



City & Southwest

Small Business Owners Support Program

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1. Introduction

1.1. Document purpose

This Small Business Owners Support Program (SBOSP) describes the approach Sydney Metro will take to provide assistance to small business owners located within 50 metres of, and adversely impacted by, the construction of Sydney Metro City & Southwest (the project).

The SBOSP will:

- Outline the Sydney Metro’s Business Management Approach
- Identify businesses eligible to be included in the SBOSP
- Detail strategies and activities to provide assistance to small business owners
- Define the role the Retail Advisory Support Panel
- Outline how businesses are escalated to the Retail Advisory Support Panel.

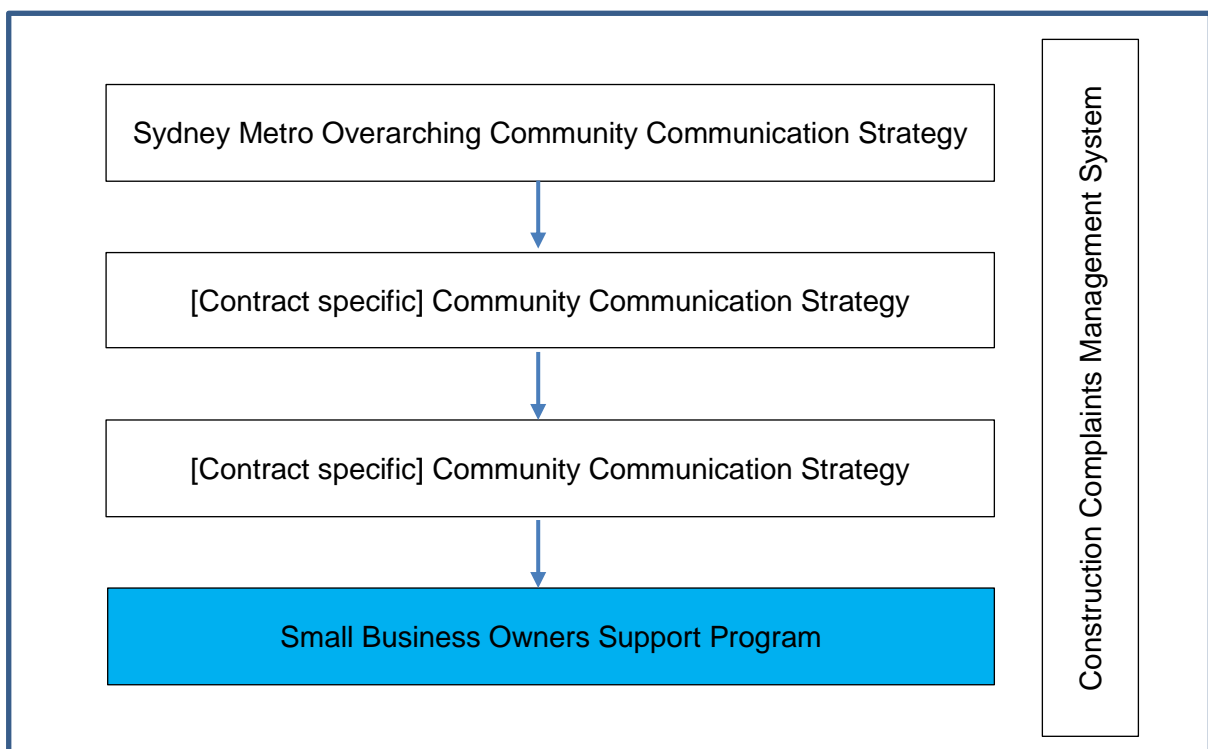
1.2. Objectives

The objectives of the SBOSP are to:

- Fulfil the requirements of the Minister’s Conditions of Approval (MCoA).
- Identify issues for consideration in the planning of construction work to reduce the potential impacts on businesses.

1.3. Relationship to other plans

Figure 1 Where the SBOSP sits in the hierarchy



1.3.1. Construction Complaints Management System

The purpose of the Construction Complaints Management System (CCMS) is to outline the procedure for managing complaints across Sydney Metro. This includes:

- Receiving complaints
- Classifying complaints
- Responding to complaints
- Escalation
- Mediation
- Recording complaints
- Reporting

1.3.2. Overarching Community Communication Strategy

The Overarching Community Communication Strategy (OCCS) guides Sydney Metro's approach to stakeholder and community liaison during construction and to address the requirements of each projects planning approval. The OCCS will be implemented throughout the construction of each of Sydney Metro's projects and 12 months following the completion of construction.

Sydney Metro is responsible for coordinating the construction of Sydney Metro City & Southwest. The City & Southwest Project Communication team is responsible for implementing this strategy across all contractor teams to ensure a coordinated approach to stakeholder and community liaison across the entire program of work.

1.3.3. Contractor plans

The construction contractors engaged to build Sydney Metro City & Southwest will prepare a Community Communications Strategy and Business Management Plan to cover their works to comply with the Planning Approval.

1.3.4. The Small Business Owners Support Program

The SBOSP describes the approach Sydney Metro will take to provide assistance to small business owners located within 50 metres of, and adversely impacted by, the construction of Sydney Metro City & Southwest.

1.4. Minister's Conditions of Approval

The Projects' Minister's Conditions of Approval (MCoA) approval requires the preparation and implementation of a Small Business Owners Support Program.

Table 1 outlines the Conditions of Approval (comprised of SSI 15_7400 Chatswood to Sydenham and SSI 17_8256 Sydenham to Bankstown) and where they are addressed in this document or subsequent plans.

Table 1 Minister's Conditions of Approval

Ref	Requirement	C2B	S2B	Section
E64 E37	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. The Plan must be prepared before construction and must include but not necessarily be limited to:	●●	●●	Section 3 Contractor BMPs
	(a) 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;	●	●	
	(b) establishing a Business Consultation forum linked to the Community Communication Strategy required by Condition B1;	●	●●	
	(c) preparation of Business Management Strategies for each station precinct or construction sites (and/or activity), identifying affected businesses and associated management strategies, including the employment of place managers, cultural liaison specialists and specific measures to be put in place to assist small business owners adversely impacted by the construction of the CSSI;	●	●●	
	(d) implementing the established 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 Program must have appropriate specialist representatives including CALD representatives and must report to the Proponent;	●	●●	Section 4 Section 5
	(e) 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; and	●	●	Section 6
(f) provision for reporting of monitoring results to the Planning Secretary, as part of the Compliance Tracking Program required in Condition A28 A29 .	●	●●	Section 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.	●		Contractor BMPs

2. About Sydney Metro

Sydney Metro is Australia's biggest public transport project. In 2024, Sydney will have 31 metro stations and more than 66 kilometres of new metro rail, revolutionising the way Australia's biggest city travels.

By the end of the decade, the network will be expanded to include 46 stations and more than 113 kilometres of world-class metro for Sydney. Metro means a new generation of world-class fast, safe and reliable trains easily connecting customers to where they want to go. Customers don't need timetables – they just turn up and go.

There will be ultimate capacity for a metro train every two minutes in each direction under the city, a level of service never before seen in Sydney. Sydney's new metro railway will have a target capacity of about 40,000 customers per hour, similar to other metro systems worldwide. Sydney's current suburban system can reliably carry 24,000 people an hour per line.

Sydney Metro, together with signalling and infrastructure upgrades across the existing Sydney rail network, will increase the capacity of train services entering the Sydney CBD – from about 120 an hour today to up to 200 services beyond 2024. That's an increase of up to 60 per cent capacity across the network to meet demand.

Sydney Metro City & Southwest

30 kilometre extension of metro rail from the end of Sydney Metro Northwest at Chatswood under Sydney Harbour, through new CBD stations and south west to Bankstown.

Features will include:

- 16.5 kilometres of new metro line between Chatswood and Sydenham
- 15.5 kilometres of new twin rail tunnels
- 13.5 kilometre upgrade and conversion of the T3 Bankstown Line to metro standards.

It is due to open in 2024 with seven new metro stations and 11 upgraded stations.

3. Business Management

3.1. Approach

In the first instance, the contract specific Business Management Plans (prepared by each contract team) will be used to manage engagement and ongoing communication and consultation with businesses along the Project alignment.

Sydney Metro's overarching approach to business engagement is to:

- Provide businesses with information about the project and its long terms benefits
- Provide businesses with information about construction progress
- Ensure businesses understand the scope of the works and mitigation measures contractors can provide
- Ensure businesses understand the proposed timing of the works
- Consult with businesses and take steps to minimise potential impacts
- Ensure the project team understands the operational requirements and sensitivities of businesses around each site
- Maintain and protect Transport for NSW and Sydney Metro's reputation.

Encouraging business understanding of the project is essential. If an activity and the need for it are fully understood, businesses can be more tolerant of short-term impacts.

By undertaking open and honest communication with businesses, working to minimise impacts and being approachable and responsive during this project, Sydney Metro's reputation can be maintained or improved and the project delivered on schedule.

3.2. Tools

A full suite of Sydney Metro's communication tools are outlined in the *Overarching Community Communications Strategy*. The business engagement tools to be used will include at a minimum:

- **Place Managers** to be the single point of contact for affected businesses and the project team, who will proactively doorknock and consult with businesses and also respond quickly to any issues or complaints raised. The purpose of business consultation will be to understand any specifics aspects of businesses operations which will need to be considered when implementing the mitigation measures. Place Managers are also responsible for ensuring that any business consultation is documented and communicated to the relevant members of the project team;
- **Business surveys** to understand their business requirements including operating hours, main delivery times, reliance on foot traffic, any signage or advertising that may be impacted, customer origin, and other information specific to the business that will need to be considered in early works planning;
- **Notifications** including **maps** to keep businesses informed, explaining the purpose of the works, what they can expect, and any potential impacts (delivered in paper or electronic format). Notifications are delivered to properties within 100 metres of the work site for day work and 200 metres for night work;

- **Newsletter** to provide a three month look-ahead to properties within 500 metres of the construction site on a quarterly basis (delivered in paper or electronic format);
- **Fact sheets** (as required) to provide detail on aspects of the work and the project;
- **Newspaper advertising** to advise of work starting, the community contact facilities and road closures for example;
- **Mobile community information centre;**
- **Communications Interface Groups.** Sydney Metro will establish new groups or attend existing forums to discuss project activities with neighbouring infrastructure projects;
- **Business Consultation Forums.** Where required, contractors will establish a new forum or attend existing business forums to discuss project activities. This will be augmented by stakeholder engagement activities outlined in each contract specific *Community Communications Strategy* and Sydney Metro's *Overarching Community Communications Strategy*.
- **Contact facilities and information points:**
 - Project website - www.sydneymetro.info
 - Facebook - www.facebook.com/SydneyMetro
 - 24-hour community information line - 1800 171 386
 - Postal address - PO Box K659, Haymarket, NSW 1240
 - Community email address - sydneymetro@transport.nsw.gov.au
- **Briefings** to strata managers, building owners, council officers and local business chambers;
- **Mitigation measures** to respond to the reasonable requirements of the business; and
- **Stakeholder database** to record interactions with business and to record business information collected in the business surveys.

4. Small Business Owners Support Program

The SBOSP will provide assistance to adversely affected small businesses by maximising their exposure to the program to identify opportunities to both engage and partner with affected businesses.

4.1. Eligible businesses

The SBOSP will provide assistance to small business owners located within 50 metres of, and adversely impacted by, the construction of Sydney Metro City & Southwest.

For the purposes of this plan the following definitions apply:

- a 'small business' is defined as a business that employs fewer than 20 (Source: Australian Bureau of Statistics).
- 'adversely affected' refers to business that rate 'high'* on the risk register outlined in each Business Management Plan:
 - Low – Business experiences amenity impacts only
 - Medium – Business experiences visibility and amenity impacts
 - High – Business experiences access, visibility and amenity impacts.

**The risk rating will also include a case-by-case assessment of other factors that may elevate a business to the next level in the risk rating. For example, amenity impacts (like noise and vibration) are considered low but the assessment would need to be balanced against whether or not a quiet environment is required for the business to operate.*

4.2. Enquiries and complaint management

In the first instance, enquiries and complaints from all stakeholders (including small businesses) will be managed in accordance with the *Sydney Metro Overarching Community Communication Strategy* and the *Sydney Metro Construction Complaints Management System (CCMS)*. Both documents are available on the Sydney Metro project website.

The CCMS provides for a Community Complaints Mediator (CCM) to provide an independent party to help resolve complaints. Sydney Metro or the CCM may request advice from the Retail Advisory/Support Panel (RASP) to assist with the resolution of a business related complaints.

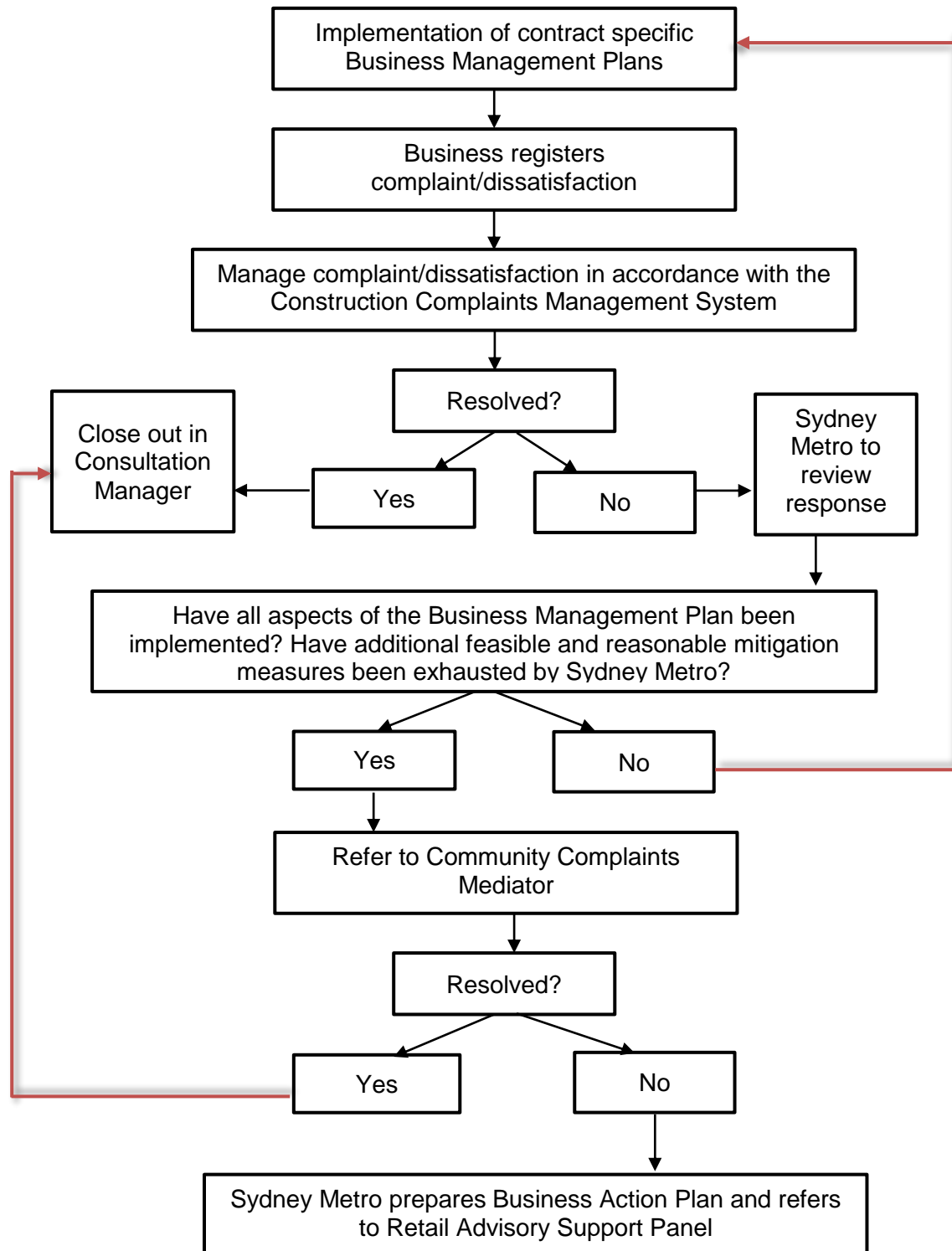
The CCM or the RASP will not act before Sydney Metro has provided an initial response to an escalated complaint and will not consider issues such as property acquisition where other dispute processes are provided for, or clear government policy and resolution processes are available, or matters which are not within the scope of the Project.

4.3. Escalation to the Small Business Owners Support Program

Below is a flow chart outlining how small businesses are managed and escalated through the Small Business Owners Support Program (if required).

Sydney Metro or contract teams (via Sydney Metro) may request advice from the Retail Advisory/Support Panel at any time.

Figure 2 Managing and escalating small businesses adversely affected by construction



As per the CCMS, the timing for each stage will be agreed between the complainant and Sydney Metro representative (including the CCM and RASP as required).

4.4. Business Action Plans

A Business Action Plan will be developed in conjunction with the Retail Advisory/Support Panel to provide specific assistance activities tailored for that business.

The Business Action Plans will assist businesses by:

- Tapping into existing networks, forums and events where there are proven opportunities to profile small businesses.
- Providing strategies and activities that maximise the exposure of small businesses located around key construction sites.
- Establishing open channels of communication that foster strong working relationships.

4.5. Business Support Activities

Activities included in the Business Action Plan may include:

- **Small business education and mentoring**
 - Provide small businesses with information that will help them plan, prepare and operate during construction.
- **Activation events**
 - Pre-organised events and forums have been identified as opportunities for local activation within the project area.
- **Business engagement events**
 - Hosting engagement events or attending existing events that focus on issues and opportunities relating specifically to small businesses.
- **Marketing & promotion**
 - Identify and implement marketing and promotion activities that link in with the increased workforce at each of the construction sites.

5. Retail Advisory/Support Panel

The Retail Advisory/Support Panel will review the contract specific Business Management Plan and individual *Business Action Plan*, and provide advice.

The panel will provide advice and recommendations to Sydney Metro but it is not a decision making body.

5.1. Role of the panel

The panel will perform the following functions:

- **Review** and comment on proposed business support initiatives aimed at minimising the impact of construction on local business. These initiatives may be documented in a *Business Action Plan*, *Business Management Plan*, the *Small Business Owners Support Program* or other related documents
- **Monitor** the implementation of these plans and programs
- **Evaluate** the effectiveness of the initiatives being implemented
- **Identify** opportunities for improvement
- **Provide advice** on strategies to manage issues or complaints referred to the panel by Sydney Metro, the Community Complaints Mediator or the Environmental Representative
- **Provide advice** on business support initiatives across the project.

5.2. Panel membership

The panel will draw members from business associations, industry groups, peak bodies and relevant government agencies. It will be chaired by an independent facilitator.

5.3. Panel Operation

The panel will:

- Meet as required
- Review Sydney Metro's business management approach including Business Management Plans prepared by contractors
- Review and endorse individual *Business Action Plans* prepared for eligible businesses.

Sydney Metro's Project Communication Team will:

- Present business support initiatives to the panel for review and comment
- Present *Business Action Plans* to the panel for review and comment.

Sydney Metro's Contractor Community Teams will:

- Provide details of issues and complaints for which it is seeking advice
- Provide updates on implementation of Business Management Plans
- Present findings of business monitoring program.

5.4. Panel referrals

As outlined in the Construction Complaints Management System, the Department of Planning and Environment has approved the appointment of the Sydney Metro Community Complaints Mediator (CCM), as being independent from the design and construction personnel. The role of the CCM is to provide an independent party to help resolve complaints about construction issues where a resolution has been unable to be reached by the contractor and the Sydney Metro project team.

The CCM will use the Retail Advisory/Support Panel to assist with the resolution of small business issues and complaints as required.

6. Monitoring and reporting

Each Contractor's *Business Management Plan* includes details of monitoring programs and performance measures to be undertaken by each contractor. Results from the monitoring programs will be provided to Sydney Metro for inclusion in each Construction Compliance Report as required by the Ministers Conditions of Approval.

Appendix A: Small Business Monitoring and Escalation Checklist

This checklist documents the process of monitoring the resolution of small business complaints and escalation as per section 4.3 of the Small Business Owners Support Program document.

Small business ownership details

Name of business:	
Address:	
Owner name and contact details:	
Neighbouring Sydney Metro construction site	
Contractor:	

Complaint monitoring

Overview of all complaints lodged by this business:

*SM = Sydney Metro

Complaint ID	Overview of complaint	Actions by contractor	Actions by Sydney Metro (if required)	Date closed	Date escalated to SM*
<i>E.g.: YYMMDDABCD</i>	<i>E.g.: Noise and dust affecting customer numbers</i>	<i>[Insert details – use timestamps to show steps followed] E.g.: 11 May 2018 - Contractor continues to implement their</i>	<i>[Insert details – use timestamps to show steps followed]</i>	<i>[Insert date closed in Consultation Manager or 'ongoing']</i>	<i>[Insert date or N/A]</i>

		<i>Business Management Plan to support the affected business.</i>	<i>E.g.: 15 May 2018 - Sydney Metro will review progress and situation in x month(s).</i>		

**Add additional lines as required*

Complaint escalation to Sydney Metro

**CCM = Community Complaints Mediator*

Complaint ID	Were all aspects of the BMP implemented?	Additional actions required by contractor	Actions by Sydney Metro (if required)	Date closed	Date escalated CCM*
<i>E.g.: YYMMDD ABCD</i>	<i>Yes/No why?</i>	<i>[Insert details – use timestamps to show steps followed]</i>	<i>[Insert details – use timestamps to show steps followed]</i>	<i>[Insert date closed in Consultation Manager or 'ongoing']</i>	<i>[Insert date or N/A]</i>

**Add additional lines as required*

Complaint escalation to Community Complaints Mediator

The following complaints were escalated to the Community Complaints Mediator. Please see mediator report for more information on findings and actions required.

Complaint ID	Date escalated	Date closed	Business Action Plan prepared by Sydney Metro	Date escalated SA/SP*
<i>E.g.: YYMMDD ABCD</i>	<i>[Insert date]</i>	<i>[Insert date closed in Consultation Manager or 'ongoing']</i>	<i>[Yes/No date]</i>	<i>[Insert date or N/A]</i>

Appendix B: Business Action Plan

Business Action Plan

Business

Address

1. Introduction

The Small Business Owners' Support Program provides assistance to adversely affected small businesses by maximising their exposure to the program to identify opportunities to both engage and partner with affected businesses.

An 'adversely' impacted business experiences access, visibility and amenity impacts. Businesses are assessed on a case-by-case basis.

Business Action Plan

A **Business Action Plan** is developed in conjunction with the Retail Advisory/Support panel to provide a specific assistance package tailored for that business.

The Business Action Plan will assist businesses by:

- Tapping into existing networks, forums and events where there are proven opportunities to profile small businesses
- Providing strategies and activities that maximise the exposure of small businesses located around key construction sites
- Establishing open channels of communication that foster strong working relationships.

2. Overview of Business

Location of the business

<Include a description and diagram>

Construction impacts

<Include an explanation of the claims made by the stakeholder about construction impacts and Sydney Metro observations>

Other information

<Include any other relevant information about the business or location, such as cumulative impacts from other construction projects>

3. Escalation to Retail Advisory/Support Panel (RASP)

A range of strategies to minimise impacts and support this business have been implemented by the contractor and Sydney Metro. These are detailed in **Appendix 1 - Steps in Escalation to the RASP**.

This business remains adversely affected by construction and in response a Business Action Plan has been prepared by Sydney Metro. The Business Action Plan presents additional ideas for supporting this business. Advice is sought from the RASP on the appropriateness of this plan.

4. Business Support Activities

Small business education and mentoring Provide small businesses with information that will help them plan, prepare and operate during construction
<insert activities>
Activation events Pre-organised events and forums have been identified as opportunities for local activation within the project area
<insert activities>
Business engagement events Hosting engagement events or attending existing events that focus on issues and opportunities relating specifically to small businesses
<insert activities>
Marketing and promotion Identify and implement marketing and promotion activities that link in with the increased workforce at each of the construction sites
<insert activities>

5. Role of the Retail Advisory/Support Panel (RASP)

The RASP reviews the contract specific Business Management Plan and individual Business Action Plan and provides advice. The panel provides advice and recommendations to Sydney Metro but it is not a decision making body.

In terms of the review of Business Action Plans, the panel will perform the following functions:

- Review and comment on proposed business initiatives aimed at minimising the impact of construction on local business
- Monitor the implementation of these plans and programs
- Evaluate the effectiveness of the initiatives being implemented
- Identify opportunities for improvement.

Advice and recommendations

The advice and recommendations of the RASP for this Business Action Plan are:

- <insert RASP advice - will align with meeting minutes>
-
-
-
-
-
-
-
-

6. RASP Monitoring & Evaluation

Appendix 1: Steps in Escalation to the RASP

Appendix C: ER endorsement letter



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Stuart Hodgson
Director
Program Sustainability Environment & Planning
Sydney Metro
Transport for NSW
PO Box K659
HAYMARKET NSW 1240

28 November 2017

Ref:170108_SBOSP

Dear Stuart

RE: Endorsement of Sydney Metro Small Business Owners Support Program

Thank you for providing the following documents for Environmental Representative (ER) review and endorsement as required by the Condition of Approval A24 (d) of the Sydney Metro City & Southwest project (SSI – 15_7400 January 9 2017).

- Sydney Metro City & Southwest Small Business Owners Support Program (Rev 1.0, 15 November 2017) (the SBOSP) as required by Condition E64(d) of the Infrastructure Approval.

As an approved ER for the Sydney Metro City & Southwest project, I have reviewed and provided comment on this document and now consider it appropriate for implementation.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Jo Robertson', is positioned above the printed name.

Jo Robertson
Environmental Representative – Sydney Metro – City and South West