

SMALL BUSINESS OWNERS ENGAGEMENT PLAN (SBOEP)

Sydney Metro West – Western Tunnelling Package

Document Details

Document Title	Small Business Owners Engagement Plan
Project Name	Sydney Metro West – Western Tunnelling Package
Client	Sydney Metro
GA Project No.	00013/13065
Document Reference No.	SMWSTWTP-GLO-1NL-CY-PLN-000001
Principal Contractor	Gamuda Australia Branch
ABN	27 632 738 768
Project Address	N/A

Document Authorisation

Place Manager	Stakeholder & Community Engagement Manager
Signature	Signature
07/03/2024	07/03/2024
Date	Date

DOCUMENT CONTROL

The current document version number and date of revision are shown in the document footer. All changes made to this plan during its implementation on a live project are to be recorded in the amendment tables below.

Revision History

Revision	Date	Description of changes	Prepared by	Approved by
A	23/03/2022	Initial draft		
B	11/05/2022	Amendments in response to Sydney Metro feedback		
C	10/06/2022	Amendments in response to Sydney Metro Feedback received on 1/6/2022		
D	7/07/2022	Amendment in response to Sydney Metro feedback emailed on 16/6/22 and 5/7/22		
E	17/03/2023	Amended to update current status of small businesses		
F	13/09/2023	Six monthly review		
G	30/10/2023	Six monthly review – response to comments		
H	07/03/2024	Six monthly review		

Terms and Definitions

Term	Definition
CBD	Central Business District
CCS	Community Communications Strategy
GLC	Gamuda Australia and Laing O'Rourke Consortium
MSF	Maintenance and Stabling Facility (Clyde)
OCCS	Sydney Metro Overarching Community Communications Strategy
SBOEP	Small Business Owners Engagement Plan
SMW	Sydney Metro West
SOP	Sydney Olympic Park
Sydney Metro	Sydney Metro - Transport for New South Wales
TBM	Tunnel Boring Machine
VMS	Variable Messaging Signs
WTP	Sydney Metro West – Western Tunnelling Package

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1 INTRODUCTION

1.1 Project description

The NSW Government is delivering Sydney Metro West - a new underground metro railway which will double rail capacity between Parramatta and the Sydney CBD, with a target travel time of about 20 minutes between the two centres.

Sydney Metro has been granted planning approval to construct twin underground rail tunnels between Westmead and Hunter Street in the Sydney CBD for Sydney Metro West.

Gamuda Australia and Laing O'Rourke Consortium (GLC) has been awarded the contract to deliver nine kilometres of twin metro rail tunnels between Westmead and Sydney Olympic Park, excavation for two new metro stations, a stabling and maintenance facility at Clyde and a precast facility at Eastern Creek.

1.2 Purpose

This Small Business Owners Engagement Plan (SBOEP) describes the approach GLC will take to engage with small business owners located near the Sydney Metro Western Tunnelling Package (WTP) works generally within 50 metres of the construction sites. It is noted that there are no small businesses in proximity to the WTP precast facility at Eastern Creek.

This plan is intended to meet the Minister's Condition of Approval D70 under SSI 10038, which requires a Small Business Owners Engagement Plan(s) to be implemented in accordance with the Sydney Metro Overarching Community Communications Strategy (OCCS) to minimise impact on small businesses adjacent to major construction sites during construction. The SBOEP must be prepared and submitted to the Planning Secretary for information before construction at the relevant construction site.

Consistent with the OCCS, this Plan describes how GLC will engage with small business properties within 50 metres of the Parramatta site. Although, there are no small businesses within 50 metres of Westmead or Clyde and only one at Sydney Olympic Park, this plan also describes how GLC will engage with small businesses within proximity to these sites.

For the purposes of this Plan, a small business is defined as a business that employs fewer than 20 employees (source Australian Bureau of Statistics).

1.3 Objectives

The objectives of this plan are to:

- Establish the consultative approach that GLC will take to minimise project impacts on small businesses by incorporating specific needs and requirements.
- Ensure all small businesses adjacent to the works are identified early and that the project team gains a clear understanding of any unique requirements.
- Provide information that may be used to support identified small businesses during construction.
- Detail the approach GLC will use to engage with small business owners and understand the impacts on these businesses from construction work.

- Provide a mechanism for small businesses to inform GLC if they are being adversely impacted and for GLC to minimise or eliminate these impacts by addressing the cause through investigation, validation and action.

1.4 Relationship to other plans

This plan is a sub-plan of GLC’s Community Communications Strategy (CCS), which aligns with the Sydney Metro OCCS. The CCS describes the approach GLC will use to manage engagement and ongoing consultation with stakeholders and the community with an interest in, or potentially affected by WTP works between Westmead and the Sydney Olympic Park and at the Eastern Creek precast facility (the Project). This plan focuses on the engagement with small business owners, within the broader stakeholder and community engagement approach and systems detailed in the CCS.

The OCCS will be implemented throughout the construction period and for 12 months following the completion of construction.

This plan is intended as an additional layer of guidance for small business engagement and does not replace best practice management, and mitigation measures for businesses as outlined in the OCCS and Community Communications Strategy (CCS).



Figure 1: Communication strategy hierarchy

This plan is also supported by the Construction Complaints Management System which outlines the framework for managing complaints, enquiries and escalation processes throughout the project lifecycle.

1.5 Monitoring and reporting

GLC will evaluate the performance and effectiveness of the Small Business Owners Engagement Plan through a review undertaken every six months or annually as required in accordance with the measures outlined in the Overarching Community Communication Strategy.

2 ENGAGEMENT MECHANISMS

2.1 General engagement approach

GLC's approach to engaging with adjacent small businesses is to:

- Introduce a single point of contact for small businesses, through a dedicated Place Manager, who will engage and consult with business owners and respond promptly to any issues or complaints raised by businesses.
- Carry out an initial business identification survey to understand what small businesses are adjacent to our sites and what unique or specific operating requirements/constraints these businesses may have or concerns about potential disruptions.
- The business identification surveys will be undertaken annually to capture changes in types of businesses, owners or circumstances which have not already come to the attention of GLC during regular business engagement activities.
- Provide businesses with information about the project, proposed timing of the works and any mitigation measures, including any business specific mitigation measures.
- Ensure the project team understands the operational requirements and sensitivities of small businesses around each work area.
- Where a small business indicates they are being impacted, the Place Manager will investigate this complaint and liaise with the Project Team about possible mitigation measures.
- Where it is confirmed GLC work is causing an actual adverse impact, mitigation measures will be developed between the Place Manager and the Project Team, where practical and feasible
- Assist small businesses to identify opportunities available to participate in mentoring, education, events and/or promotion programs via local council and/or NSW Government agencies, including any relevant Sydney Metro activities.
- Promote local businesses to the wider GLC construction team to help improve local business trade where possible.

2.2 Communication tools

Businesses will be provided with information about construction progress and the approaches taken to minimise potential construction impacts. GLC will use a range of communication tools to ensure project information reaches small businesses and they are provided with options to engage with the project. Communication tools include:

- Personal engagement via Place Managers who are responsible for ensuring that business consultation is documented, and feedback is communicated to relevant project team members
- Initial and annual 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 planning and delivery of construction.
- Notifications including maps to keep businesses informed, explaining the purpose of the works, what they can expect, and any potential impacts (letterbox dropped or electronic format).
- Newsletters to provide a three month lookahead to properties within 500 metres of the construction site on a bi-annual basis (letterbox dropped or electronic format)
- Fact sheets (where suitable) to provide detail on aspects of the work and the project.

2.3 Mitigation approach

Engagement and mitigation strategies

Mitigation measures identified in these documents which will be implemented by GLC includes, but not limited to:

- Place Managers will regularly engage with businesses to keep up to date on understanding their current business operations.
- Clear pathways and signage would be implemented around construction sites to maximise visibility of retained businesses.
- Hoarding will be installed to minimise noise and dust impacts and improve visual amenity.
- Maintaining access for customers visiting businesses and deliveries. Any changes will be communicated at least 7 days prior to change.
- Installing signage that indicates businesses are still open.
- Installing wayfinding signage for customers on business access and parking.
- Keeping clean work sites, including clean hoardings and regularly checking and removing graffiti.
- Where utility outages are planned and related to WTP construction, Place Managers to notify businesses and discuss outage activities and options to maintain business operation. Mitigation options may include timing of outages to businesses.
- For unplanned outages related to WTP construction, Place Managers to doorknock or call businesses to discuss disruptions to services and provide them with GLC or utility company contact details for updates, further information and options to maintain business operation.

2.4 Precinct analysis - Parramatta

Parramatta is a commercial and retail hub. Parramatta metro station is bounded by Church Street, George Street, Smith Street and Macquarie Street and is immediately surrounded by both small and large businesses. Church Street is a pedestrian zone with banks, universities, chemists, cafes, fitness and retail outlets and the Parramatta Light Rail. The PLR will run on Church and Macquarie Streets from 2023.

Approximately 100 small businesses are identified as operating within 50 metres of the Parramatta station construction site, primarily:

- Mixed retail including cafes and small goods
- Restaurants and clothing stores
- Health services such as dental, medical and optical
- Small professional services including financial, consulting and legal.

The identified small businesses are listed below. It is noted that some of the businesses identified are part of larger retail and food chains, though some may be franchisees and fit the definition of a small business.

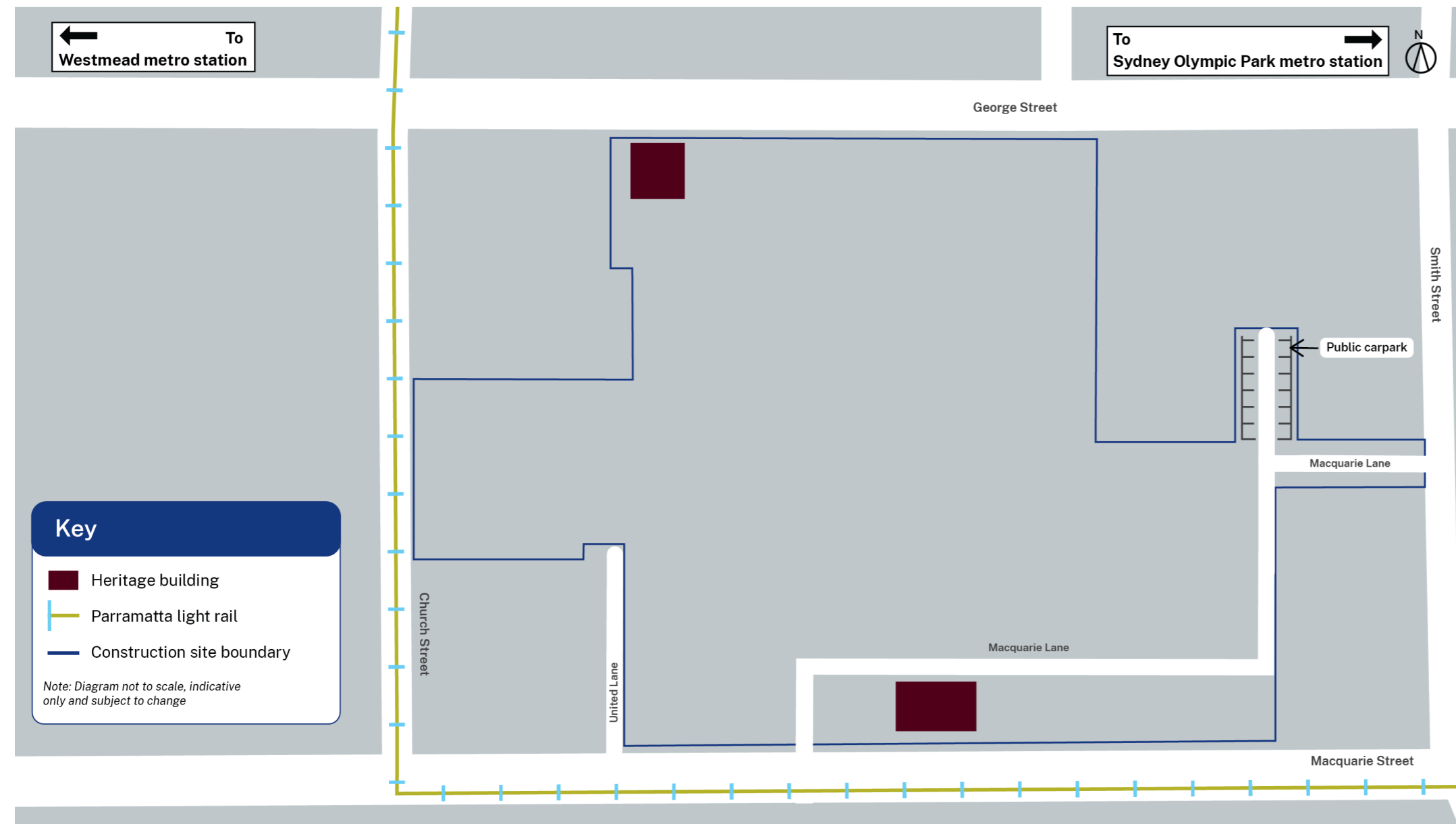


Table 1: Parramatta small businesses within 50 metres of construction site

Small Businesses along Church Street/Parramatta Square

Business name	Issues	Mitigation	Communication tools	Lessons learnt			
Pharmacy 4 Less	<ul style="list-style-type: none"> Access to businesses for customers and deliveries from Horwood Place 	<ul style="list-style-type: none"> Maintain tenant and customer access to the rear of the properties from Horwood Place and United Lane 	<ul style="list-style-type: none"> Letterbox drop and electronic updates including newsletters, notifications, monthly updates 	<ul style="list-style-type: none"> Best time of day to doorknock is between 10am and 11am 			
CK Architects					<ul style="list-style-type: none"> Maintain access to businesses for staff and deliveries from United Lane. 	<ul style="list-style-type: none"> Local internal roads will be designed to allow delivery access during construction 	<ul style="list-style-type: none"> Door knock and direct contact in advance of any potentially impacting ad hoc activities
Scram Escape Rooms	<ul style="list-style-type: none"> Noise and vibration impacts Dust impacts 	<ul style="list-style-type: none"> Pedestrian access to Church Street from rear of property 	<ul style="list-style-type: none"> Provide alternative parking where access is blocked 	<ul style="list-style-type: none"> Businesses located within 240 Church Street (Pharmacy 4 Less, CK Architects, Scram Escape Rooms and Optimum Med Health Clinic) appreciate a reminder of any noisy works near the wall shared with site 			
Cafe Thirty3					<ul style="list-style-type: none"> Visual amenity to the area, including clean construction site appearance with clean hoardings 	<ul style="list-style-type: none"> Install hoarding to mitigate noise and dust 	<ul style="list-style-type: none"> Reschedule work activities where possible to minimise business impact
CC Dollar					<ul style="list-style-type: none"> Worksite and construction activities obstructing view of shopfront from customers 	<ul style="list-style-type: none"> Conduct noise and other environmental monitoring 	<ul style="list-style-type: none"> Drop-in information sessions
Scholar Hub	<ul style="list-style-type: none"> Planned and unplanned utility works impacting on services 	<ul style="list-style-type: none"> Provide signage, wayfinding, and ground decal options to direct customers safely to any business obstructed by footpath or road closures 	<ul style="list-style-type: none"> Place Manager personal contact to understand business circumstances 	<ul style="list-style-type: none"> Some businesses on Church Street (TSG and TJ Homebase) have access via United Lane including parking 			
Lichaa Menswear					<ul style="list-style-type: none"> Temporary footpath and road closures 	<ul style="list-style-type: none"> Business identification survey 	<ul style="list-style-type: none"> Translation services for culturally and linguistically diverse business owners and workers
TSG							
Bourke Street Bakery							
Panntea							
BL Burgers							
Destination Roll							
Potato Corner							
Sharetea Parramatta							
H&R Block							
Tax Tips							
KX Pilates							
Golden Tree Thai Massage							
Just 4 Fun							
DLUX Jewellers							
7/11							
Surplus City Camping and Disposals							
Good Games							
Peter Wynns Score							
Chemist Warehouse							
Cash Stop							

Small Businesses along George Street

Business name	Issues	Mitigation	Communication tools	Lessons learnt
The Bean Chamber	<ul style="list-style-type: none"> Maintain car park near Macquarie Lane. Noise and vibration impacts. 	<ul style="list-style-type: none"> Install hoarding to mitigate noise and dust. Conduct noise and other environmental monitoring. 	<ul style="list-style-type: none"> Regular notifications (letterbox and email) Bi-annual construction newsletters to provide construction lookahead (letterbox and email) 	<ul style="list-style-type: none"> Best time of day to doorknock is between 10am and 11am. Businesses within the Roxy Arcade (Homage, Piri Piri Flame Grill and Temasek) have bins in the public carpark off Macquarie Lane and often receive deliveries from the carpark.
Lead College				
Dragon House Indian Chinese	<ul style="list-style-type: none"> Dust impacts. Visual amenity to the area, including clean construction site appearance with clean hoardings. 	<ul style="list-style-type: none"> Ensure site is clean at the end of each day. Conduct regular checks on hoarding and clean any graffiti. 	<ul style="list-style-type: none"> Regular Place Manager doorknocks to understand local business owner's issues and identify targeted mitigation. Provide business owners with notice of highly impactful work e.g. vibratory or noisy work or temporary loss of services. 	
Xcel Roll & Bowl				
Western Sydney Kebabs	<ul style="list-style-type: none"> Worksite and construction activities obstructing view of shopfront from customers. Planned and unplanned utility works impacting on services. 	<ul style="list-style-type: none"> Provide signage, wayfinding and floor decal options to direct customers safely to business obstructed by footpath or road closures. Facilitate information sessions. 	<ul style="list-style-type: none"> Door knock and direct contact in advance of any potentially impacting activities. Provide alternative parking where access or parking is blocked. 	
In the mood for Thai				
Ground Floor Cafe	<ul style="list-style-type: none"> Local traffic impacts due to additional vehicles and heavy vehicle movements. Temporary footpath and road closures. 	<ul style="list-style-type: none"> Provide translators as required. Maintain pedestrian and vehicle access to businesses. 	<ul style="list-style-type: none"> Reschedule work activities where possible to minimise business impact. Toolbox talks and regular site checks and management. 	
Story Factory				
Homage	<ul style="list-style-type: none"> Impacts from other nearby projects. 	<ul style="list-style-type: none"> No construction vehicle access on pedestrian zone on Church Street 	<ul style="list-style-type: none"> Corflute signage and floor decals for businesses to use. Community information sessions with business specific information. 	
Piri Piri Flame Grill				
Temasek			<ul style="list-style-type: none"> Meet with Parramatta Chamber of Commerce to consult and engage with their small business members. Translation services for culturally and linguistically diverse business owners and workers. 	
Future Chefs				
King of the Pack Parramatta				
Tax Today				
Patrick Lau & co Accounting				
The Tax Factor				
Veritas Law Firm				
Pacific Smiles Dental Teaching Clinic				
Optical Co				
LA-Language Academy Parramatta				
KR Education and Migration				
Dry Cleaners on George				
Antons Hairdressing				
The Barber Workshop				
M&a Bizy Scissors				
ResumeWorks				
Auslim Parramatta Stationery				

Digiprint Media

D & D Real Estate

Small Businesses along Horwood Place & Smith Street

Business name	Issues	Mitigation	Communication tools	Lessons learnt
Mr Phillips Coffee Beans	<ul style="list-style-type: none"> Noise and vibration impacts. Dust impacts. Visual amenity to the area, including clean construction site appearance with clean hoardings. Worksite and construction activities obstructing view of shopfront from customers	<ul style="list-style-type: none"> Minimise work impacts on access and parking in United Lane, where practicable. Install hoarding to mitigate noise and dust. Conduct noise and other environmental monitoring. 	<ul style="list-style-type: none"> Door knock and discuss with business owners about their vehicle and pedestrian access requirements if any works require occupation of Macquarie Lane. Provide alternative parking where access is blocked. At least 7-day notice of any access changes by phone call, doorknock or meeting. Regular Place Manager doorknocks to understand local business owner's issues and identify targeted mitigation. Provide business owners with advance notice of highly impactful work e.g. vibratory or noisy work or temporary loss of services. Reschedule work activities where possible to minimise business impact. 	<ul style="list-style-type: none"> N/a
Bad Manners Espresso				
Subway				
Community Migrant Resource Centre				
Kwik Kopy Printing				
House of Albert				
Hair and Skin Science Parramatta				
Guardian Property Specialists				

Small Businesses along Macquarie Street

Business name	Issues	Mitigation	Communication tools	Lessons learnt
Robin Raju & Associates	<ul style="list-style-type: none"> Noise and vibration impacts. Dust impacts. Visual amenity to the area, including clean construction site appearance with clean hoardings. Worksite and construction activities obstructing view of shopfront from customers. Planned and unplanned utility works impacting on services or on access to United Lane. 	<ul style="list-style-type: none"> Minimise work impacts on access and parking in United Lane, where practicable. Install hoarding to mitigate noise and dust. Conduct noise and other environmental monitoring. 	<ul style="list-style-type: none"> Door knock and discuss with business owners about their vehicle and pedestrian access requirements if any works require occupation of United Lane. Provide alternative parking where access is blocked. At least 7-day notice of any access changes by phone call, doorknock or meeting. Regular Place Manager doorknocks to understand local business owner's issues and identify targeted mitigation. Provide business owners with advance notice of highly impactful work e.g. vibratory or noisy work or temporary loss of services. Reschedule work activities where possible to minimise business impact. 	<ul style="list-style-type: none"> Best time of day to doorknock is between 10am and 11am. Parking access to Manaeesh Bakery and Pizza, The Salt Approach via United Lane.
Manaeesh Bakery and Pizza				
Natures Hair & Beauty Supplies				

2.5 Precinct analysis – Westmead

Westmead is a growing health and innovation precinct, as well as home to a culturally and linguistically diverse community. Westmead metro station is bounded by Hawkesbury Road, Bailey Street, Hassall Street and Alexandra Avenue and is south of the adjacent Sydney Trains Westmead station. Although there are no small businesses identified within 50 metres of the project site, there are small businesses on the other side of the existing train station. These businesses include a mix of food, professional and personal services. The identified small businesses are listed below. The Sydney Trains station acts as a visual barrier between these small businesses and the construction site.

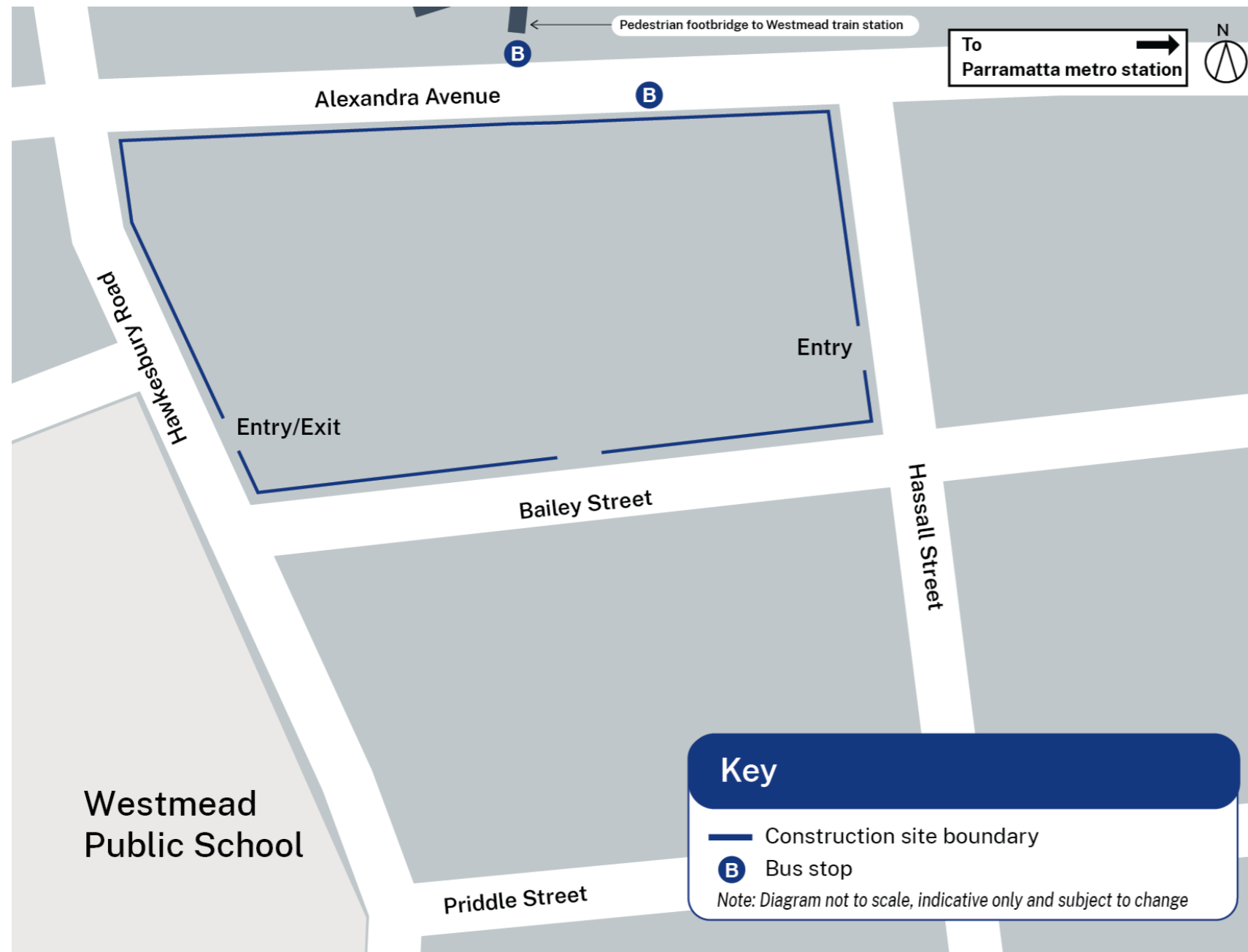


Table 2: Small businesses within 100 metres of Westmead construction site

Business name	Issues	Mitigation	Communication tools	Lessons learnt
Bottle O	<ul style="list-style-type: none"> Noise and vibration impacts. Dust impacts. Local traffic impacts and heavy vehicle movements on Hawkesbury Road. Concerns about worker vehicles taking up local parking spots. 	<ul style="list-style-type: none"> Install hoarding to mitigate visual amenity. Install acoustic shed to mitigate noise and dust. Conduct noise and other environmental monitoring. Ensure site is clean at the end of each day. Conduct regular checks on hoarding and clean any graffiti. Traffic management plans, traffic control plans to ensure road safety. Encourage workers to use public transport to minimise parking impacts. 	<ul style="list-style-type: none"> Regular notifications (letterbox and email). Bi-annual construction newsletters to provide construction lookahead (letterbox and email). Regular Place Manager doorknocks to understand local business owner's issues and identify targeted mitigation. Provide business owners with advance notice of highly impactful work e.g. vibratory or noisy work or temporary loss of services. Toolbox talks and regular site checks and management. Coordinate communications with Transport for Tomorrow and PLR. Liaise with the Westmead Public School Community Hub to communicate to local businesses and their customers. Translation services for culturally and linguistically diverse business owners and workers. 	<ul style="list-style-type: none"> N/a
F45 Training Westmead				
Friendly Grocer Supermarket				
Thuy Hot Bread				
Marie Stopes Westmead Day Surgery				
Mina Bakery				
Off Track Motto				
One Stop Rehab				
Michel's Patisserie Westmead				
Westmead Tavern				
Thundery Thai Massage Clinic				
TAB				
Westmead Variety Store				

2.6 Precinct analysis – Clyde and Rosehill

The Clyde stabling and maintenance facility is bounded by James Ruse Drive, Unwin Street, Western Motorway and Shirley Street and is near both small and large businesses. Clyde and Rosehill is a large commercial and industrial precinct. The area is home to an industrial park, heavy industry and approximately 23 small businesses have been identified within 200 metres of the Clyde stabling and maintenance facility construction sites. In May 2022, small businesses identified in this area are primarily:

- Automotive industry
- Industrial and engineering
- Bulk goods and logistics

The identified small businesses are listed below.

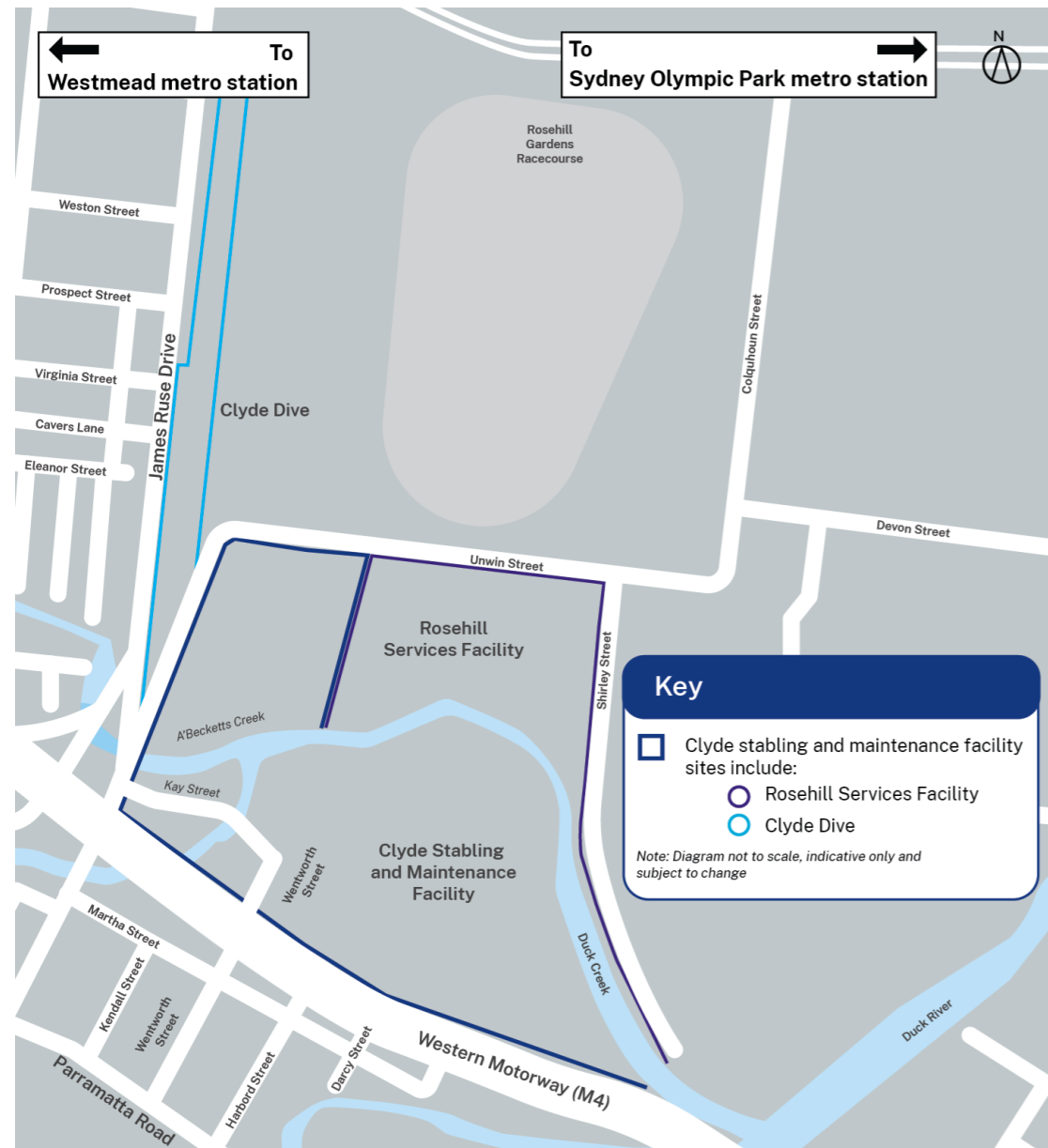


Table 3: Small businesses within 200 metres of the Clyde maintenance and stabling facility sites

Business name	Issues	Mitigation	Communication tools	Lessons learnt
Plasta Masta Granville				
Autojoy Performance				
Australia Freight Forwarder AUSFF				
Cowper Smash Repairs				
Team K Kustoms mechanic and cafe				
Australasian PC Distributors (APCD)				
Otomec Engineering				
Hello Cars				
Australian IT Spares				
Kartel Logistics				
Doug Smith Appliance Spares				
Melcar Wines				
Click Finance				
Zamtas				
Specmetals				
Star Copper Scrap				
Triplenine Group				
Chestnut Café				
Stay Upright				
Turbans 4 Australia				

2.7 Precinct analysis – Sydney Olympic Park

Sydney Olympic Park has a mixed business and residential community within a world class sporting and event precinct, that is surrounded by parklands and public spaces.

Herb Elliott Avenue runs along the northern boundary of the site which has three hotels (Ibis, Novotel and Pullman) and head offices for organisations such as Cricket NSW and Sydney Thunder as well as a café within the Abattoir Heritage Precinct directly across the road. On the southern side of the site is Figtree Drive which has offices of larger organisations including Police Citizens Youth Club and the NSW Institute of Sport. Only one small business within 50 metres has so far been identified, 'Abattoir Blues Café' on Herb Elliott Avenue. GLC will be working in the Sydney Olympic Park site for approximately 11 months from late 2023 to late 2024.

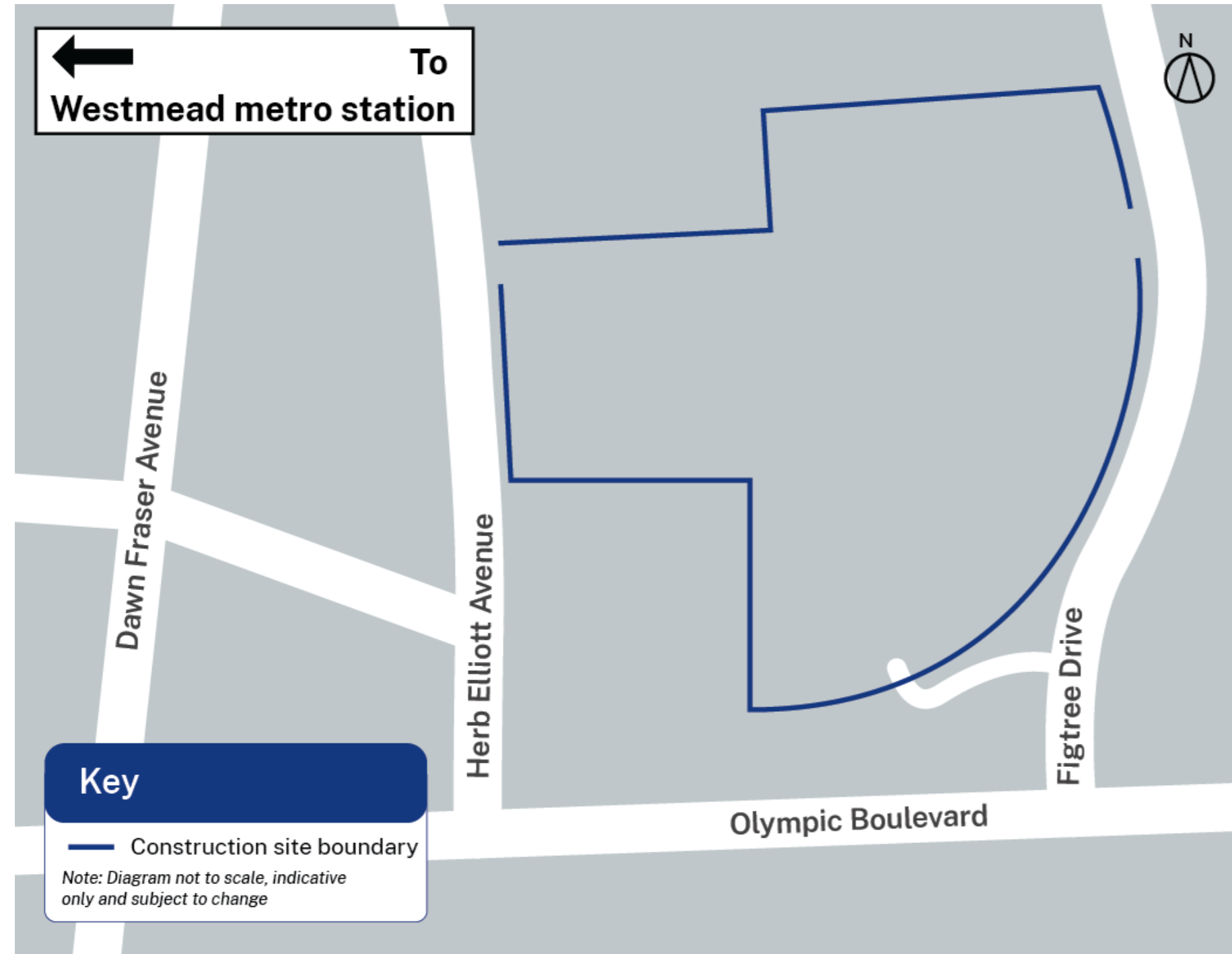


Table 4: Small businesses within 100 metres of Sydney Olympic Park construction site

Business name	Issues	Mitigation	Communication tools	Lessons learnt
<p>Abattoir Blues (café)</p> <p>Other organisations that GLC will regularly engage with include Accor Hotels (Novotel, Pullman and Ibis), Cricket NSW, NSW Institute of Sport, Sydney Thunder, Police Citizens Youth Club, Fujitsu, etc</p>	<ul style="list-style-type: none"> Noise and vibration impacts. Dust impacts. Local traffic impacts due to additional vehicles and heavy vehicle movements. Temporary footpath and road closures. 	<ul style="list-style-type: none"> Schedule high impact works outside of busy trade periods, e.g. morning and lunch. Conduct noise and other environmental monitoring. Ensure site is clean at the end of each day. Conduct regular checks on hoarding and clean any graffiti. Provide signage, wayfinding and floor decal options to direct customers safely to business obstructed by footpath or road closures. Facilitate information sessions. Provide translators as required. Maintain pedestrian and vehicle access to businesses. 	<ul style="list-style-type: none"> Regular notifications (letterbox and email). Bi-annual construction newsletters to provide construction lookahead (letterbox and email). Place Manager engagement, starting in the second half of 2023 to understand local business owner's issues prior to work commencing. Provide business owner with advance notice of highly impactful work, e.g. vibratory or noisy work. Provide alternative parking where access is blocked. Reschedule work activities where possible to minimise business impact. Toolbox talks and regular site checks and management. Coordinate engagement with AFJV and consult with SOPA. This may include meeting with the Sydney Olympic Park Business Association and their members to reach small businesses within the park but not near the site. 	<ul style="list-style-type: none"> N/a