account for any changes in businesses, construction milestones and lessons learned to ensure the plan's ongoing effectiveness. Document review will be assessed using the monitoring program and performance measures outlined in section 4.6.



## 2. Project context and Construction Activities

### 2.1 Sydney Metro City and Southwest

Sydney Metro is Australia's biggest public transport project.

Services started in May 2019 in the city's North West with a train every four minutes in the peak. Metro rail will be extended into the CBD and beyond to Bankstown, with new CBD metro railway stations at Martin Place, Pitt Street and Barangaroo and new metro platforms at Central. By 2030, Sydney will have a network of four metro lines, 46 stations, and 113km of new metro rail.

### 2.2 Barangaroo Precinct Background

Barangaroo is one of the largest urban renewal projects in Australia. Barangaroo is a 22-hectare mixed-use development located on the western waterfront of Sydney CBD. It is a world-class retail, cultural and financial precinct, supported by native parklands, spectacular views and walking and cycling connections.

Construction in Barangaroo has been underway since 2012. To date, completed construction projects include three commercial towers (including a retail and dining precinct), Daramu House, Crown Sydney, Wynyard Walk, Barangaroo Reserve and the Barangaroo Foreshore Walk, which creates an uninterrupted pedestrian connection between Woolloomooloo and Anzac Bridge

The Barangaroo development is managed by Infrastructure NSW.

### 2.3 Barangaroo Station Construction

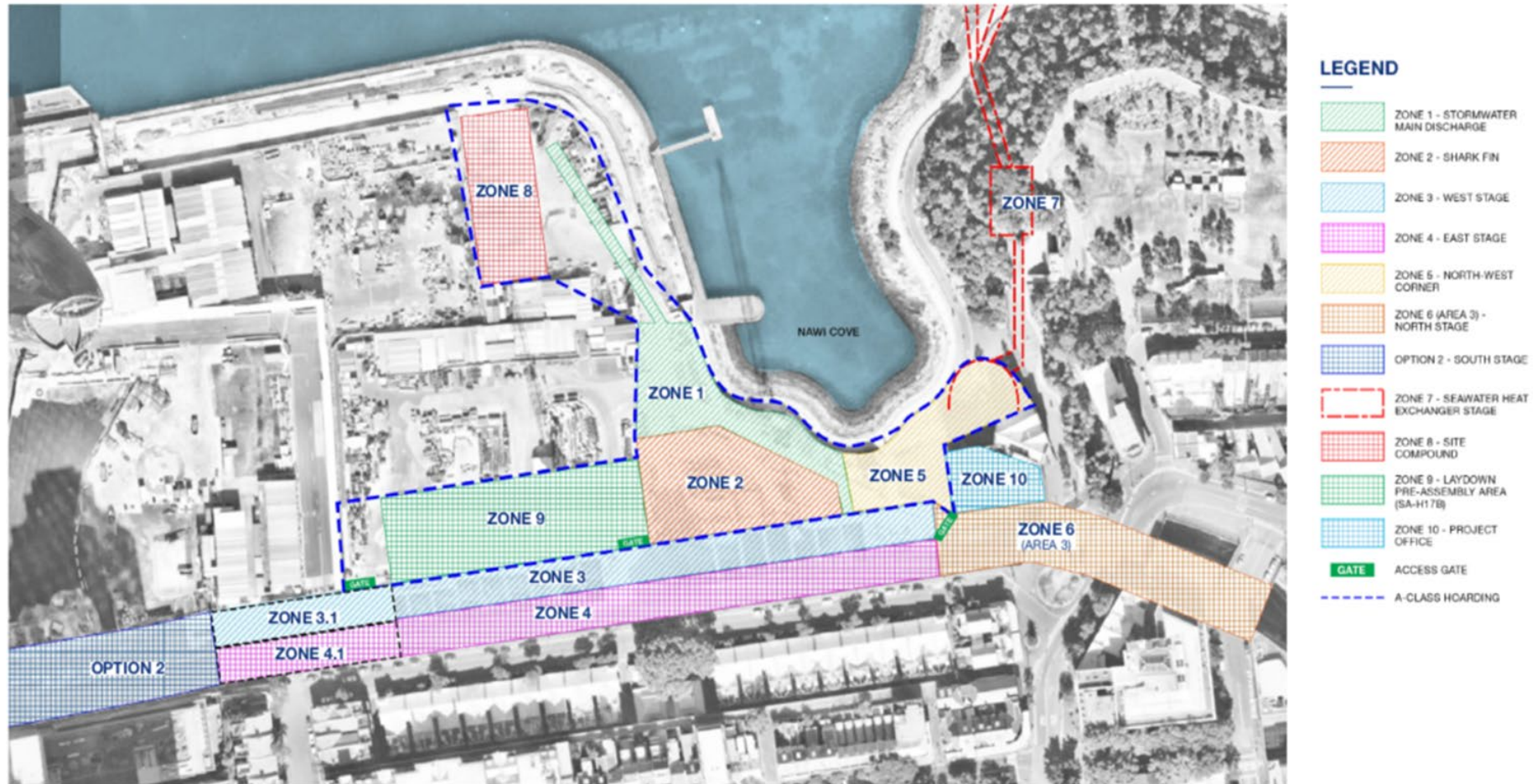
Table 2: Barangaroo Station Construction Summary

| Area                 | Scope   | Zone                          | Duration          |
|----------------------|---|-------------------------------|-------------------|
| Station Works        | Fit-out of the underground station box, including:  | Station box                   | Q4 2021- Q1 2024  |
|                      | Site establishment and mobilisation   | Zones 6, 9                    |                   |
|                      | A northern entrance accessible from Hickson Road  |                               |                   |
|                      | Provision for a future southern station entrance  |                               |                   |
|                      | Primary and secondary structural works  |                               |                   |
|                      | Fit-out of two metro station platforms including facilities, seats, signage, gate lines & ticketing           |                               |                   |
|                      | Services including Mechanical, Fire, Electrical and Hydraulic   |                               |                   |
|                      | Vertical transportation systems including lifts, escalators and stairs  |                               |                   |
| External Civil Works | Provision for Linewide construction works   |                               |                   |
|                      | Demolition works  | Zones 3, 4,                   | Q4 2021 – Q1 2023 |
|                      | Road upgrades, including cycle lanes, curbs, signage, pavements and lighting                                  | Zones 3, 4, 6                 | Q4 2021- Q2 2024  |
|                      | Utility works, including stormwater   | Zones 1, 2, 3.1, 4.1, 5, 6, 7 | Q4 2021- Q4 2023  |
|                      | Backfill of Northern Shaft and shed demolition  | Zone 6                        | Q2- Q3 2023       |
|                      | Station amenities, including bus facilities, taxi and kiss and ride parking, and bicycle parking and storage. | All                           | Q3 2023- Q2 2024  |



| Area | Scope       | Zone | Duration         |
|------|-------------|------|------------------|
|      | Landscaping | All  | Q2 2023- Q2 2024 |

Figure 2: Project work zones



## 3. Business engagement approach

### 3.1 Our approach

Existing relationships built from Sydney Metro and incumbent contractors will be the foundation for BR COP consultation.

Engagement will focus on businesses within 100 metres from construction, or businesses likely to be affected by construction. Many of these businesses will have been in contact with Sydney Metro during early construction and TSE works. The aim will be to understand businesses in the Barangaroo area, their unique needs, and existing relationship with Sydney Metro, and, where possible, develop mitigation measures and respond to the reasonable requirements of each business.

Subject to changes in the community created by Covid, BESIX Watpac will also work with local businesses to maximise project benefits, including:

1. Creating supply chain opportunities with local social enterprise organisations that support diversity and inclusion
2. Creating a Barangaroo Station project loyalty card for local impacted businesses, encouraging site workers to use local businesses.
3. Providing a volunteering program for BESIX Watpac employees and site workers to support vulnerable people living locally via a suitable homelessness charity partner.

### 3.2 Business stakeholder overview

BR COP is surrounded by a number of different business stakeholders, including:

1. Hotels and luxury accommodation
2. Car parks serving the Barangaroo area
3. Childcare and educational facilities
4. Cafes, Bars and Restaurants serving the Barangaroo and Millers Point Precincts
5. Retailers
6. Commercial offices and government departments.

Table 3 below outlines BESIX Watpac's approach to different tiers of business stakeholders in the Barangaroo area. This table will be regularly reviewed and updated throughout the project to maintain a current understanding of stakeholder needs.

A full business stakeholder summary, providing specific detail on businesses within each category, is available in Appendix A of this document.

**Table 3: Business communications approach**

| Business Category         | Potential Issues or Interests   | Communication tools   |
|---------------------------|---|---|
| Within 50m of BR COP site | Dust, vibration, noise, visual impacts<br>Access<br>Changes to waste collection<br>Hoardings near businesses<br>Impacts to essential services<br>Construction hours (particularly OOH for Hotels)<br>Project duration<br>Cumulative impacts from surrounding projects | Business information forums<br>Project communication (including 1800 number, website, email)<br>Face-to-face meetings<br>Property Condition Surveys<br>Construction notification for all works<br>Monthly updates<br>Project loyalty card |

| Business Category                               | Potential Issues or Interests   | Communication tools  |
|---|---|--|
|   | Concern about property damage<br>Changes to traffic on Hickson Road   |  |
| Within 100m of BR COP site                      | Dust, vibration, noise, visual impact<br>Access<br>Changes to waste collection<br>Hoardings near businesses<br>Impacts to essential services<br>Construction hours (particularly OOH for Hotels)<br>Project duration<br>Cumulative impacts from surrounding projects<br>Concern about property damage<br>Changes to traffic on Hickson Road | Business information forums<br>1800 number<br>Face-to-face meetings<br>Construction notification for out of hours work<br>Property condition survey (where identified)<br>Project loyalty card |
| Businesses within 200-400m of BR COP            | Standard construction impacts<br>Sensitive equipment<br>Construction hours<br>Changes to access<br>Changes to traffic on Hickson Road<br>Heavy vehicle movements  | Project communication (including 1800 number, website, email)<br>Monthly updates   |
| Other impacted/interested business stakeholders | Standard construction impacts<br>Project updates  | Project communication (including 1800 number, website, email)<br>Monthly updates, where subscribed   |

### 3.3 Business information forums (for businesses within 100m)

BESIX Watpac worked with JHCPBG and Sydney Metro to develop a full understanding of businesses previously impacted by the project, existing relationships and mitigation strategies currently underway. Appendix A will be updated in any revisions of this plan to reflect current status of businesses, including any additional businesses previously unidentified.

BESIX Watpac worked with JHCPBG and Sydney Metro to understand preferred methods of contact, and where appropriate engaged with businesses directly to confirm processes moving forward.

We will use a tiered approach to consultation with businesses that reflects the degree of impact from BR COP works. As detailed in Section 5.2 of BR COP CCS, we will provide appropriate forums to ensure business needs are understood and to confirm the frequency and level of ongoing communication required.

### 3.4 Key stakeholder and business leader briefings

Key Stakeholder and business leader briefings will be used for stakeholders that are senior management of major businesses whose headquarters or major operations are adjacent to or potentially affected by BR COP Works (eg. Crown Towers). Boardroom-style briefing will be provided either individually or in small groups depending on stakeholder preferences. BESIX Watpac will identify existing communication preferences previously identified by JHCPBG. Initial

briefings will be used to establish a relationship with stakeholders, confirm communication preferences and understand any existing priorities or concerns.

### 3.5 Business building-based information sessions

These forums will be used when a major building near a construction site includes many businesses. They will be arranged with the assistance of building managers or tenant liaison managers. The forums will be designed to be convenient and the frequency and topics will be discussed with the stakeholders

### 3.6 Business Consultation through existing local channels

Held at intervals of no less than 12 months, businesses within 100 metres of the site will be consulted during their regular meetings at key stages of the BESIX Watpac Works.

BESIX Watpac will establish relationships with key industry bodies relevant to the BR COP Works (see list in Appendix A) to facilitate communication with businesses in their networks. Our approach will ensure business stakeholders have access to information and give those most affected adequate opportunity to contact the BR COP Works team.

Section 4.1 Tools and Activities describes communication tools and forums in more detail, including the purpose, processes and responsibilities for the operation of consultation forums.

### 3.7 Communicating with wider business community

Many people will be interested in the BR COP works because of its location in the Barangaroo Precinct and the importance of Sydney Metro City & Southwest to Sydney.

Throughout the project, BESIX Watpac will provide businesses with updates about the works and project updates. This will be achieved through:

1. Regular newsletters distributed to local business stakeholders
2. Enabling local businesses to register for regular email updates and providing video and social media updates in compliance with the protocols outlined in BR COP CCS.

### 3.8 Coordination with Sydney Metro

BESIX Watpac will embrace a whole of Sydney Metro culture with Interface Contractors to ensure the safe and sequential delivery of all packages to achieve the on-time completion, testing and commissioning of the landmark Barangaroo Station and the Sydney Metro City & Southwest Project.

Sydney Metro manages strategic planning, overall project delivery and multiple construction, development and operations contracts for Sydney Metro City & Southwest. Sydney Metro maintains long-term relationships with stakeholders throughout the project lifecycle, from early planning through to operations.

Sydney Metro maintains the 24-hour community information line, the Sydney Metro website, social media accounts, and is the first point of contact for media/Government relations (see BR COP CCS and SM OCCS for more information).

BESIX Watpac is committed to supporting Sydney Metro's long-term stakeholder relationships by providing input as required.

### 3.9 Interface coordination

BESIX Watpac will align communications approach with interface contractors through the Communications Interface Coordination Group (CICG), as outlined in section 5.4 of the BR COP CCS.

### 3.10 Cumulative Impacts

Barangaroo has seen major construction for over 10 years. Sydney Metro has occupied the Barangaroo Station site since 2017, and many business stakeholders are already experiencing construction fatigue.

BESIX Watpac will proactively work with Sydney Metro and other contractors to understand and address any existing and ongoing concerns for nearby businesses, and to minimise impacts to stakeholders directly affected by multiple projects.

## 4. Key issues and mitigations

**Table 4: Key Issues and mitigations**

| Issue  | Mitigation  |
|--|---|
| Hours of operation and information on the expected duration and level of impacts   | Public communications material and protocols as outlined in CCS   |
| Maintaining visibility and pedestrian flows  | Ensure project team is briefed and aware of local business needs throughout construction<br>Project loyalty card to encourage site workers to visit local businesses<br>Providing wayfinding signage to impacted businesses if required   |
| Maintaining access for business deliveries and taxis, especially for hotels        | Traffic Management Plan, including keeping a two-way flow of traffic through Hickson Road throughout the project and minimising movement during peak hours.<br>Any anticipated impact to access to be communicated through communication streams<br><br>Continuity of essential services (electricity, water, etc.) and provide backup plans when works have the potential to disrupt services<br><br>Where appropriate, ensure building facilities are unaffected, particularly car park entrances, hydrants, fire escapes, evacuation paths and muster points |
| Noise, vibration and amenity for all staff and customers                           | Avoiding highly intrusive works during critical business operations, such as during major events<br><br>Consultation on appropriate respite periods and other mitigation measures<br><br>Understanding business stakeholders who may be highly sensitive to noise, eg. KU Lance Childcare<br><br>Notifying business stakeholders within 100m in advance of out of hours works, particularly sensitive receivers eg. The Langham Hotel   |
| Heritage impacts for businesses operating from listed properties, where identified | Property condition surveys and monitoring plans   |
| Dust and hazardous material management, particularly near air conditioning intakes | Communicate dust suppression approach as outlined in CEMP   |
| Sensitive machinery  | Work with any business stakeholders who may use machinery sensitive to noise (none identified in CNVP)  |
| Cumulative impacts   | Collaborate with interface contractors and adjacent projects to manage cumulative impacts   |



## 5. Communications tools and activities

### 5.1 Tools and Activities

BESIX Watpac will use a suite of communications and consultation tools for the BR COP works.

Different businesses will require different communications approaches. The PCT will work to identify stakeholders' preferences early in line with existing relationships with Sydney Metro and JHCPBG.

Table 5 below outlines the communications tools used for the BR COP works. Further detail about these tools is available in Section 5 of the BR COP CCS.

**Table 5: Communications tools and activities**

| Tools and activities  | Purpose  | Frequency/timing   |
|---|--|--|
| <b>Community contact</b>  |  |  |
| Community information line 1800 171 386   | Allows access to project team during construction hours<br><br>Publicised on all communication materials   | Available 24 hours a day, seven days a week during construction      |
| Community email address<br><a href="mailto:sydneymetro@transport.nsw.gov.au">sydneymetro@transport.nsw.gov.au</a> | Allows access to project team during construction hours  | Available 24 hours a day, seven days a week during construction      |
| Community PO Box<br><br>PO Box K659, Haymarket, NSW 1240  | Allows access to project team during construction hours  | Available 24 hours a day, seven days a week during construction      |
| Project website <a href="http://www.sydneymetro.info">www.sydneymetro.info</a>                                    | Provides compliance with approval conditions. This holds copies of approved management plans<br><br>Provides general project information, images, animations, notifications, newsletters and broader Sydney Metro information<br><br>24-hour contact information and email newsletter subscription details | Throughout the project and 12 months after completion of the project |
| BESIX Watpac Barangaroo website page:   | Provides information about the project's activities along with notifications and project information, job opportunities and compliance documents<br><br>Contact information is also advertised here  | Available throughout the project and for 12 months after completion  |
| Project Communications Team email   | Allows project team to respond to email  | Available 24 hours a day, seven days a week during construction      |



| Tools and activities                        | Purpose   | Frequency/timing  |
|---|---|---|
|   | enquiries and coordinate stakeholder meetings   |   |
| <b>Public Communication Material</b>        |   |   |
| Community notification letter               | <p>Advise community and stakeholders of construction activities no later than seven (7) days in advance and include:</p> <p>Scope of work</p> <p>Location of work</p> <p>Hours of work</p> <p>Duration of activity</p> <p>Type of equipment used</p> <p>Likely impacts including noise, vibration, traffic, access and dust</p> <p>Mitigation measures</p> <p>The Sydney Metro 24-hour telephone number, postal address and email address</p> | <p>Monthly and as required for out of hours work, new activities or new impacts (at least seven (7) calendar days in advance)</p> <p>Notifications will be delivered to all properties within 50m of the relevant work zone for all work during standard construction hours.</p> <p>Where required, out of hours work notifications will be distributed to residents and businesses within a 100m radius of the site.</p> |
| Emergency work notifications                | Email information to advise properties of emergency work within two hours of starting work  | As required   |
| Site signage and hoarding banners           | <p>Signage used to identify the site and provide contact information for the community</p> <p>Sydney Metro will provide artwork to be printed on external barriers. BESIX Watpac will provide site layouts for location and measurements of all boundary hoardings, sheds, fencing and access gates.</p> <p>Viewing holes will be provided in hoarding.</p>   | As required, including steel hoarding at the northern entrance site.  |
| Frequently asked questions and key messages | Resource used by the team as a reference for enquiry responses. Can also be used for websites, fact sheets and briefing notes as required   | Ongoing   |
| Translation services                        | To communicate with non-English speaking communities  | As required   |
| Sydney Metro social media                   | Up to 180 character social media post, communicating key information and project milestones.  | Up to three posts per month, as required by Sydney Metro  |

| Tools and activities   | Purpose   | Frequency/timing   |
|--|---|--|
| Animations and visualisations  | Graphic representations and interactive platforms to aid effective communication of the station design and construction   | As required  |
| Fact sheets  | Used to explain key aspects of Sydney Metro and the project to the community and stakeholders   | As required  |
| Newsletters  | Used to update the community on the status of current and upcoming activities   | Two per year (and contribute to additional by others, as required)<br><br>To be delivered to all properties within 100m of the BR COP site |
| Photography and video recordings   | Used to record the construction process and progress and assist with explaining aspects of work to stakeholders   | Monthly  |
| <b>Face-to-face and interactive tools</b>                                |   |  |
| Community information sessions   | Held in collaboration with Sydney Metro team as required for major project updates. Attended by PCT and appropriate subject matter experts.<br><br>BESIX Watpac will be responsible for delivering supporting materials, subject to approval requirements | As required  |
| Barangaroo Local Residents Forum   | For residents and community groups within 100m of construction sites. The focus is on key environmental management measures relating to construction activities.  | As required  |
| Business Consultation through existing local channels and direct contact | For businesses within 100m of construction sites. These events provide a convenient update on construction activities and mitigation measures and an opportunity to provide feedback  | As required  |
| Doorknocks   | Discuss potential project impacts and proposed mitigation with residents, businesses and other stakeholders. Leave behind written information and contact   | 7 days in advance of work, where required  |

| Tools and activities            | Purpose  | Frequency/timing   |
|---------------------------------|--|--|
|                                 | details for community members who are not at home  |  |
| Stakeholder meetings            | Discuss project activities including work in progress or upcoming work and potential issues, one-on-one or with a group  | As required  |
| Site visits                     | <p>Inform selected stakeholders about progress of the project and any key milestones or activities taking place with appropriate personnel on site</p> <p>BESIX Watpac will have enough SM PPE for at least 30 visitors onsite at any time. Exclusion zones and VIP areas will be allocated.</p> | As required  |
| School presentations and events | Participation in Sydney Metro schools' engagement program  | As required  |
| <b>Other communication</b>      |  |  |
| Construction signage            | Information or directional signage at the location of traffic changes to advise road users and pedestrians on the duration and nature of change, as well as alternate paths if required  | As required  |
| Traffic alert email             | Communication to transport operators and emergency services to advise of traffic changes, including road or lane closures and detours  | As required  |
| Variable message signs VMA      | Additional notice to advise road users of traffic changes  | As required  |
| Advertisements                  | Advertise in newspapers prior to major changes in traffic conditions   | As required, to be placed 7 calendar days before activities commence |
| Radio advertisements            | Use radio advertisements to notify community prior to major changes in traffic conditions  | As required  |

## 5.2 Enquiries and complaint management

Enquiries and complaints directed to the PCT through Sydney Metro's 24-hour community information line, community email address or in person will be managed in accordance with the Sydney Metro OCCS as outlined by BR COP CCS Section 6.8.

## 5.3 Small business owner support project

Sydney Metro's Small Business Owners Support Program (SBOSP) provides assistance to small business owners located within 50 metres of Sydney Metro City & Southwest. A small business is identified in the program as a business that employs fewer than 20 people.

Eligible businesses that raise concerns unable to be mitigated by measures outlined in this BMP will be referred to Sydney Metro for consideration and additional support under the SBOSP. Specific support to eligible businesses and may include activities such as:

1. Small business education and mentoring
2. Activation events
3. Business engagement events
4. Marketing and promotion.

A Retail Advisory/Support Panel will review Business Action Plans and provide advice on initiatives to support small businesses. The panel will also monitor the implementation of these plans and evaluate the effectiveness of the support program.

Further details on Sydney Metro's SBOSP, including the support measures available and the role of the Retail Advisory / Support Panel, can be found in the *Sydney Metro City & Southwest Small Business Owners Support Program Project Plan* (2017), which is available on the [Sydney Metro website](#).

## 5.4 Retail Advisory/Support Panel

Sydney Metro's Retail Advisory Support Panel (RASP) is an advisory panel that administers the SBOSP to provide assistance to small business owners adversely impacted by Sydney Metro City & Southwest construction.

The RASP performs the following functions:

1. Review and comment on proposed business support initiatives aimed at minimising the impact of construction on local businesses, including this Business Management Plan and related documents
2. Monitor the implementation of the above plans and programs
3. Evaluate the effectiveness of the initiatives being implemented
4. Identify opportunities for improvement
5. Provide advice on strategies to manage issues or complaints referred to the panel by Sydney Metro, the Community Complaints Mediator or the Environmental Representative
6. Provide advice on business support initiatives across the Sydney Metro City & Southwest project.

## 5.5 Consultation Manager

All interactions with businesses as part of the BR COP works will be recorded in Sydney Metro's Consultation Manager (CM) database.

All stakeholder interactions will be recorded in the CM database, including:

1. enquiries
2. complaints
3. meetings
4. site visits
5. information sessions

6. public communication materials
7. marketing and promotional materials
8. property treatment
9. property condition inspections and reports
10. property damage claims.

## 5.6 Monitoring program and performance measures

A monitoring program will be used to assess the effectiveness of strategies to inform and minimise impacts of construction on businesses. The performance parameters and monitoring tools are shown in Table 6.

Monitoring results will be provided to Sydney Metro on a six-monthly basis in the same format of Table 6 below, compiling monitoring data for a six-month period, along with lessons learned, to be included in the six-monthly Construction Compliance Reports submitted to the Secretary.

This monitoring framework will also be used during the review of the Business Management Plan every six months (see section 1.6 for detail).

**Table 6: Monitoring performance**

| Performance Parameters                                | Measures   | Monitoring  | Reporting  |
|---|--|---|--|
| Awareness of construction activity and likely impacts | Notifications issued within required timeframes on 100% of occasions, unless otherwise agreed with Sydney Metro.                 | Records in Consultation Manager database on number and timing of notifications.   | Number of notifications issues<br><br>Percentage of notifications issues on time   |
|   | Number of business briefings, building-based information sessions and face-to-face meetings prior to works.                      | Records in Consultation Manager database on number of (and attendance at) briefings, information sessions and completed doorknocks/face-to-face meetings. | Number of briefings, information sessions and completed doorknocks<br><br>Percentage of businesses within 50m contacted prior to works |
|   | Make contact via these measures with 100% of businesses who are within 50m prior to works and have the potential to be impacted. | Feedback from meetings, presentations and briefings (documented in Consultation Manager).   | Number of complaints received from businesses relating to lack of information about construction activities and impacts                |
|   |  | Records in Consultation Manager database on complaints received from businesses relating to lack of information about construction                        | Lessons learnt   |

| Performance Parameters   | Measures   | Monitoring  | Reporting  |
|--|--|---|--|
|  |  | activities and impacts  |  |
| Measures implemented to maintain business vehicle and pedestrian access, parking, visibility and amenity during construction activity. | <p>Potential issues identified in advance and mitigation measures implemented in consultation with affected businesses to address access, parking, visibility and/or amenity issues.</p> <p>100% implementation of agreed mitigation measures relating to access, parking, visibility and other amenity aspects.</p> | <p>Consultation with businesses on potential impacts and mitigation measures (documented in Consultation Manager)</p> <p>Feedback on effectiveness of mitigation measures (documented in Consultation Manager)</p> <p>Records in Consultation Manager database on complaints received from businesses relating to vehicle and pedestrian access, parking, visibility and amenity, including details of any repeat complaints about the same issue</p> | <p>Number of businesses with mitigation measures agreed in advance to address access, parking, visibility or amenity issues</p> <p>Percentage of businesses where mitigation measures were implemented as agreed</p> <p>Details of mitigation measures implemented</p> <p>Business feedback on effectiveness of mitigation measures</p> <p>Number of repeat complaints received from businesses relating to vehicle and pedestrian access, parking, visibility and amenity</p> <p>Lessons learnt</p> |
| Agreed measures to minimise noise and vibration impacts on noise and vibration sensitive businesses.                                   | Agreed mitigations implemented, including agreed respite, work methods, proactive engagement and ongoing communication.  | Consultation with businesses on noise and vibration impacts and mitigation measures documented in Consultation Manager.   | Number of businesses with agreed mitigation measures to address noise and vibration impacts  |

| Performance Parameters | Measures  | Monitoring   | Reporting  |
|------------------------|---|--|--|
|                        | Businesses identified as potentially affected by high noise for extended periods, and requests for at property treatment or relocation, referred to Sydney Metro if all negotiated solutions offered under the scope of the contract fail to provide an acceptable solution to the impacted businesses. | Documentation of affected businesses, impacts and mitigation measures in site specific CNVIS reports.<br><br>Feedback on effectiveness of mitigation measures (documented in Consultation Manager).<br><br>Records of businesses referred to Sydney Metro for additional assessment / treatment. | Summary of non-standard mitigation measures implemented<br><br>Number of referrals to Sydney Metro<br><br>Number of repeat complaints from noise sensitive receivers relating to noise and vibration impacts<br><br>Lessons learnt |
|                        | Zero referrals to Sydney Metro over a six-month timeframe during standard construction.   | Records in Consultation Manager database on noise and vibration complaints from businesses.  |  |

## 5.7 Privacy

Businesses who share information with the BR COP Works are entitled to expect that their information will be managed in accordance with the *Privacy and Personal Information Protection Act 1998* (NSW).

More information about how personal information is managed by Sydney Metro is available at [www.sydneymetro.info/privacy-policy](http://www.sydneymetro.info/privacy-policy).



# Appendix A – business stakeholder overview



| Business Category  | Identified issues and interests   | Communication tools  |
|--|---|--|
| <p>Within 50m of BR COP site</p> <p>Walsh Bay Precinct Association (includes businesses listed separately below)</p> <p>Millers Point Community Residents Action Group (includes businesses listed separately below)</p> <p>88 Noodle</p> <p>A'Mare</p> <p>Amp capital investors</p> <p>Argyle Bar</p> <p>Argyle Cafe</p> <p>BG&amp;E</p> <p>Brix and Beans</p> <p>Blythe &amp; CO</p> <p>Cirq</p> <p>Crown Towers</p> <p>Dickson Rothschild</p> <p>Epicurean</p> <p>Flare HR</p> <p>Hotel Palisade</p> <p>Ikon Communications</p> <p>Il Caffè</p> <p>KU Lance Preschool and Children's Centre</p> <p>Laing + Simmons</p> <p>Langham Hotel</p> <p>Lonsdale</p> <p>Marubenbi Australia Ltd</p> <p>Nobu</p> <p>Oncore by Clare Smyth</p> <p>POCP Architects</p> <p>Rocks Studios</p> <p>Show Face</p> <p>Silks</p> <p>Tago-an</p> <p>Taste on the Rocks</p> <p>Teahouse</p> <p>The Langham</p> <p>TWR</p> <p>Universal Pictures</p> <p>Woodcut</p> <p>Yoshii's Omakase</p> | <p>Noise and vibration management</p> <p>Out of hours works</p> <p>Traffic and parking</p> <p>Maintained pedestrian and visibility access to businesses</p> <p>Changes to local amenity</p> | <p>Existing local business forums</p> <p>Project communication (including 1800 number, website, email)</p> <p>Face-to-face meetings</p> <p>Property condition surveys (where identified in the NVMP)</p> <p>Construction notification for all works</p> <p>Letterbox drop</p> <p>Monthly updates</p> <p>Distribute loyalty cards for identified affected businesses to staff</p> |
| <p>Within 50-100m of BR COP site</p> <p>Fish at the Rocks</p> <p>Captain Cook Hotel</p> <p>LeadIT Cloud and Managed Services</p> <p>The Lord Nelson Brewery</p>  | <p>Noise and vibration management</p> <p>Out of hours works</p> <p>Traffic and parking</p> <p>Changes to local amenity</p>  | <p>Existing local business forums</p> <p>Project communication (including 1800 number, website, email)</p> <p>Face-to-face meetings</p> <p>Property Condition Surveys</p> <p>Construction notification for all works</p> <p>Monthly updates</p> <p>Project loyalty card</p>  |

| Business Category                    | Identified issues and interests   | Communication tools   |
|--------------------------------------|---|---|
| Businesses within 100-400m of BR COP | Noise and vibration management<br>Out of hours works<br>Traffic and parking<br>Changes to local amenity | Project communication (including 1800 number, website, email)<br>Construction notification where appropriate<br>Monthly updates<br>Project loyalty card |
| Identified Businesses outside 400m   | General project update<br>Changes to local amenity<br>Traffic and parking                               | Project communication (including 1800 number, website, email)<br>Monthly updates  |

Table 1A below

identifies business types within close proximity to the works and possible construction impacts.

Table 7: Business Stakeholder overview