



Sydenham Metro Upgrade and Southwest Corridor Conversion Enabling Works Business Management Plan

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1. Introduction

1.1 Purpose

The Business Management Plan (BMP) identifies businesses potentially affected by the Sydenham Metro upgrade and the Southwest Corridor Conversion Enabling Works and proposes communication and engagement strategies to mitigate impacts and encourage cooperation. The BMP is a sub plan of the Community Communications Strategy (CCS) and will not function in isolation.

This BMP has been prepared in accordance with the Sydney Metro City and Southwest Overarching Community Communication Strategy (OCCS) that outlines Sydney Metro's policies and instructions relating to managing engagement and ongoing consultation with business owners, the Conditions of Approval (CoA) and the principles of best practice.

1.2 Objectives

The objectives of the BMP are to:

- comply with the CoAs
- identify and address business issues
- work cooperatively with Sydney Metro to provide a coordinated and consistent approach to engagement and communication with businesses
- minimise Sydenham Metro upgrade and Southwest Corridor Conversion Enabling Works impacts on local businesses, particularly any potential cumulative impacts from adjacent projects
- protect and where possible enhance the reputation of the Sydenham Metro upgrade and Southwest Corridor Conversion Enabling Works, the NSW Government, Sydney Metro and joint venture partners
- confirm strategies and procedures for receiving feedback regarding to business operations
- provide an indicative program for the implementation of business liaison activities, including key dates for start and completion of construction activities, associated impacts, mitigation measures and proposed strategies.

1.3 Compliance requirements

The implementation of the BMP is under authority of the John Holland Pty Ltd and Laing O'Rourke Australia Construction Pty Ltd Joint Venture (JHLOR JV) Stakeholder and Community Relations Manager.

Sydney Metro has prepared the Sydney Metro Overarching Community Communication Strategy (OCCS) and the Sydney Metro City & Southwest Business Management Plan – Early Works (BMP-EW).

The BMP will be approved by the Principal, Environmental Representative (ER) and submitted to the Secretary of the Department of Planning and Environment (DPE) for approval no later than one (1) month before start of major construction work. Until such time as the BMP is approved by the Secretary, Sydenham Metro upgrade and Southwest Corridor Conversion Enabling Works (design investigations, utility work and site establishment) will be carried out in accordance with the approved BMP-EW.

The BMP will be implemented for the duration of the project work and for 12 months following the completion of construction. Appendix A outlines how the CoAs are addressed in this strategy.

The key components of the BMP will be introduced to all staff and general workforce via the project inductions. The controlled copy of this document is maintained on TeamBinder.

1.4 Structure and interface with other management plans

The BMP has been prepared in line with the Sydney Metro OCCS and its relationship to the Sydney Metro engagement framework is outlined below:



Figure 1: Management Plan Structure

The BMP is a sub plan to the CCS and does not function in isolation but is designed to complement and adhere to a number of other project management plans including:

- Construction Environmental Management Plan
- Construction Traffic and Access Management Plan
- Construction Noise and Vibration Management Plan including Out-of-Hours Work (OOHW) Protocol
- Construction Management Plan
- Property Management Plan
- Workforce Development and Training Management Plan.
- Industry Participation Management Plan
- Construction Management Plan

The BMP:

- identifies the business stakeholders that may be impacted by the work and their specific issues and interests
- outlines the JHLOR JV approach that will be taken to engage with businesses
- identifies the required roles and available tools for successful implementation
- explains the mitigation measures that will be implemented to manage impacts
- includes key dates for start and completion of construction activities with the potential to impact businesses.

1.5 Further development

Along with the CCS, this BMP will be reviewed, updated and further developed at least every six (6) months or as required to address:

- any changes in the business management process or other linked plans
- changes in the design and construction program
- comments and feedback from businesses and the Principal's representative
- changes in business needs and information requirements
- changes in technology and work methods to improve processes, and
- changes identified through continuous improvement.

The updates will be used to reflect project progress and ensure communication tools and activities match the timing of construction activities, remain effective and relevant to all stakeholders, customers and the public and are in compliance with the CoAs and the OCCS.

2. Project context

2.1 Sydney Metro

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 in 2024. There will be new CBD metro railway stations underground at Martin Place, Pitt Street and Barangaroo and new metro platforms under Central.

In 2024, Sydney will have 31 metro railway stations and a 66 km standalone metro railway system – the biggest urban rail project in Australian history. There will be ultimate capacity for a metro train every two minutes in each direction under the Sydney city centre.

The upgrade of the T3 Bankstown Line to metro standards between Sydenham and Bankstown received planning approval on 19 December 2018.

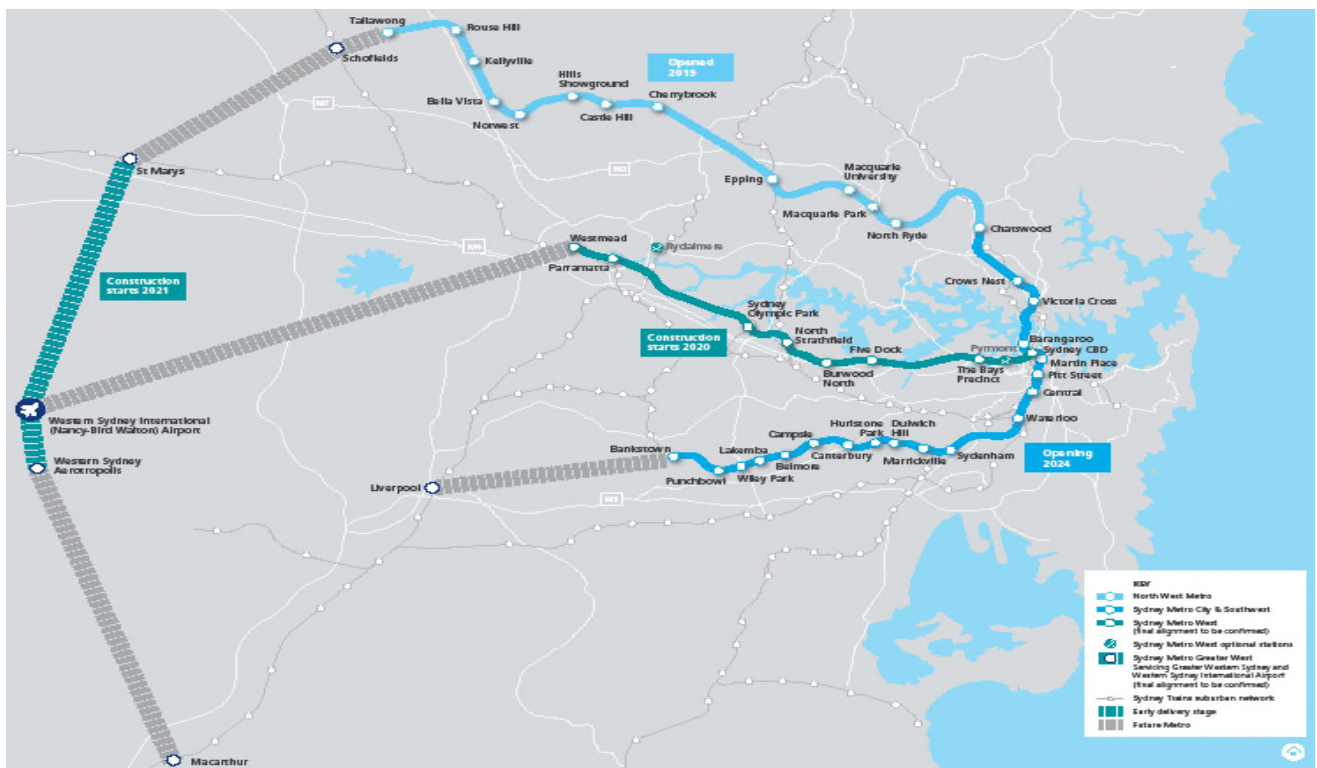


Figure 2: Sydney Metro alignment map

2.2 Sydenham Metro upgrade scope of work

JHLOR JV have been awarded the contract for major railway work at Sydenham as part of Sydney Metro, including the upgrade of Sydenham Station. The station will be fully upgraded with lifts and level access between the platforms and trains. Sydenham Station platforms 1 and 2 will be upgraded to Sydney Metro standards, including the installation of platform screen doors.

Existing platforms 3, 4, 5 and 6 will continue to be used by trains operating on the Sydney Trains network.

The main features of the upgraded Sydenham Station include:

- new pedestrian plazas on Burrows Road and Railway Parade
- platforms 1 and 2 converted to Sydney Metro standards including platform screen doors and new canopies
- a new aerial concourse over the existing platforms with lifts and stairs to each platform
- new station buildings at the new Railway Parade concourse
- a new services and equipment building, located within the rail corridor, north-east of the new concourse on Railway Parade
- fully accessible bus stops on Railway Parade and Burrows Avenue
- new pedestrian crossings on Georges Street, Burrows Avenue and Railway and Lower Railway Parades
- new signage and wayfinding
- new taxi and kiss-and-ride bays on Burrows Avenue
- bike parking on Railway Parade and Burrows Avenue
- new crossover facilities for metro trains, north and south of the station.



Figure 3: Sydenham Metro upgrade scope of work

2.3 Southwest Corridor Conversion Enabling Works scope of work

The Southwest Corridor Conversion Enabling Works consists of 14km of existing brownfield rail conversion between Sydenham and Bankstown to facilitate Metro operations, including modifications to the Sydney Trains network on the country side of Bankstown Station.

The key features of the Southwest Corridor Conversion Enabling Works include upgrading the Rail Corridor and existing stations west of Sydenham to and including Bankstown, in order to improve accessibility for customers and meet the standards required for Metro operations.

The scope of services will include:

- site geotechnical investigations
- structural investigations
- utilities services investigation

Survey, site investigation and enabling works for stations and bridges will be conducted between and including Marrickville to Campsie.

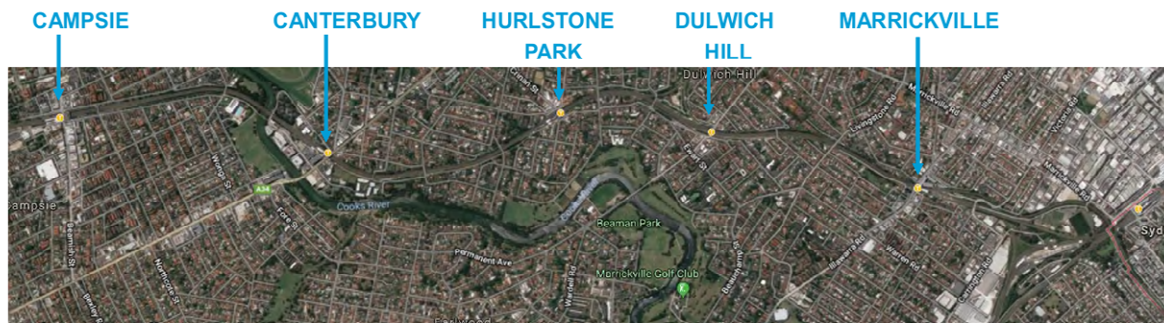


Figure 4: Southwest Corridor Site Investigation and Enabling Works

2.4 Construction activities and timeline (Sydenham Metro upgrade)

Sydenham Metro upgrade construction activities will be carried out in three (3) distinct stages:

- early works
- construction phase
- finishing and commissioning

Table 1 provides a summary of the key construction activity timeline while Appendix C includes the proposed communication implementation plan.

Table 1: Key activities and timeline

Timing	Construction activities
Early work January 2018 - June 2018	• Field investigations • Service identification and relocation • Vegetation removal • Site establishment • Pre-construction condition surveys • Installation of Over Head Wire (OHV) footings and signalling infrastructure
Construction phase June 2018 (TBC) - November 2018	• Continue activities from early work • Start of major construction • Clearing and grubbing • Construction of signalling requirements including under-boring for relocation of services • Start construction of new aerial concourse at Sydenham Station
November 2018 – June 2019	• Start of civil and track formation • Start construction on city side of the station for culverts and retaining walls • Start of construction on country side of the station will focus on earthworks and embankment construction • installation of hoarding on platforms (during rail shutdowns) • Start of the Sydenham Pit and aqueduct work
June 2019 – November 2019	• Completion of Bankstown line re-alignment work • Continue with installation and commissioning of signalling infrastructure
December 2019	• Major rail shutdown – track work and OHV installation. 12 days of continuous work including decommissioning of platforms 1-2, hoarding installation to platforms 2-3 to allow construction of the new platforms. • Continue with installation and commissioning of signalling infrastructure

January 2020 – January 2021	• Work starts on new Sydney Metro station and plaza work in a greenfield environment • Commissioning of signalling infrastructure • Metro SCR installation within the rail corridor • Civil works (RW, trade and slab) • Drainage works within the rail corridor • Track (802) installation
Finishing and commissioning February – March 2021	• Project commissioning • Finishing work including site demobilisation • Post construction conditions surveys

2.5 Construction activities and timeline (Southwest Corridor Conversion Enabling Works)

Southwest Corridor Conversion Enabling Works construction activities will be carried out in three (3) distinct stages:

- early works
- construction phase (CSR)
- construction phase (embankment stabilisation)

Table 2 provides a summary of the construction activity timeline while Appendix C includes the proposed communication implementation plan.

Table 2: Key activities and timeline

Timing	Construction activities
Early work January 2019 - June 2019	• Field investigations and survey • Service searching, identification and potholing • Vegetation removal • Site establishment • Pre-construction condition and dilapidation surveys
Construction phase (CSR) May 2019 – January 2021	• Start of major construction • Clearing and grubbing • Installation of CSR route, including GST, GLT, conduit routes and bridge crossing arrays • Segregation Fencing • Diversion of Sydney Trains HV and sig/comms assets

Construction phase (Embankment Stabilisation)

January 2020 – September 2020

- Clearing and grubbing of existing embankments
- Installation of post and panel retaining wall
- Bulk Earthworks
- Landscaping and finishing works
- Soft soil treatments
- High & low level retaining walls

2.6 Key issues and mitigation approach

The JHLOR JV will adopt a robust approach to managing potential and emerging issues associated with the construction work. The emphasis will be on proactively identifying issues and wherever possible implementing mitigation measures during the work planning phase as well as promptly responding to any raised concerns.

The CCS includes a detailed analysis of all issues and Table 3 below identifies an initial list of specific business issues as well as proposed mitigation measures. This list will be reviewed and updated as the project progresses and will take into account feedback, suggestions and comments from business owners or the Principal's representative.

Table 3: Key business issues and proposed mitigation

Key issues		Proposed mitigation
Traffic, parking and pedestrian access	• Temporary changed vehicle access and/or increased road traffic • Temporary changed pedestrian access • Temporary changes or closure of nearby parking	• Proactive community notifications and face to face meetings advising of upcoming work • Potential impacts and mitigation measures • Ensure businesses understand how they can find out more information and who to contact in the event they have an enquiry or complaint • Traffic management and signage to safely direct vehicles and pedestrians around or through the construction site • Provide signage showing access to businesses open during construction • Develop communication and way finding strategies for people with reduced visibility, people from non-English speaking backgrounds and for people with a disability. • Use of social media for long term/permanent changes • Business Connect events • Business doorknocks to understand priorities, interests, operating hours, delivery timing and requirements • Effective and timely response to complaints and enquiries.
Construction noise and vibration	• Construction activities will be carried out both during the day and at night. Some construction activities may cause increased noise and vibration	• Pre-construction condition surveys offered to eligible properties • Proactive community notifications and face to face meetings • Noise and vibration monitoring as required • Consider implementing respite periods if applicable • Business Connect events • Effective and timely response to complaints and enquiries • Doorknock businesses to understand any specific operational sensitivities to vibration • Selection of equipment to be used

Key issues	Proposed mitigation	
Temporary changes to station access and amenities during construction	• Sydenham Station will remain open during construction and train services will be maintained • Marrickville, Dulwich Hill, Hurlstone Park, Canterbury and Campsie Stations will remain open during construction and train services will be maintained • There will be some temporary reduced access to the Sydenham Station during construction, however, impacts will be minimised where possible • Pedestrian corridors will be installed on the concourse of Sydenham Station to minimise impact to customers and pedestrians while construction occurs	• Ensure clear, current and regular information is communicated through notification, newsletters, and one on one meetings • Where required install pedestrian corridor to protect customers and pedestrians from construction impacts • Wayfinding and visibly prominent signage with clear directions regarding changes to access. • Effective and timely response to complaints and enquiries • Use of social media for long term/permanent changes • Business Connect events
Economic loss	• Perceived economic impact (lower patronage or lower sales) from adjacent construction work or access impacts	• Encourage workers to utilise local businesses for goods and services • Where possible engage local businesses to work on or supply the project. In cooperation with the procurement and industry participation plans • Small Business Action Plan activated as required
Visual amenity	• Are businesses adequately visible to customers, pedestrians, motorists • Are views of unsightly construction sites adequately screened	• Use of hoardings and decorative mesh to screen construction sites • Consider providing alternative signage if businesses and/or their advertising signs are obstructed
Air quality and dust	• We will take all reasonable measures to minimise potential impacts to air quality as a result of construction however, there remains the potential for some retailers operating adjacent to the concourse to be impacted by dust • Closest businesses to dust generating activities at Sydenham Station are along Sydenham Road • Closest businesses to any dust generating activities for Marrickville works are along Myrtle Street, Dulwich Hill works are along Garnet and Ewart Streets, Canterbury works are along Phillips Avenue, Charles Street and Close Street and Campsie works are along Campsie Street, Anglo Road, Duke Street and South Parade. There are no immediate businesses affected near the Hurlstone Park works.	• Proactively advise businesses of upcoming work to ensure stakeholders are fully informed of potential impacts and have the opportunity to amend their business practices, where appropriate • Ensure businesses understand how they can find out more information and who to contact in the event they have an enquiry or complaint • Where possible engage dust suppression methods and/or dust monitoring • Consider alternative construction methods • Effective and timely response to complaints and enquiries

Key issues	Proposed mitigation	
Construction worker behaviour	• Inappropriate use of car parking • Littering or failure to clear up work area • Subcontractors, or supplier using unapproved access or routes to site • Noise and disruption after hours (early arrival, night shift) • Use of inappropriate language/swearing	• Detailed induction for all staff, subcontractor and supplier that includes information about community expectations and sensitives • Information as part of procurement process included for all subcontractors and supplier • Complaints management reporting

3. Business engagement

3.1 Approach

JHLOR JV's overall approach to community and stakeholder engagement is outlined in detail in the CCS. The JHLOR JV's business engagement aims to complete the work in a way that causes minimal disruption to business operations.

In collaboration with Sydney Metro, JHLOR JV is committed to establishing working relationships with businesses in close proximity to the work site. We will work hard at minimising the impacts of the work on business operations and encourage open dialogue between Sydney Metro, JHLOR JV and businesses. Our aim is to:

- keep businesses regularly informed of progress by providing timely and easily accessible information
- ensure effective cooperation between businesses and JHLOR JV throughout the project lifecycle through a consistent approach to engagement
- consult early and often to provide opportunities for feedback and consultation on negotiable items
- engage in a manner that is collaborative, innovative, adaptive and sustainable
- be transparent in all that we do

These objectives are in line with Sydney Metro's OCCS and are supported by Sydney Metro's fundamental communication principles.

3.2 Coordination and collaboration with Sydney Metro Office

The Sydney Metro Office is managing strategic planning and overall project delivery of the Sydney Metro program of work. They will maintain long-term relationships with many stakeholders throughout the life cycle of the project. Any enquiries or complaints not related to the Sydenham Metro upgrade or Southwest Corridor Conversion Enabling Works will be promptly referred to Sydney Metro Office.

The Community Liaison Team (CLT) will support Sydney Metro Office in ensuring a high degree of collaboration and co-operation between the Sydenham Metro upgrade and Southwest Corridor Conversion Enabling Works, other delivery contractors, agencies, local Council and nearby businesses.

In accordance with the OCCS, Sydney Metro retains certain community led activities, systems and processes to enable clear access to information and contacts for the community and stakeholders. The CLT will actively support the Sydney Metro office in managing and delivering all Sydney Metro led activities.

JHLOR JV will identify opportunities to support the Principal's engagement with and support to local businesses and advise of any concerns / issues raised.

3.3 Our local businesses and their key interests

Business stakeholders adjacent to the Sydenham Metro upgrade and Southwest Corridor Conversion Enabling Works are mainly sole traders and small industrial and commercial operations. They have different interests based on their individual business needs which are currently being identified through doorknocks, one on one meetings and eventually business connect sessions. Early consultation with businesses will provide a more detailed profile for each business that could be potentially affected by the work. The information we are seeking from businesses during the doorknocks and one on one meetings includes:

3.4 Business operating hours

- business peak and off seasons, where applicable
- delivery times, routes and access points they rely on
- reliance on foot traffic and/or parking
- is any equipment they use or service they provide that sensitive to certain construction activities e.g. noise, vibration
- preferred method of communication/engagement
- other information specific to the business that will need to be considered in construction planning.

Table 4 identifies nearby businesses that may be impacted by the Sydenham Metro upgrade and Southwest Corridor Conversion Enabling Works, their business specific interests, as well as proposed communication tools/strategies and indicative timing. This table will evolve as feedback is received through doorknocks, one on meetings and business connect events.

Through continued consultation and engagement, the project will be able to provide accurate and timely information that will allow businesses to make informed business decisions and continue operating as effectively and efficiently as possible during construction activities.

Ongoing engagement and consultation will aim to:

- continually look for opportunities that result in mutually beneficial and sustainable outcomes
- be open and transparent in informing businesses of the purpose of the work and what they can expect during construction
- identify possible impacts and opportunities for local business stakeholders in advance
- understand and make plans to respond to the reasonable requirements of the business
- listen and acknowledge business concerns and engage in a way that builds mutual respect and trust

- respond promptly to any issues or complaints raised by business stakeholders and follow up appropriately
- encourage participation in a way that makes the process accessible including continually seeking new ways of doing things, combined with the proven methods of communications such as newsletters, doorknocking and by bringing the information to the business stakeholder in their local area at a convenient time
- provide clear and accurate information to manage expectations
- using communication and consultative tools that match the needs of the business with 'no surprises'.

The JHLOR JV Community Place Manager will proactively consider these interests when liaising with the construction team regarding the planning of work as well as the business stakeholders when providing required information.

Table 4: Business interests matrix

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
Directly affected businesses – adjacent businesses within 100m of the Sydenham Metro Upgrade Project				
Sydenham Railway News Agency and Kiosk (on the Sydenham station concourse)	Sydenham Station, Sydenham NSW 2044	- Operating hours Mon to Fri 4am–8pm and Sat 4am–3pm (open during possessions) - Loss of business visibility - Changes to pedestrian/commuter access to the station and pedestrian access from Railway Parade - Deliveries via Gleeson Avenue - Construction hours including weekend and night work - Property damage - Air quality (dust) - Access to information	- Doorknocks and one on one meetings - Project updates and monthly notifications - Pre-construction condition survey - Provide signage showing access to business, if required - Coordination of work to consider deliveries and business priorities - Wayfinding and visibly prominent signage with clear directions to temporary facilities and amenities. - Vibration and noise monitoring where required - Effective and timely response to any enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Seven (7) days prior to changes - Weekly/daily visits particularly once station work starts

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
The General Gordon Hotel	20 Swain St, Sydenham NSW 2044	- Operating hours Mon to Sat 10am-3am and Sun 10am-10pm - Changes to road arrangements (Road/lane closure – specifically Gleeson Ave/ Burrows and Swain Street) - Increased traffic parking impacts - Construction noise and vibration - Construction hours including weekend and night work - Safety management	- Doorknocks and one on one meetings - Project updates and monthly notifications - Pre-construction condition survey - Provide signage showing access to business, if required - Coordination of work to consider deliveries and business priorities - Wayfinding and visibly prominent signage with clear directions to temporary facilities and amenities. - Vibration and noise monitoring where required - Possible use of facilities for project events and catering - Effective and timely response to any enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Seven (7) days prior to changes - weekly visits particularly once station work starts
Sydenham Kebabs	3 Gleeson Ave, Sydenham NSW 2044	- Operating hours Mon to Sun 10am-3am - Changes to road arrangements (Road/lane closure – specifically Gleeson Ave) - Increased traffic and parking impacts - Impact to shop access - Construction noise - Air quality (dust)	- Doorknocks and one on one meetings - Project updates and monthly notifications - Pre-construction condition survey - Provide signage showing access changes to business, if required - Wayfinding and visibly prominent signage with clear directions to temporary facilities and amenities. - Vibration and noise monitoring where required - Possible use for project catering - Effective and timely response to any enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Seven (7) days prior to changes - weekly visits particularly once station work starts

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
Premises currently vacant	11 Swain St, Sydenham NSW 2044	- Premises vacant (empty warehouse) - Road/lane closure - Access changes at the station	- Doorknocks and one on one meetings - Project updates and monthly notifications - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Check in regularly in case new occupants move in - Ongoing as required
Tommy Black Espresso	4-6 Burrows Ave, Sydenham NSW 2044	- Operating hours Mon to Sun 5am-2pm - Construction noise and vibration - Air quality (dust) - Construction hours including weekend and night work - Increased traffic and parking impacts - Changes to road arrangements (Road/lane closure – specifically Burrows Ave/Swain Street)	- Doorknocks and one on one meetings - Project updates and monthly notifications - Pre-construction condition survey - Provide signage showing access to business, if required - Coordination of work to consider deliveries and business priorities - Wayfinding and visibly prominent signage with clear directions to temporary facilities and amenities. - Vibration and noise monitoring where required - Possible use for project catering - Effective and timely response to any enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Seven (7) days prior to changes - weekly visits particularly once station work starts

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
Inner West Council (IWC) City of Canterbury Bankstown (CoCB)	IWC Works Depot: 15-17 Unwins Bridge Rd, St Peters NSW 2044 CoCB: Civic Tower, 66/72 Rickard Rd, Bankstown	- Changes to access - Restricted parking - Construction noise and vibration - Air quality (dust)	- Doorknocks and one on one meetings - Monthly Council meetings - Project updates and monthly notifications - Traffic management and signage to safely direct vehicles and pedestrians around the construction site. - Provide signage showing changed access to depot or parking changes, if required - Effective and timely response to any enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - monthly meetings - Seven (7) days prior to changes
Apparel Art	Unit1/2 Bolton Street Sydenham NSW 2044	- Station access changes - Road/lane closures	- Project update and monthly notification - Traffic management and signage to safely direct vehicles and pedestrians around the construction - Effective and timely response to enquiries and complaints - Invite to Business Connect events	- Initial doorknock prior to construction starting - Ongoing as required
Environmental and Safety Professionals (ESP)	Unit 8/2 Bolton Street, Sydenham NSW 2044	- Prefers contact via email - Station access changes - Road/lane closures	- Project updates and monthly notifications - Traffic management and signage to safely direct vehicles and pedestrians around the construction site. - Effective and timely response to any enquiries and complaints - Invite to Business Connect events	- Initial doorknock prior to construction starting - Ongoing as required

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
Premises suspected as vacant	Unit 3/2 Bolton Street, Sydenham NSW 2044	- Increased traffic and parking impacts - Station access changes - Road/lane closures	- Meetings including one on one meetings - Project update and monthly notification - Traffic management and signage to safely direct vehicles and pedestrians around the construction - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Check in regularly in case new occupants move in - Ongoing as required
Sidd Rishi Photography	Unit 4/2 Bolton Street, Sydenham NSW 2044	- Increased traffic parking impacts - Station access changes - Construction noise and vibration - Air quality (dust) - Road/lane closures	- Meetings including one on one meetings - Project update and monthly notification - Traffic management and signage to safely direct vehicles and pedestrians around the construction - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Seven (7) days prior to changes
Premises suspected as vacant	Unit 5/2 Bolton Street, Sydenham NSW 2044	- Increased traffic and parking impacts - Station access changes - Road/lane closures	- Meetings including one on one meetings - Project update and monthly notification - Traffic management and signage to safely direct vehicles and pedestrians around the construction - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Check in regularly in case new occupants move in - Ongoing as required

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
Micro Tau	Unit 6/2 Bolton Street, Sydenham NSW 2044	- Operating hours Mon to Fri 8am-6pm and Sat as required - Manufactures micro structures used to reduce drag. Use extremely sensitive equipment - Vibrations - Manufacturing process sensitive to vibrations (working in hundredths/thousandths of a mm tolerances) - Air quality (dust) - dust contamination during manufacturing could impact performance of the product in reducing drag	- Meetings including one on one meetings - Project update and monthly notification - Specific notification for vibratory work - Effective and timely response to enquiries and complaints - Vibration monitoring if required - Business Connect events	- Initial doorknock prior to construction starting - Seven (7) days prior to vibratory or dusty work
RAR Group	Unit 7/2 Bolton Street, Sydenham NSW 2044	- No concerns with the project - Would like to be added to the email distribution list for monthly updates (preferred mode of communication).	- Notification via email - telephone if urgent - Traffic management and signage to safely direct vehicles and pedestrians around the construction site - Effective and timely response to enquiries and complaints	- Initial doorknock prior to construction starting - Ongoing as required
City Automotive	9 Hogan Avenue, Sydenham NSW 2044	- Operating hours Mon to Fri 7.30am-6pm and Sat 7.30am-2pm - Changes to road arrangements (Road/lane closures around Hogan Ave/Unwin Bridge Rd/Burrows Ave) – access to business via Hogan Ave	- Doorknocks and one on one meetings - Project update and monthly notification - Specific notification including doorknock - Traffic management and signage to safely direct vehicles and pedestrians around the construction site - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Seven (7) days before any access changes

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
Barbanera's Prestige Smash Repairs	3-5 Hogan Avenue, Sydenham NSW 2044	- Operating hours Mon to Fri 8am-5pm and Sat 8am-2pm - Prefers in person communication or telephone - Changes to road arrangements (Road/lane closures around Hogan Ave/Unwin Bridge Rd/Burrows Ave) – access to business via Hogan Ave	- Doorknocks and one on one meetings - Project update and monthly notification - Traffic management and signage to safely direct vehicles and pedestrians around the construction site - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Seven (7) days before any access changes
PayLess Fuel and Sydney City Motor Repairs	1 Hogan Avenue/31 Unwins Bridge Road, Sydenham NSW 2044	- Operates 24/7 - Prefers in person communication or telephone - Changes to road arrangements (Road/lane closures around Hogan Ave/Unwin Bridge Rd/Burrows Ave) – access to business via Hogan Ave	- Doorknocks and one on one meetings - Project update and monthly notification - Traffic management and signage to safely direct vehicles and pedestrians around the construction site - Business owner to be notified (mobile) of scheduled and emergency work in the area when necessary - Effective and timely response to enquiries and complaints	- Initial doorknock prior to construction starting - Seven (7) days before any access changes
Sydenham Pit & Drainage Pumping Station No.001	Marrickville NSW 2204	Public utility	Coordination forums in accordance with contractual requirements	Prior to construction and on-going throughout the project
Bonds Outlet, Sydenham	47 Unwins Bridge Rd, Sydenham NSW 2044	- Increased traffic and parking impacts - Road/lane closure - Access changes at the station	- Project update and monthly notification - Traffic management and signage to safely direct vehicles and pedestrians around the construction site - Effective and timely response to enquiries and complaints	- Initial doorknock prior to construction starting - Seven (7) days before any access changes

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
Industries Clothing Outlet	55 - 59 Railway Parade, Marrickville NSW 2204	- Operating hours Mon to Fri 8.30am-5.30pm. Closed on weekends. - Receive and distribute deliveries from warehouse – deliveries twice per day	- Doorknocks and one on one meetings - Project updates and monthly notifications - Coordination of work with deliveries and business priorities where possible - Traffic management and signage to safely direct vehicles and pedestrians around the construction site - Effective and timely response to any enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Ongoing as required - Seven (7) days before any access changes or work starting
P & V Meats & Smallgoods wholesalers	61 Railway Parade, Marrickville NSW 2204	- Road/lane closures - Access changes at the station - Air quality (dust)	- Doorknocks and one on one meetings - Project updates and monthly notifications - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Ongoing as required
7 Q Glasecure Door	63 Railway Parade, Marrickville NSW 2204	- Road/lane closures - Access changes at the station - Parking	- Doorknocks and one on one meetings - Project updates and monthly notifications - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Ongoing as required
Pilpel Fine Foods	65a Railway Parade, Marrickville NSW 2204	- Operating hours Mon to Fri 5am-6pm and Sat 7am-5pm and Sun as required - Phone communication preferred - Access to the premises - Road/lane closures	- Project updates and monthly notifications - Phone calls as required - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Ongoing as required

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
In Style Apparel	67-69 Railway Parade Marrickville NSW 2204	- Operating hours Mon to Fri 7am-6pm - Heavy vehicles movements and deliveries - Railway Parade - access point to business - Parking	- Doorknocks and one on one meetings - Project updates and monthly notifications - Coordination of work with deliveries and business priorities where possible - Traffic management and signage to safely direct vehicles and pedestrians around the construction site - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Ongoing as required - Seven (7) days before any access changes or work starting
Pegasus Supply Solutions	71-73 Railway Parade, Marrickville NSW 2204	- Operating hours Mon to Fri 8.30am-4pm - Closure of lanes on Railway Parade as that is the access to business - Don't use parking on Railway Parade as they have their own spots	- Project updates and monthly notifications - Phone calls as required - Traffic management and signage to safely direct vehicles and pedestrians around the construction site - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Seven (7) days before any access changes or work starting - Ongoing as required
Premises currently vacant	75-77 Railway Parade, Marrickville NSW 2204	- Premises vacant (empty warehouse) - Road/lane closures - Access changes at the station - Parking	- Doorknocks and one on one meetings - Project updates and monthly notifications - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Check in regularly in case new occupants move in - Ongoing as required

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
Australia Enviro Services	79 Railway Parade, Marrickville NSW 2204	- Operate Mon to Sun 6am-5pm - Road/lane closures - Access impact most relevant - Prefers email/phone contact	- Project updates and monthly notifications via email - Doorknocks if required - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Ongoing as required
Alfamotive	81 Railway Parade, Marrickville NSW 2204	- Alfamotive ceased trading on 6 May and premises now vacant - Road/lane closures - Access changes at the station - Parking	- Doorknocks and one on one meetings - Project updates and monthly notifications via email - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Check in regularly in case new occupants move in - Ongoing as required
Sports Shirts Australia (SSA)	85 – 87 Railway Parade, Marrickville NSW 2204	- Operating hours Mon to Fri 8am-5pm (infrequently on Saturdays) - Heavy vehicles movements – deliveries in containers - Railway Parade - access point to business - Parking	- Doorknocks and one on one meetings - Project updates and monthly notifications via email - Coordination of work with deliveries and business priorities where possible - Traffic management and signage to safely direct vehicles and pedestrians around the construction site - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Seven (7) before any access changes or work starting - Ongoing as required

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
Premises currently vacant	89 Railway Parade, Marrickville NSW 2204	- Premises vacant - Station access changes - Road/lane closures - Parking	- Doorknocks and one on one meetings - Project updates and monthly notifications - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Check in regularly in case new occupants move in - Ongoing as required
Rose Graphics Pty Ltd	91 Railway Parade, Marrickville NSW 2204	- Operating hours Mon to Fri 9am-5pm (not open on weekends) - Road/lane closure - Parking	- Project updates and monthly notifications - Prefer email and phone contact - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Ongoing as required
Art patterns	91 Railway Parade, Marrickville NSW 2204	- Operating hours Mon to Fri 9am-5pm (not open on weekends) - Impact on business access due to road/lane closure	- Project updates and monthly notifications - Prefers phone contact - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Ongoing as required
Premises currently vacant	93 Railway Parade, Marrickville NSW 2204	- Premises vacant - Station access changes - Parking - Road/lane closures	- Doorknocks and one on one meetings - Project updates and monthly notifications - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Check in regularly in case new occupants move in - Ongoing as required

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
Premises currently vacant	95 - 101 Railway Parade, Marrickville NSW 2204	- Premises vacant - Station access changes - Parking - Road/lane closures	- Doorknocks and one on one meetings - Project updates and monthly notifications - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Check in regularly in case new occupants move in - Ongoing as required
Camelot Lounge	103 Railway Parade, Marrickville NSW 2204	- Road/lane closures - Access changes at the station	- Doorknocks and one on one meetings - Project updates and monthly notifications - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Ongoing as required
Lanop Pearl Australia	19-23 Sydenham Rd, Marrickville NSW 2204	- Access to information - Construction noise and vibration from demolition work - Air quality (dust) from demolition work - Safety management - Property damage - Road/lane closures	- Doorknocks and one on one meetings - Project updates and monthly notifications - Pre-construction condition survey - Traffic management and signage to safely direct vehicles and pedestrians around the construction site - Vibration and noise monitoring where required - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Ongoing as required - Seven (7) days before any access changes or work starting - Daily visits during demolition

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
Rallis Timber	21-29 Marrickville Rd, Marrickville NSW 2204	- Operating hours Mon to Fri 6.30am-4.30pm and Sat 6.30am –12noon - Heavy vehicles movements – access points are via Marrickville Road and Buckley Street - Construction vehicles and parking impact	- Doorknocks and one on one meetings - Project updates and monthly notifications via email - Coordination of work with deliveries and business priorities where possible - Traffic management and signage to safely direct vehicles and pedestrians around the construction site - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - on-going consultation as required - Seven (7) days before any access changes or work starting
VBP Productions	31 Marrickville Rd, Marrickville NSW 2204	- Access is from Marrickville Road - Road/lane closures - May have residential premise on top of the business	- Doorknocks and one on one meetings - Project updates and monthly notifications - Effective and timely response to enquiries and complaints	- Initial doorknock prior to construction starting - Ongoing as required

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
Fraser Park Football Club Facilities used by - Fraser Park Football Club - Sydney Portugal Club - local community, community groups and Council for events	100 Marrickville Rd, Marrickville NSW 2e204	- Not for profit community club - Increased traffic from construction - Impact on parking (legacy issues with Sydney Trains workers) - Construction noise and vibration during games and events - Air quality (dust) during games and events - Safety management - Visual amenity - Property damage	- One on one meetings - Project updates and monthly notifications - Specific notifications via email - Traffic management and signage to safely direct vehicles and pedestrians around the construction site - Set up hoarding/shade cloth to screen proposed compound/haul road - Coordination of work to consider club events – e.g. obtain calendar of events from club to consider any conflicting events - Coordination with Sydney Trains to manage cumulative impacts - e.g. provide clubs specific 'no parking' signage - Attend stakeholder events where possible to communicate project information to their client base - Lease club facilities for project training, inductions, functions etc - Consider in kind work - Effective and timely response to enquiries and complaints - Business Connect events	- Initial doorknock prior to construction starting - Ongoing as required - Weekly visits/emails once on site
State government – state owner corporations and agencies				
Sydney Trains		- Impacts on rail operations - Asset condition/protection - Safety Management - Engagement with interface contractors - Impact to Buses Replacing Trains	- Written correspondence - Project interface meetings, design workshops, monitoring reports - Pre-construction condition surveys of Sydney Trains - Possession management - Station Precinct Operation Impacts Assessment Group (SPOIAG)	Weekly and/or monthly interface meetings depending on the forum

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
Sydney Coordination Office		- Impact on the NSW State road network - Impact on road users - Timely information provided about the project - Incident management - Impact on commuters from T3 line shutdown	- Written correspondence - Traffic Control Group coordination meetings - weekly - Traffic and Transport Liaison Group meetings – monthly - Traffic updates/alerts	Weekly and/or monthly interfaces depending on the forum
Roads and Maritime Services		- Impact on road network during construction - Compliance with Traffic Management Plans - Haulage routes - Incident management	- Written correspondence - Pre-construction condition surveys of RMS roads - Traffic Control Group coordination meetings - weekly - Traffic and Transport Liaison Group meetings – monthly - Traffic updates/alerts	Weekly and/or monthly interfaces depending on the forum
Traffic and transport				
Transport operators and their customers eg. Bus NSW		- Impact on road network during construction - Compliance with Traffic Management Plans - Pedestrian management - Bus stop changes	- Written correspondence - Pre-construction condition surveys of RMS roads - Traffic Control Group coordination meetings - weekly - Traffic and Transport Liaison Group meetings – monthly - Traffic updates/alerts - Posters/signage re any bus stop location changes	- Monthly interfaces depending on the forum - Ongoing as required

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
Taxi Council		- Impact on road network during construction - Taxi rank changes	- Written correspondence - Traffic updates/alerts - Posters/signage re any taxi rank location changes	Ongoing as required

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
Directly affected businesses – adjacent businesses within 100m of the Southwest Corridor Conversion Enabling Works				
Campsie Police Station	58 Campsie Street, Campsie	- Operating hours Mon to Sunday 24/7 - Increased traffic and parking impacts - Air quality (dust)	- Project updates and monthly notifications - Provide signage showing access to business, if required - Vibration and noise monitoring where required - Effective and timely response to any enquiries and complaints	Seven (7) days prior to changes
Campsie RSL	25 Anglo Road, Campsie	- Operating hours Mon to Thu 10am-4am and Fri to Sun 10am-6am - Increased traffic and parking impacts - Air quality (dust)	- Project updates and monthly notifications - Provide signage showing access to business, if required - Vibration and noise monitoring where required - Effective and timely response to any enquiries and complaints	Seven (7) days prior to changes

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
Leonard Kuo Orthopaedic	1 Duke Street, Campsie	- Operating hours Mon to Fri 8.30am-5pm - Increased traffic and parking impacts - Air quality (dust)	- Project updates and monthly notifications - Provide signage showing access to business, if required - Vibration and noise monitoring where required - Effective and timely response to any enquiries and complaints	Seven (7) days prior to changes
Marabani M Rheumatologist	33 South Parade, Campsie	- Operating hours Mon to Fri 8am-3pm - Increased traffic and parking impacts - Air quality (dust)	- Project updates and monthly notifications - Provide signage showing access to business, if required - Vibration and noise monitoring where required - Effective and timely response to any enquiries and complaints	Seven (7) days prior to changes
Campsie RSL	25 Anglo Road, Campsie	- Operating hours Mon to Thu 10am-4am and Friday to Sun 10am-6am - Increased traffic and parking impacts - Air quality (dust)	- Project updates and monthly notifications - Provide signage showing access to business, if required - Vibration and noise monitoring where required - Effective and timely response to any enquiries and complaints	Seven (7) days prior to changes

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
Campsie Day Surgery	56-58 Campsie Street, Campsie	- Operating hours Mon to Sat 9am-6pm - Increased traffic and parking impacts - Air quality (dust)	- Project updates and monthly notifications - Provide signage showing access to business, if required - Vibration and noise monitoring where required - Effective and timely response to any enquiries and complaints	Seven (7) days prior to changes
Dr Marcia Llewellyn	2 Wilfred Avenue, Campsie	- Operating hours Mon to Wed, Thur to Fri 8am-4pm - Increased traffic and parking impacts - Air quality (dust)	- Project updates and monthly notifications - Provide signage showing access to business, if required - Vibration and noise monitoring where required - Effective and timely response to any enquiries and complaints	Seven (7) days prior to changes
Canterbury Olympic Ice Rink	17A Phillips Avenue, Canterbury	- Opening hours Mon to Fri 10am-3pm Sat to Sun 1pm-4pm - Increased traffic and parking impacts - Air quality (dust)	- Project updates and monthly notifications - Provide signage showing access to business, if required - Vibration and noise monitoring where required - Effective and timely response to any enquiries and complaints	Seven (7) days prior to changes
Canterbury Leisure and Aquatic Centre	Phillips Avenue, Canterbury	- Opening hours Mon to Fri 6am-8pm, Sat to Sun 7.30am-5pm - Increased traffic and parking impacts - Air quality (dust)	- Project updates and monthly notifications - Provide signage showing access to business, if required - Vibration and noise monitoring where required - Effective and timely response to any enquiries and complaints	Seven (7) days prior to changes

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
Ashbury Service Centre, Mechanic	22 Charles Street, Canterbury	- Opening hours Mon to Fri 8am-6pm - Increased traffic and parking impacts - Air quality (dust)	- Project updates and monthly notifications - Provide signage showing access to business, if required - Vibration and noise monitoring where required - Effective and timely response to any enquiries and complaints	Seven (7) days prior to changes
Canterbury Theatre Guild	10 Close Street, Canterbury	- Opening hours unavailable - Increased traffic and parking impacts - Air quality (dust)	- Project updates and monthly notifications - Provide signage showing access to business, if required - Vibration and noise monitoring where required - Effective and timely response to any enquiries and complaints	Seven (7) days prior to changes
Dulwich Hill Child Care Centre	66 Garnet Street, Dulwich Hill	- Opening hours Mon to Fri 7.30am-6pm - Increased traffic and parking impacts - Air quality (dust)	- Project updates and monthly notifications - Provide signage showing access to business, if required - Vibration and noise monitoring where required - Effective and timely response to any enquiries and complaints	Seven (7) days prior to changes
All Bumper Repairs and buffing	90 Ewart Street, Dulwich Hill	- Opening hours Mon to Fri 9am-6pm, Sat 9am-6pm, Sun 9am-12pm - Increased traffic and parking impacts - Air quality (dust)	- Project updates and monthly notifications - Provide signage showing access to business, if required - Vibration and noise monitoring where required - Effective and timely response to any enquiries and complaints	Seven (7) days prior to changes

Stakeholder	Location	Business specific interest	Communication strategy and tools	Indicative timing
The Yoghurt Co Pty	3 Myrtle Street, Marrickville	Opening hours Mon to Fri 9am-5pm - Increased traffic and parking impacts - Air quality (dust)	- Project updates and monthly notifications - Provide signage showing access to business, if required - Vibration and noise monitoring where required - Effective and timely response to any enquiries and complaints	Seven (7) days prior to changes

3.5 Roles and responsibilities

The JHLOR JV CLT will be led by an experience Stakeholder and Community Relations Manager who will provide stakeholder relations leadership and strategic guidance for the JHLOR JV. The Stakeholder and Community Relations Manager will report directly to the Project Director and be part of the project's senior leadership team.

The Community Place Manager will be the primary point of contact for local businesses throughout the construction of the project. Section 3.4 of the CCS outlines the detailed responsibilities of the CLT.

The CLT will at all times work cooperatively with the Principal's representative and provide detailed and comprehensive communications on project progress, methodologies, impacts and opportunities.

The CLT will be able to draw on other resources from the JHLOR JV partners as required to assist with delivery of the project. The CLT will also have support from the Project Director, Interface, Safety, Quality, Environmental and Project Managers. The responsibilities of all project roles are detailed in the Project Management Plan.

4. Communication

4.1 Communication tools

A number of communication tools will be used to communicate with businesses to ensure they are aware of upcoming work activities, understand associated impacts, what mitigation measures will be implemented and how they can provide feedback or get involved. Communication tools are in compliance with the OCCS.

To maintain consistency JHLOR JV staff will utilise preapproved Sydney Metro key messages to reinforce key benefits of the project and wider Sydney Metro program of work. Key messages are included in section 4.2 of the CCS.

Table 4 outlines the proposed communication tools, purpose, frequency of use and allocated responsibilities.

Table 5: Communication and engagement tools

Communication tool	Purpose	Frequency	Responsibility
Community contact tools			
Community information line (1800 171 386)	1800 number allows access to project team during construction hours. Number to be publicised on all communication materials. The complaints process is outlined in section 6	Available 24 hours/ day, seven (7) days a week during construction	Sydney Metro – forwarded to JHLOR JV JHLOR JV representatives available at all times when construction is occurring to provide information and respond to complaints
Community email address (sydenhammetro@transport.nsw.gov.au) (southwestmetro@transport.nsw.gov.au)	Allows communication with the project team. Email address to be publicised on all communication materials.	Available 24 hours/ day, seven (7) days a week during construction	Sydney Metro – forwarded to JHLOR JV for response
Community post box	Central postal address allows stakeholders and the community to have access to the project teams.	Available 24 hours/ day, seven (7) days a week during construction	Sydney Metro – forwarded to JHLOR JV for response
Information / notification material			

Communication tool	Purpose	Frequency	Responsibility
Community notification letter – seven (7) day notification	Advise community and stakeholders of construction activities no later than seven (7) days and include: (i) scope of work (ii) location of work (iii) hours of work (iv) duration of activity (v) type of equipment used (vi) likely impacts including noise, vibration, traffic, access and dust (vii) the Sydney Metro 24 hour telephone number, postal address and email address	Monthly and as required for out of hours work, new activities or new impacts	JHLOR JV
Quarterly construction update newsletter	Quarterly update containing photos, maps and illustrations as well as information on construction progress, stages, achievements, contact information and three month look-ahead. To be distributed to all properties within a 200m radius of construction sites	Quarterly	JHLOR JV
Community e-mail updates	Monthly e-mail updates sent to registered neighbours informing stakeholders on construction progress and any key milestones or activities	Monthly	JHLOR JV
Fact sheets	Used to explain key aspects of the construction activities and mitigation measures	As required	JHLOR JV
Advertisements	Advertise in newspapers prior to significant construction activities, to notify of events and announce project milestones	As required	Sydney Metro and JHLOR JV
Emergency work notifications	Written information to advise properties of emergency work within two hours of starting work	As required	JHLOR JV
Site signage and hoarding banners	Signage used to identify the site and provide contact information for the community. Hoarding in line with Sydney Metro branding requirements.	As required	JHLOR JV
Frequently asked questions and key messages	Resource to facilitate rapid and accurate response to enquiries. Can also be used for website, fact sheets and briefing notes.	Quarterly	JHLOR JV
Online/ digital tools			

Communication tool	Purpose	Frequency	Responsibility
Sydney Metro website www.sydneymetro.info	Information about the construction activities will be placed on the website including description of the work, notifications, newsletters, graphics and images, animations, reports and contact information.	Monthly	Sydney Metro to approve and upload content JHLOR JV will provide interactive content and updated information work and copies of all issued public information e.g. newsletters, notifications
JHLOR JV web site (linked to the Sydney Metro website)	Provides compliance with approval conditions including community, environmental, sustainability, transport, traffic, noise and vibration plans and reports. This includes updated copies of this and other management plans	As required	JHLOR JV
Sydney Metro social media	Social media posts as required	As required	JHLOR JV to provide to Sydney Metro for approval and upload
Animations and visualisations	Graphic representations and interactive platforms, to aid effective communication of the station design and construction	As required	JHLOR JV
Face to face and interactive tools			
Community Information Sessions	Held in collaboration with Sydney Metro team as required for major project updates	As required	Sydney Metro
Business Connect events	For businesses within 200m of construction sites. Provides a convenient update on construction activities and mitigation measures and an opportunity to provide feedback.	Up to two (2) a year	JHLOR JV
Doorknocks	Discuss potential project impacts and proposed mitigation with residents, businesses and other stakeholders. Leave behind written information and contact details will be provided for community who are not at home.	As required	JHLOR JV
Meetings with individuals or groups	Discuss project activities including work in progress or upcoming work, including potential issues	As required	JHLOR JV
Site visits	Inform selected stakeholders about progress of the project and any key milestones or activities taking place	As requested by Sydney Metro	JHLOR JV

Communication tool	Purpose	Frequency	Responsibility
Traffic communication			
Construction signage	Information or directional signage at the location of the traffic change to give advice to road users and pedestrians on duration of change of alternative paths	As required	JHLORJ V
Traffic alert email	Communication to transport operators and emergency services to advise of traffic changes including road or lane closures and detours	As required	JHLOR JV
Variable Message Signs (VMS)	Electronic variable message sign provides advanced notice to road users of traffic changes	As required	JHLOR JV
Advertisements	Advertise in newspapers prior to major changes in traffic conditions	As required	JHLOR JV

4.2 Business Connect events

As outlined in the CCS, Business Connect events will be held up to two (2) times per year and be open to businesses within 200m of the Sydenham Metro upgrade and Southwest Corridor Conversion Enabling Works site office.

The Business Connect events will be organised as easily accessible forums at which the Sydenham Metro upgrade/ Southwest Corridor Conversion Enabling Works team will provide updates on upcoming work activities, expected impacts and environmental management measures that are planned to minimise impacts to business stakeholders. The events will alternate as being an event with a formal presentation and casual drop in type BBQ and coffee events.

These events will be used to canvas opportunities for project involvement with businesses in terms of supply of services and/or goods.

The Business Connect events will also be used as a platform for businesses to be consulted on and provide feedback on matters that are of interest or concern to them such as feedback on temporary traffic detours and parking arrangements should.

Business Connect events will:

- be planned in collaboration with Sydney Metro and delivered professionally
- be purposeful and meaningful to the businesses
- be scheduled six (6) months in advance using local knowledge to avoid conflict and risk of over communicating
- aim to build trust, awareness and presence within the local community
- be organised to ensure safety of all attendees.

Event management procedures including logistics, approvals are outlined in the Sydenham Metro upgrade Project Milestones and Events Plan.

4.3 Referral to Small Business Owners Support Program

Sydney Metro has established a Small Business Owners Support Program (SBOSP) to provide assistance if required to small business owners located within 50 metres of Sydney Metro City & Southwest. For the purposes of this program, a 'small business' is defined as a business that employs fewer than 20 people.

Eligible businesses that raise concerns which cannot be addressed by the mitigation measures outlined in this Business Management Plan will be referred to Sydney Metro for consideration and additional support under the SBOSP.

A Business Action Plan will be developed by Sydney Metro to provide specific support to eligible businesses and may include activities such as:

- Small business education and mentoring
- Activation events
- Business engagement events
- Marketing and promotion.

A Retail Advisory/Support Panel will review Business Action Plans and provide advice on initiatives to support small business. 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 *Sydney Metro City & Southwest Small Business Owners Support Program* which is available on the Sydney Metro website www.sydneymetro.info.

5. Enquires and complaints

5.1 Management approach

Each stakeholder contact is an opportunity to build understanding about the Sydenham Metro upgrade and the Southwest Corridor Conversion Enabling Works and address any concerns. Enquires and complaints provide important feedback to improve project processes, mitigation measures and to avoid or minimise further concerns.

JHLOR JV will take all reasonable measures to prevent the reoccurrence of stakeholder and community complaints and will manage all complaints in accordance with the OCCS, Construction Complaints Management System and the Sydney Metro Construction Complaints Management System (A5526715). The strategic approach to managing enquiries and complaints consists of:

- courtesy
- accessibility
- responsiveness
- delegation of authority to resolve the issue
- access to accurate information.

All JHLOR JV staff, including subcontractors, will be required to at all times respond to all stakeholders with courtesy and professionalism. These expectations will be reinforced during the inductions while specific tool box talks will further consolidate the approach.

Table 6 summarises the service standards for response to enquiries and complaints:

Table 6: Enquiry and Complaint categories and service standards

Category	Response time
General enquiries received by phone or in person	At least an oral response within two (2) hours unless the enquirer agrees otherwise
Written enquiries (letters and emails)	Initial written response within 24 hours of receipt of the letter/ email
Complaints – received by telephone or face to face	Initiate investigation upon receipt of complaint Oral update on the actions being taken to investigate and resolve the complaint provided within two (2) hours of the initial contact unless the complainant agrees otherwise Keep the complainant informed of the process until the complaint is resolved
Complaints – emails	Respond written response by email within four (4) hours of the email received or orally within two (2) hours if a telephone number is available on Consultation Manager or as otherwise agreed with the complainant Keep the complainant informed of the process until the complaint is resolved

Category	Response time
Complaints – written complaints (letters/faxes)	Respond in writing and mail within four (4) hours of receipt (or two (2) hours if a telephone number is available on Consultation Manager)
Details of each enquiry or complaint recorded in the Consultation Manager Database	Within 24 hours of receipt

5.2 Complaints process

Any communication received from a stakeholder that expresses dissatisfaction will be classified as a complaint. This is a purposely broad definition to assist with a prompt resolution and prevention of the matter escalating unnecessarily.

A community information and complaints line 1800 171 386 and an email address sydenhammetro@transport.nsw.gov.au and southwestmetro@transport.nsw.gov.au have been established by Sydney Metro. These provide direct access to Sydney Metro and in turn the JHLOR JV CLT. All Sydenham Metro upgrade communication materials and signage will contain these contact details.

Complaints may also be received via other means including in writing, in person or through referral from third parties such as Inner West Council and City of Canterbury Bankstown.

All complaints will be responded to 24 hours a day, seven (7) days a week. Complaints received via the 1800 community information line will be answered by a Sydney Metro call centre that will record contact details and basic information about the nature and location of the complaint. The complainant will be advised that an on-call officer will contact them shortly to address the issue which ensures the caller is not placed on hold or referred to a recorded message. The Community Place Manager will manage the ongoing communication with the complainant until they are satisfied with the action taken.

The complaint will be escalated to the Stakeholder and Community Relations Manager if the complainant remains unsatisfied. Any further escalation will be in line with the Sydney Metro procedure and may include the Community Complaints Mediator or the Independent Property Impact Assessment Panel.

JHLOR JV will use translator services if a stakeholder or community member is unable to communicate their concerns in English. Complaint handling responsibilities are listed in Table 7.

Table 7: Enquiry and complaint responsibilities

Enquiry and complaint type	Responsibility
Enquiries and complaints about construction activities during business hours	Community Place Manager
Enquiries and complaints about construction activities after hours	Rostered CLT member
Complaint about work that is not Sydenham Metro upgrade related	Sydney Metro to refer to relevant contractor
Complaints unrelated to Sydney Metro	Sydney Metro to refer to relevant organisation
Complaints not resolved by JHLOR JV	Escalated to Sydney Metro who may involve the Community Complaints Mediator or the Independent Property Impact Assessment Panel

5.3 Contacts register and reporting

JHLOR JV will use Sydney Metro's Communication Management System - Consultation Manager to record all community and stakeholder contact (at the end of each working day) including, enquiries, complaints, notifications, doorknocks, meetings etc.

The following information will be recorded in Consultation Manager with regards to complaints

- unique identifying number
- complainant name, contact details and address
- nature of complaint
- time and date of complaint and time and date response was provided
- details of response provided and action taken or committed to.

A daily complaints report will be provided to Sydney Metro (and EPA once the EPL is issued to JHLOR JV) by 2pm each business day to cover the period from 12pm to 12 pm each day. Complaints received after 2pm on Friday will be included in the Monday report.

Ability to prevent avoidable complaints and resolve complaints in a timely and proactive manner will be evidenced through the information recorded in Consultation Manager.

Information recorded in Consultation Manager will be used to generate content for monthly reports on community and stakeholder contact, complaints, enquiries and issues management.

6. Processes and protocols

6.1 Training and induction

All Sydenham Metro upgrade and Southwest Corridor Conversion Enabling Works staff, workforce and subcontractors are required to attend a site induction, prior to starting work, which covers all aspects of the project. Processes and protocols for the site induction are identified and outlined in section 6.1 of the CCS.

From a community perspective, all personnel are expected to understand the importance of being a 'good neighbour' on site and respecting the community. This includes:

- minimising disruption to adjacent residents, property owners, and transport users
- understanding the Project's commitment to keeping the community informed in a timely, clear and concise manner
- working to the approved project hours – including approved night and weekend work
- expectations of behaviour including watching their language (no shouting/profanities)
- site management – keeping areas clean and tidy in and around the site
- understanding the enquiries, complaints and media enquiry process
- always carrying the project Information card to promptly refer members of the public to the community information line.

Specific training will be provided to construction site supervisors to ensure they are aware of specific business matters including:

- business operating hours
- parking and vehicle delivery restrictions
- third party agreements
- access procedures
- any other individual business interests or concerns.

Weekly 'Toolbox' inductions will also be carried out, introducing 'Safety Alerts', revisiting parts of the formal induction and refreshing staff and subcontractors understanding of the project's requirements.

The JHLOR JV Stakeholder and Community Relations Manager will be responsible for ensuring the community relations training and induction is implemented.

6.2 Monitoring, evaluating and reporting

A monitoring program will be undertaken to assess the effectiveness of strategies to inform and to minimise impacts of construction on businesses. The performance parameters and monitoring tools are shown in Table 8.

Results from the monitoring program will be provided to Sydney Metro on a monthly and six monthly basis in the same format as Table 8 as follows:

- summary of monitoring data and lessons learnt included in monthly progress reports submitted to Sydney Metro
- compilation of monitoring data for a six month period, along with lessons learnt, to be submitted to Sydney Metro for inclusion in the six monthly Construction Compliance Reports submitted to the Secretary.

The Business Management Plan will be reviewed at least every six months and updated to reflect project progress, feedback from businesses and lessons learnt via the monitoring program.

Table 8 – Monitoring program and performance measures

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. Number of business briefings, building-based information sessions and face-to-face meetings prior to works. The objective is to make contact via these measures with 100% of businesses within 50m prior to works that have the potential to impact the owners.	Records in Consultation Manager database on number and timing of notifications Records in Consultation Manager database on number of (and attendance at) briefings, information sessions and completed doorknocks/face-to-face meetings. Feedback from meetings, presentations and briefings (documented in Consultation Manager). Records in Consultation Manager database on complaints received from businesses relating to lack of information about construction activities and impacts	• Number of notifications issued • Percentage of notifications issued on time • Number of briefings, information sessions and completed doorknocks • Percentage of businesses within 50m contacted prior to works • Number of complaints received from businesses relating to lack of information about construction activities and impacts • Lessons learnt
Measures implemented to maintain business vehicle and pedestrian access, parking, visibility and amenity during	Potential issues identified in advance and mitigation measures implemented in consultation with affected businesses to address access, parking, visibility and/or amenity issues. The objective is 100% implementation of agreed mitigation measures relating	Consultation with businesses on potential impacts and mitigation measures (documented in Consultation Manager) Feedback on effectiveness of mitigation measures (documented in Consultation Manager)	• Number of businesses with mitigation measures agreed in advance to address access, parking, visibility or amenity issues • Percentage of businesses where mitigation measures were implemented as agreed

construction activity	to access, parking, visibility and other amenity aspects.	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.	• Details of mitigation measures implemented • Business feedback on effectiveness of mitigation measures • Number of repeat complaints received from businesses relating to vehicle and pedestrian access, parking, visibility and amenity • Lessons learnt
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. 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. The objective is for zero referrals to Sydney Metro over a six month timeframe during standard construction.	Consultation with businesses on noise and vibration impacts and mitigation measures documented in Consultation Manager. Documentation of affected businesses, impacts and mitigation measures in site specific CNVIS reports. Feedback on effectiveness of mitigation measures (documented in Consultation Manager). Records of businesses referred to Sydney Metro for additional assessment / treatment. Records in Consultation Manager database on noise and vibration complaints from businesses.	• Number of businesses with agreed mitigation measures to address noise and vibration impacts • Summary of non-standard mitigation measures implemented • Number of referrals to Sydney Metro • Number of repeat complaints from noise sensitive receivers relating to noise and vibration impacts • Lessons learnt

6.3 Privacy policy and statement

JHLORJV is committed to protecting the privacy of all individuals and will comply with relevant legislation. Any information supplied by stakeholders will be treated confidentially and in accordance with the JHLORJV Privacy Policy. Personal information will only be accessed by authorised project team members for the approved purpose for which it was collected.

The team will abide by the Privacy Act as amended by the *Privacy Amendment (Private Sector) Act 2000 (Act)*, the National Privacy Principles contained within that Act, and the NSW Government's Privacy Scheme.

All employees, officers and subcontractors of JHLOR JV will be required to comply with the Privacy Policy and Privacy Statement.

7. Appendices

7.1 Appendix A – Conditions of Approval compliance matrix

COA	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. The plan must be prepared before construction and must include but not necessarily be limited to:	This Plan
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;	Section 2.4 Construction Traffic Management Plan Construction Noise and Vibration Management Plan CCS
b)	A Business Consultation forum linked to the Community Communication Strategy required by Condition B1;	Section 4.2
c)	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 3.3 and 3.4
d)	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 Program must have appropriate specialist representatives and must report to the Proponent;	Section 4.3
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 6.2
f)	Provision for reporting of monitoring results to the Secretary, as part of the Compliance Tracking Program required in Condition A28	Sydney Metro is responsible for reporting but will be supported by JHLOR JV – Section 6.2
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 2.4 Construction Traffic Management Plan CCS