

INQUIRY INTO IMPACT OF THE CBD AND SOUTH EAST LIGHT RAIL PROJECT

Organisation: Transport for NSW

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Transport for NSW Submission

Public Accountability Committee Inquiry into:

Impact of the CBD and South East Light Rail Project

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Inquiry Terms of Reference:

a) the adequacy of the government's response to the financial impact and diminution in social amenity caused by the project on residents and businesses including access to financial compensation and business support services

- Refer to Sections 3,4 and 5; Transport for NSW Engagement, Small Business Assistance, Hoardings and Wayfinding, and Complaints Management

b) the appropriateness and adequacy of the financial compensation process established by the assessment process and consistency of outcomes

- Refer to Section 4; Business Support, Small Business Assistance

c) the effectiveness of the government's communication with residents and businesses concerning project delays and financial compensation

- Refer to Sections 3 and 4; Transport for NSW Engagement, Business Support

1 Introduction

The CBD and South East Light Rail (CBD SE Light Rail) project is a new 12 kilometre route with 19 stops extending from Circular Quay along George Street to Central, through Surry Hills to Moore Park, then to Kensington and Kingsford via Anzac Parade and Randwick via Alison Road and High Street. CBD SE Light Rail will provide a modern, reliable and sustainable public transport service, connecting businesses and communities along the route, facilitating access to the Sydney CBD, major sporting and entertainment facilities in Moore Park and Randwick, along with the University of New South Wales, TAFE and the health precincts in Randwick.

Construction commenced in late October 2015 and is divided into 31 construction zones. Construction along the route involves excavation, utility works, track laying, paving, reroute of traffic lanes and kerbside finishing works. It is a complex project that has involved significant traffic and parking changes and construction in close proximity to residences and businesses along the route. A key premise has been to ensure that, as much as reasonably possible, access for residents, businesses and the community is maintained throughout construction.

Development in the Sydney CBD is at an unprecedented level, reflecting a strong economy and growing population. A significant level of private development construction activity is occurring along the CBD SE Light Rail route. Many businesses and residents in the Sydney CBD are experiencing the cumulative impacts of both the light rail and private development, especially in areas such as Wynyard and Circular Quay to the CBD north.

A key lesson from the construction of Stage 1 of Gold Coast light rail was the need for improved coordination of works, including light rail, utilities, road maintenance and private development works. In recognition of the need to coordinate traffic and transport and to ensure clear and effective communication with affected residents, businesses and the general community during this unprecedented period of rapid development, Transport for NSW (TfNSW) formed the Sydney Coordination Office (SCO) in mid-2015 (formerly the CBD Coordination Office).

The SCO manages traffic and transport changes, project and operational communications, assists work scheduling to minimise impacts and has precinct-based teams to assist residents and businesses who reside along the route. SCO works closely with the Sydney Light Rail Delivery Office and ALTRAC Light Rail Partnership (ALTRAC) for the planning and delivery of works. The Government has a contract with ALTRAC who in turn has contracted with the D&C Contractor (comprising Acciona Infrastructure Australia Pty Ltd and Alstom Transport Australia Pty Limited) to design and construct the civil and systems installation works for the CBD SE Light Rail and with the O&M Contractor (Transdev) to operate and maintain the CBD SE Light Rail. Planning conditions apply to guide project delivery, including minimising and mitigating project impacts.

TfNSW has always acknowledged that the construction period would be a disruptive and difficult time for businesses and residents, and the patience of those affected is greatly appreciated. TfNSW teams started proactively engaging with impacted businesses and residents in early 2013, prior to construction commencing.

This project will have significant long term benefits for businesses and the community. The Gold Coast experience has demonstrated that while construction was a difficult time, businesses thrived once the civil work was completed and light rail started operating.

TfNSW has managed and coordinated a series of programs to support businesses, unprecedented by any transport project in Australia. For example, while the Gold Coast light rail construction provided support through local area guides and business engagement, TfNSW has gone above and beyond to tailor business support initiatives for local areas through an extensive business activation program. These programs initially commenced to

promote impacted businesses; with construction taking longer than initially anticipated along the route they have progressed to include financial support for small businesses. Local councils, other agencies and the community have helped TfNSW deliver programs and activities to support businesses.

Since 2015, TfNSW has delivered an activation program to maintain foot traffic and vibrancy around construction areas and to deliver the strong message that Sydney remains open for business along the light rail route. Initiatives have included signage, plinths, place making activations, advertisements and social media, business guides, advertorials and videos promoting local business and loyalty schemes.

This includes support for cultural events like Chinese New Year, Christmas activation and mainstream television advertising during the major retailing season. It also includes tailored local area marketing for different precincts across the alignment such as cultural and arts in Surry Hills and shopping in the CBD north and placemaking and art displays to attract footfall. The program works closely with local businesses to develop and deliver initiatives, including Local Business Chambers.

The leading placemaking expert, New York's Projects for Public Spaces, has called this placemaking program best practice worldwide associated with transport construction.

Consultation since mid-2013 has been extensive and involved business and community forums, one-on-one engagement, doorknocking, proactive notifications, complaints management and a mobile info hub. Precinct based teams (in ALTRAC and TfNSW, working collaboratively) regularly check in with affected businesses, provide advice and solutions for freight and delivery issues, and offer business support services from the NSW Department of Industry. In addition to this direct engagement, TfNSW works with broader groups such as the Taxi Council, ride share, utility and service providers along with emergency services, coach and bus operators around access and changes occurring across the CBD.

Engagement through social media and the website has been effective. Traffic to the Sydney Light Rail website increased by 45% from June 2016 to June 2018. In addition, the Sydney Light Rail Facebook page has had a 246% engagement increase, or a 160% increase in reach from 2016 to 2017 alone.

Since mid-2015, over 950 construction notifications about upcoming works have been distributed along the route and 110 public forums have been held. This is in addition to the regular door knocking and check-ins with businesses along the route.

The complaint management framework is stringent and ensures that any complaint received is addressed within a timely manner. A 24-hour project phone line is in place. TfNSW closely monitors complaints, intervenes to expedite resolutions where possible and proactively manages sensitive or special cases.

TfNSW also works with local councils to ensure alternative parking is available to offset parking losses along the route. This has involved creating timed parking and additional spaces through angled parking in side streets in Surry Hills and the South East. It has also involved maximising loading zone availability despite diminished kerbside space and the development of new initiatives and solutions to support freight and delivery activity along the route.

TfNSW has also introduced and expanded a Small Business Assistance Program to provide financial support to small businesses that have been impacted where construction is taking longer than initially advised. Since August 2017, approximately \$6 million in financial assistance has been provided to 69 businesses (as at 6 July 2018).

The Small Business Assistance Program has been promoted extensively, including at every business and community forum, on the Sydney Light Rail website, as well as through the media. In addition, every business along the route was advised via stakeholder staff visits in August/September 2017, and via emails sent directly to every business in TfNSW's stakeholder database.

TfNSW has also offered an additional alternative accommodation scheme to residents affected by disruptive works which goes over and above the scheme that ALTRAC is required to implement under planning conditions. Over 4000 offers for respite accommodation have been made since October 2017 (as at 6 July 2018), to supplement the 72 occasions where offers have been made by ALTRAC.

Since 2015, TfNSW has monitored and managed issues and impacts of light rail construction and has adapted or developed new programs to minimise and mitigate the impact of disruption on business, residents and the community.

Sydney Light Rail Construction

The construction schedule was first published in May 2015, to provide as much advance notice as possible to the community and businesses. TfNSW and ALTRAC worked proactively with stakeholders to help them plan and prepare for change.

Light rail construction commenced on 23 October 2015 and construction zones have been progressively occupied. Many zones have now been occupied for longer than the duration specified in the original published schedule.

Zone 5 (George Street between King and Market streets) and zone 6 (George Street between Market and Park streets) were opened on 3 December 2017, with minor localised finishing works yet to be completed. Hoardings remain around the QVB stop.

Zone 15 (Devonshire Street between Chalmers and Elizabeth streets) was opened on 22 December 2017.

The key impacts of construction are noise, dust, out of hours work, parking dislocation and hoardings obscuring sightlines to businesses. Finishing works, post-civil construction, include paving works, stop completion and installation of system requirements and testing.

Out of hours work is a necessity of the project due to the impact on the road network. However, where possible, works scheduling has been adjusted to deliver more daytime work.

TfNSW has worked with ALTRAC to manage construction works, having regard to the planning conditions and to influence hoarding placement and support the reduction of the construction footprint where reasonably possible. ALTRAC provides assistance directly to businesses in cases relating to access within the construction zone, or if works directly impact the business operation, for example a power or gas outage.

ALTRAC is also directly liaising with residents in regard to property damage and operational noise and vibration treatments.

2 Benefits of the Sydney Light Rail project

Light rail is a critical part of Sydney's transport future.

An extra million people are expected to live and work in Sydney over the next 10 years. By 2031 trips to the city will increase by a quarter, and trips within the city centre will increase by a third.

Congestion across metropolitan Sydney already costs the NSW economy more than \$5.1 billion per year; this is forecast to reach \$8.8 billion by 2021 unless we deliver change.

The CBD SE Light Rail will provide reliable, efficient, turn-up-and-go public transport, with services every four minutes between CBD and Moore Park and every eight minutes to and from Randwick and Kingsford between 7am and 7pm.

This game-changing project will deliver more public transport capacity for the CBD and the South East and better reliability for transport customers travelling to the CBD from the South East. It will address congestion growth by encouraging people out of their cars and reducing the number of buses on our roads.

Each light rail vehicle will be able to carry up to 450 people, equivalent to nine standard buses, with a capacity of up to 13,500 passengers per hour (up to 6,750 in each direction).

The system can also grow to meet future demand growth by operating at increased frequency.

Sydney will operate the world-class Citadis X05 light rail vehicle, providing a modern, safe and accessible transport solution with real-time travel information.

In conjunction with the bus network, light rail will greatly improve public transport access to Moore Park, Randwick, University of NSW (UNSW), TAFE and health precincts. To support customers travelling to major sporting and entertainment events, light rail can provide extra capacity through additional services.

Under current planning, a combined light rail and bus network will deliver city bound morning peak capacity increases of more than 10% from Kingsford and 30% from Randwick, and a doubling of morning peak capacity from the CBD to UNSW and the Randwick hospital precinct.

The project will generate \$3 billion in economic benefit for NSW and has already proven a catalyst for urban renewal. Sydney's commitment to light rail was followed by a boom in construction along the route. In the CBD alone, there are more than 120 government and private sector projects in the planning or construction phase.

The CBD SE Light Rail will provide reliable, modern, customer-friendly transport and contribute to making Sydney a cleaner, more liveable city.

We are prioritising public transport, pedestrians and public domain in key parts of Sydney to improve amenity.

Improvements to the public domain include in the CBD; the introduction of a wire-free pedestrianised section of George Street between Bathurst and Hunter streets, which will significantly improve amenity, providing a boulevard with new paving, trees, lighting and furniture creating an improved pedestrian space and retail experience. In Surry Hills, pocket parks will be introduced in side streets to enhance the village atmosphere, and in the South East, new urban space, in particular at Meeks Street, Kingsford and High Street, Randwick.

3 Transport for NSW Engagement

TfNSW has a significant engagement framework in place associated with the construction of the CBD SE Light Rail. This includes specific requirements for ALTRAC under the Conditions of Approval and the Sydney Light Rail (SLR) Project Deed for engagement. TfNSW and ALTRAC work together on the project to inform stakeholders of project works. TfNSW's engagement commenced well ahead of construction, in early-2013, to provide communities and businesses information about this project; to help them understand what would be occurring, and enable them to plan ahead.

TfNSW is diligent in meeting these obligations, but also provides complementary activities and initiatives over and above formal requirements to ensure residents, businesses and the broader community are aware of construction and how it may impact them. This report details the approach in place for engaging the community.

Residents

Residential engagement encompasses a variety of activities including, but not limited to:

- Construction Notifications (Day work and Out-of-Hours work)
- Monthly newsletters
- Website and Facebook page
- Doorknocking and intensive engagement
- One-on-one meetings
- Attendance and support at residents meetings.

TfNSW raises issues reported by residents to ALTRAC and seeks resolution on matters.

Community Forums

TfNSW works closely with communities along CBD SE Light Rail route to provide up-to-date information on the project, construction and potential impacts.

Community forums have been established in precincts across the route. There are three community forums:

- CBD
- Surry Hills / Moore Park
- Randwick / Kingsford / Kensington.

These forums provide a regular opportunity for the community to learn more about the project, and how they can best prepare for construction occurring in their area. Typically, these forums are held quarterly or on an as-needs basis.

TfNSW has also worked closely with the Northcott Housing community in Surry Hills around construction. This led to changes in construction methodologies, including moving the major ancillary site in Surry Hills from Ward Park (a community park adjacent to Northcott Estate) to a different location, resulting in no loss of community space.

TfNSW has initiated a less formal approach to engaging with residents in this housing development. This has included hosting 10 BBQs with residents and four drop-in events to speak with tenants about light rail construction, ensuring they are comfortable with the changes occurring. TfNSW has also attended regular events that are of significant importance to that community, to provide information.

Light Rail Community Reference Group

The Community Reference Group was established pursuant to a planning approval condition as a consultative group to provide advice and make recommendations on initiatives that would engage and support communities affected along the route, including identifying potential mitigations of impacts during construction. Meetings are held quarterly, and it is intended that the Community Reference Group will run until the completion of construction of the CBD SE Light Rail.

The group comprises elected members who represent their community precincts. Fifteen reference group meetings have been held since it was established in mid-2014.

Complaints Monitoring

Community members can raise issues via a dedicated project line monitored 24 hours a day, seven days a week, or via email.

TfNSW monitors all complaints with the aim of identifying patterns in relation to a particular issue or impact, and then looks for remedies. Complaints are dealt with on a case-by-case basis, and often involve tailored solutions to address specific issues.

For example, TfNSW analysis helped identify residents who are more sensitive than others or who have extenuating circumstances or medical conditions that may reduce their resilience or tolerance to noise and other construction impacts.

As a result of this analysis, TfNSW takes a proactive approach to ensure sensitive residents understand upcoming works and their impacts. Where possible, TfNSW works with ALTRAC to minimise any impacts or offer alternative accommodation.

TfNSW intervenes to develop tailored assistance for residents and groups affected by construction. Examples have included referrals to local community transport operators to improve access options for elderly residents and adjusting barriers to accommodate special funeral services.

More details on complaints management is at Section 5.

CASE STUDY: Kensington residents

TfNSW undertook an exercise to ensure that project information was provided to impacted residents in the most helpful form. Over a period of three weekends, surveys were conducted with local residents to determine whether they were happy with the level of information they received, or if a different approach, such as specialised apps, email or text messaging services, would be better at communicating construction works.

The results of the survey confirmed that residents prefer written communication (via email notification etc.), which is the approach that TfNSW has undertaken.

Alternative Accommodation

ALTRAC is required to offer alternative accommodation to residents to comply with its Construction Noise and Vibration Management Plan. ALTRAC is required to offer respite for residents through alternative accommodation where it proposes work involving high impact noise over three consecutive nights. In addition, since 15 May 2018, ALTRAC has been required to offer alternative accommodation to residents in Surry Hills and the South East suburbs where high impact noisy works are proposed beyond midnight. ALTRAC has offered alternative accommodation to various locations on 72 occasions.

Since November 2017, TfNSW has offered a supplementary program of alternative accommodation over and above what ALTRAC is required to offer.

It is a no obligation offer from TfNSW whereby, under approved circumstances, a resident can stay at an alternative location and claim back up to \$200 per bedroom. TfNSW offers alternative accommodation when the following conditions are met:

- Property fronts the route
- Property is the principal place of residence for the applicant
- Scheduled out of hours works are predicted to be highly intrusive (i.e. exceed 30dBA at the property above back ground level (RBL) after 10pm) according to modelling or monitoring undertaken by TfNSW
- Works are scheduled on more than three nights in a calendar week (Monday to Sunday); and
- Case-by-case offers are also made where particular circumstances are identified around affected residents.

Typically each Friday, TfNSW reviews the construction works program for the week ahead, as well as ALTRAC's requirements to provide respite accommodation. Residents identified as impacted but who ALTRAC is not required to offer alternative accommodation will receive a letterbox drop or an email with an offer of alternate accommodation from TfNSW instead, including advice about the most advantageous night to maximise respite, should they choose to take up TfNSW's offer.

More than one night of accommodation may be offered for a particular week for some individual cases where stakeholders have been identified as being particularly sensitive or having special circumstances such as medical conditions.

TfNSW has made over 4000 offers to residents (as at 6 July 2018). TfNSW has also implemented a new system involving the services of The Hotel Network, which makes it easier and faster for residents to recoup expenses for accommodation. Residents are reimbursed typically within 48 hours.

Property Matters

Noise modelling has been undertaken to estimate noise levels when the light rail system is operational. Where the predicted operational noise levels exceed the project's operational noise criteria (set by the planning approval), ALTRAC is expected to identify and implement reasonable and feasible mitigation measures in consultation with the affected property owners.

ALTRAC is undertaking assessments for operational noise and vibration treatments for around 2,000 properties.

In circumstances where ALTRAC and the property owner cannot agree on treatment, the property owner can request TfNSW review the outcome from ALTRAC. If the property owner disagrees with TfNSW's review decision, then this can be referred to independent mediation.

For property owner complaints about property damage claims such as dilapidation, ALTRAC is required to have a mediation system in place for complaints and record the basis for its decisions in addressing complaints. Preconstruction reports were undertaken prior to construction commencing, with any issues resulting to be addressed once construction is complete.

Residents can escalate a matter to TfNSW, which can investigate ALTRAC's basis for making decisions about property claims.

Businesses

Business Forums

TfNSW works with ALTRAC's business engagement team under its existing compliance requirements. This includes business forums, which have been established across the Light Rail route. Similar to community forums, there are three business forums:

- CBD
- Surry Hills / Moore Park
- Randwick / Kingsford / Kensington.

Since September 2013, over 110 business and community forums have been held. Forums are open to residents and businesses across the route within their precincts. Invitations are circulated to stakeholders within a 500 metre radius, plus anyone who has enquired about a particular area.

Construction Notification

Under compliance requirements, ALTRAC must provide advanced notification of construction activities to impacted stakeholders. TfNSW reviews all construction notifications to ensure the information conveyed is appropriate and meaningful to stakeholders so that they can plan around works occurring. When more intensive work is planned, TfNSW provides additional materials to stakeholders, including traffic maps showing detour routes and local access arrangements.

Quarterly construction notifications are distributed to inform stakeholders of works occurring during standard working hours. These are distributed within a 500 metre radius of the relevant construction area.

Out of hours work notifications are additional to the standard notifications to stakeholders, and describe activities and impacts overnight and/or on weekends. They are distributed to affected stakeholders generally five days before the work starts via email or a door knock of stakeholders.

All construction notifications are also published on the Sydney Light Rail website, and they include translation service information and the 24 hour project phone number. More than 950 construction notifications have been distributed so far (as at 6 July 2018).

TfNSW supports ALTRAC in its door knocking and face-to-face meetings with businesses along the route to deliver construction information. TfNSW also conducts its own engagement with businesses, to ensure they are aware of works occurring and in order to deal with construction impacts which may arise, such as local access.

TfNSW has engaged with every business along the route prior to construction occurring in each zone. This has included zone-specific forums to walk through the construction process with impacted businesses, along with one-on-one meetings. Door knocking occurred immediately following zone closures (the start of construction), and has since occurred regularly along with forum opportunities with businesses.

CASE STUDY: Working with businesses ahead of construction

In the lead up to zone closures, or major changes in construction staging, TfNSW, with ALTRAC, undertakes significant engagement with impacted stakeholders to ensure they are aware of works and what it means for them.

Construction in Surry Hills on Chalmers Street between Devonshire Street and Eddy Avenue presented significant challenges ahead of occupying this zone. This included:

- Removal of all traffic on Chalmers Street between Eddy Avenue and Devonshire St
- Introduction of two way traffic to a section of Elizabeth Street
- Reversal of traffic direction on Randle Street to northbound from southbound

Within this area, door knocking and one-on-one sessions were held. As part of this, TfNSW worked closely with the Sydney Dental Hospital to prepare those who need to travel to the Hospital – patients, emergency services, suppliers and staff.

The Hospital was provided with draft plans and an outline of journey impacts four to six weeks out from occupation, and also received tailored collateral including maps, travel advice, posters, banners and FAQ. This included:

- Four weeks prior to occupation, alongside their appointment letters, all patients were provided a map showing the new situation to expect on Chalmers Street and also travel advice on how to reach the Hospital.
- The Hospital website was updated with information for all patients and suppliers.
- Suppliers were provided with new haulage routes to allow and maintain access, particularly for laundry suppliers who required close access and loading.
- All staff were provided a banner to add their signatures to and share amongst their networks.
- All materials were provided in the lobby of the hospital to alert all patients coming into the Hospital.

Traffic controllers are in place throughout business hours to manage Hospital access and parking for people with disabilities.

In addition, due to the significant changes in the area, a pedestrian safety campaign was deployed and localised for this area.

Light Rail Business Reference Group

The SLR Business Reference Group was established pursuant to a planning approval condition as a consultative group to make recommendations on initiatives that would support businesses along the route through construction. The Business Reference Group is made up of representatives from Council, peak bodies, large and small businesses across the CBD SE Light Rail route. Meetings are held quarterly, and it is intended that the Business Reference Group will run until the completion of construction of the CBD SE Light Rail. The Business Reference Group has met on 16 occasions since mid-2014.

Light Rail Roundtable Group

Similar to the Business Reference Group, the SLR Roundtable Group was established to make recommendations on initiatives that would support businesses (as well as residents) along the route through the construction period. As well as business representatives it includes others from local government, key stakeholder groups across Education (Universities), Health, and NSW Property. Meetings are held quarterly, and it is intended that the Roundtable Group will run until the completion of construction of the CBD SE Light Rail. The Roundtable has met on 16 occasions since mid-2014.

Construction Staging

Prior to any zone closure or major change in construction staging, TfNSW with ALTRAC engages extensively with businesses. This has included door knocking impacted businesses and hosting forums to provide information and answer questions around what to expect during construction. TfNSW has also held drop-in forums to provide a more casual opportunity for businesses to meet with the project team, including project engineers and staff involved with business support such as freight and servicing. In addition, TfNSW meets with emergency services and utility providers about access requirements and construction.

This engagement has proved vitally important, as it forms part of the Local Access Plans, which are developed for each zone to ensure that access is maintained during construction. The plans detail alternative access arrangements such as driveways, waste removal, and changes to loading space, taxi pick up and drop off, construction methodology and public transport. These plans are continually updated in line with construction progress.

Prior to construction commencing, in addition to project engagement, the Department of Industry through the Office of the NSW Small Business Commissioner has engaged with businesses across the alignment through the Business Connect Program which provides support to businesses during change, such as marketing or online presence. The program works one on one with businesses to develop and deliver tailored initiatives suited to the business to initiate new business opportunities and improved marketing.

In addition, TfNSW and ALTRAC provide assistance and services to businesses prior to construction commencing. Following commencement of construction, TfNSW and ALTRAC work to refine the plans with business to ensure they continue to meet the needs of each business.

TfNSW works closely with ALTRAC and key internal partners, including Operations and Environmental teams, to improve stakeholder outcomes in relation to work programs. This may involve changing construction start and/or end times, reducing the number of night shifts, or accommodating changes to construction compounds to improve sightlines or access.

TfNSW is also working with ALTRAC to review works programs to endeavour to undertake more high intensity works during the day or very early evening wherever possible, in order to reduce the amount of night work and associated impacts on residents. CBD roads and lanes on Anzac Parade and Alison Road have been closed to enable significant works to occur during the day. Works required overnight include utilities works involving water and power outages. Where overnight works do take place, TfNSW has been flexible in providing access to the network to minimise impacts, for example:

- In Kensington, Road Occupancy Licences are now provided to allow ALTRAC to commence night works from 9pm, rather than 10pm.
- A full closure of High Street between Wansey Road and Botany Street in January to March 2018 allowed ALTRAC to undertake construction during the day and avoid night works.

CASE STUDY: Surry Hills

Work at the intersection of Devonshire Street and Elizabeth Street is difficult due to the need to preserve the road network while meeting resident and small business needs.

TfNSW consulted with stakeholders around the intersection, seeking their preference to stagger intrusive work across several weekends or do one weekend of intense and highly intrusive work.

Stakeholders overwhelmingly preferred one weekend of work. As a result, 56 hours of intrusive work was completed to achieve project goals while meeting stakeholder requirements and preferences.

A series of other bespoke programs have also been developed to support businesses during construction. See Section 4 – Business Support.

Key Stakeholders

In addition to engaging with businesses along the CBD SE Light Rail route, TfNSW has partnered with various stakeholders such as peak business and community bodies to further understand and address concerns about project impacts.

In particular, TfNSW has worked with the following groups:

- Haymarket Chamber of Commerce: Implemented cultural activations, project information dissemination through the Chamber's communication channels, market research and attendance at regular events.
- Surry Hills Creative Precinct and Surry Hills Neighbourhood Centre: Supporting the annual Surry Hills Festival, monthly local business network events, attendance at business forums, and facilitating localised projects to showcase the unique offerings of Devonshire Street businesses.
- City of Sydney Council: joint TfNSW and City of Sydney activation programs, and working with their Retail Advisory Panel around retailer opportunities in the CBD.
- Randwick City Council: Working to activate new public spaces, such as Meeks Street, and the development of local area marketing guides.
- Randwick Health Precinct: TfNSW has partnered to ensure changes to access arrangements have been carefully managed and wayfinding signs for patients are highly visible.

Info Hub

Prior to the commencement of construction for the CBD SE Light Rail, TfNSW established a Community Information Centre (CIC) on George Street at the intersection with King Street. Opened in November 2013, its purpose was to provide the community and businesses with access to information about the project, the opportunity to view plans and be updated on progress.

The CIC served its initial purpose of providing proactive engagement opportunities. Based on its success, a more mobile, flexible version was devised, which could be taken to any location where information needed to be conveyed to the local community.

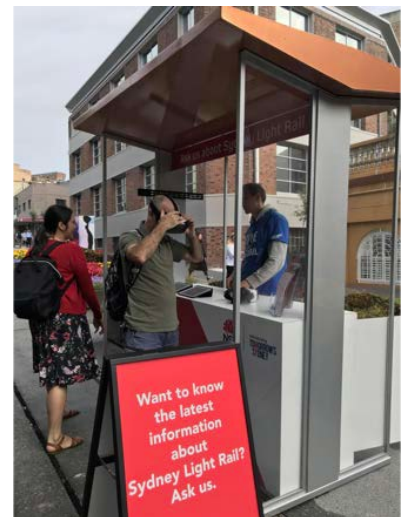
The mobile Info Hub was first used in May 2016, with a full scale program starting in July 2016.

The Info Hub is equipped and staffed to provide key milestone information and general updates on construction progress. This is presented on a digital screen and iPads. It also houses other supporting information for residents and businesses related to the location where it is based, complementing other engagement strategies.

The Info Hub has proven to be a positive interactive experience. Virtual reality goggles provide customers with a 3D view of what the CBD SE Light Rail will be like once construction is finished at three key locations.

Now that construction is well underway, the Info Hub has been deployed in areas of intensive works, at key stakeholder events, or where significant progress has occurred.

The Info Hub has been active for 523 days, with street teams interacting with nearly 74,000 people, averaging around 3,000 people each month.



Mobile Info Hub in situ

Operational Communications

In addition to engaging and communicating with impacted residents and businesses, TfNSW develops large scale communication strategies for the general public to communicate support major traffic and transport changes caused by light rail works.

Prior to any major construction change, or where there are multiple changes occurring in close proximity, TfNSW with ALTRAC undertakes extensive operational communications covering print, radio, email blasts, maps and notifications to highlight key changes occurring to traffic and public transport. For example, in March 2017, High Street in Randwick required significant bus changes associated with light rail construction in the area. This included closing seven bus stops, opening five new bus stops, and significant rerouting of all buses in the area, including the University of NSW shuttle bus services and route 400, the most tapped-on bus service in Sydney.

To support this change, TfNSW developed a bus changes campaign, which included print advertising in local newspapers, radio advertising across the Australian Traffic Network, bus advertising, social media and digital advertising.

In addition to this significant communication, stylised traffic maps and a bus changes factsheet for customers were prepared, customised bus information signs were installed at 23 existing

and new bus stops and supplementary wayfinding signage was installed for the health precinct.

Based on Opal data, tailored information was prepared for distribution at the origins of the majority of trips to Randwick. TfNSW deployed 30-40 “pink shirt” customer assistance staff across 186 shifts over two weeks to help communicate the changes. Staff had over 18,000 interactions and handed out almost 10,000 bus fact sheets to university students and staff, hospital staff and patients, and other bus customers.



Customer assistance communication and “pink shirt” street teams in situ.

Special Events

TfNSW plays an important role in ensuring special events can occur during major construction across the CBD and Moore Park. This involves:

- Working alongside event organisers months in advance to ensure construction impacts can be accommodated.
- Coordinating road occupancy licences during events (e.g. limiting night work during Vivid).
- Deploying “pink shirt” street teams to help people find their way around during major events that coincide with project construction (e.g. Moore Park Double Headers, Anzac Day).
- Ensuring construction hoardings are reduced during major events (e.g. NYE, Vivid etc.) to assist with large movements of people.
- Visiting key stakeholders such as hotels and major retailers to provide tailored briefings about special event impacts.

Examples of successful special event coordination include the relocation of the Anzac Day march from George Street to Elizabeth Street and the pack-down of construction sites to create pedestrian access on George Street for New Year’s Eve. Despite significant construction occurring across the CBD, TfNSW has supported the extension of Vivid from 18 to 23 days and, more broadly, Sydney is continues to attract more and more major events.

4 Business Support

Business Activation

TfNSW has established significant business support from the inception of the project. While the Gold Coast light rail construction provided support through local area guides and business engagement, TfNSW has gone above and beyond to tailor business support initiatives for local areas through an extensive business activation program. This has scaled up and been targeted to different parts of the project alignment as the construction program has developed.

TfNSW established a Business Activation Program in 2015, a first of its kind for a transport agency internationally. The program was developed with key stakeholders such as the Sydney Business Chamber, Australian Retailers Association, Property Council of Australia, Office of the NSW Small Business Commissioner, Tourism Accommodation Association, Destination NSW, City of Sydney Council and Randwick City Council.

Fundamentally, the program aims to:

- Support businesses along the CBD SE Light Rail route.
- Encourage footfall alongside construction, including attracting new visitors to the area.
- Implement innovative programs through temporary place making and activations.
- Implement targeted and precinct specific initiatives to stimulate retail activity.
- Work cooperatively with directly impacted local business owners, peak bodies and key stakeholders.
- Seek feedback from local businesses and the community and respond with appropriate actions.
- Develop a rolling program of events and activities.

The program was launched in September 2015 and has been highly successful through various activities, such as:

- Christmas programs – with a range of festive activities during the key retail season.
- Public Arts programs – art and sculpture sites across the light rail route.
- Cultural events, such as Chinese New Year, through the use of lighting to attract people to localities.
- Local area marketing and advertorials to showcase business offerings in areas of construction, supporting the message that Sydney is open for business.
- Place making, creating new places for people, encouraging footfall and dwell times in the area.

A list of the activation deployment is detailed below.

Precinct	Activation activity
CBD North	<ul style="list-style-type: none"> › Christmas activation on George Street for 2015, 2016 and 2017 › CBD Christmas ‘open for business’ TV and print campaign for 2015 and 2016 › 2 x Local Area Marketing videos › Activation of George Street in 2016 during Anzac Day, Head on Photo Festival and VIVID › Public art activation on Hunter Street in 2016 › Place making activity in Wynyard during VIVID and Circular Quay during VIVID 2017 › Closing Market Street on Boxing Day (2016 and 2017)
CBD South	<ul style="list-style-type: none"> › Activation of George Street with light-up monkeys in trees and smart poles, and additional pop-up seating area, in partnership with the Haymarket Chamber of Commerce › Place making outside of World Square shopping precinct › 2016 Chinese New Year activation › 2 x Local Area Marketing videos › Sponsorship with Haymarket Chamber of Commerce and Live Work Play guide for Haymarket
Surry Hills	<ul style="list-style-type: none"> › Working in partnership with the Surry Hills Neighbourhood Centre to deliver Double Take, Support Surry Hills Festival and delivery of curated culture walks › Delivered two ‘Head to Surry Hills’ campaigns, in late 2017 and March-April 2018, reaching 400,000 people in each campaign and raising the profile of businesses in Surry Hills › Pedestrianised Devonshire Street for the 2016 and 2017 Surry Hills Festival › Working in partnership with the Department of Family and Community Services (FACS) and Northcott residents › Shopping and dining guide (50,000 copies) › 4 x Local area Marketing Videos › Place making in open zone 15 (Devonshire Street between Chalmers and Elizabeth streets)
Randwick, Kensington and Kingsford	<ul style="list-style-type: none"> › <i>Artmoves</i> – art and sculpture program transforming five sites along Anzac Parade in partnership with Randwick City Council › Meeks Street – furniture and art to transform a new public plaza › Shopping and dining guides for each precinct (160,000 copies) › Shopping advertorial in the Southern Courier in partnership with the Kingsford Chamber of Commerce › 4 x Local Area Marketing videos on social media

CASE STUDY: Head to Surry Hills

TfNSW joined forces with the Surry Hill Creative Precinct (SHCP) to develop and deliver two 'shop local' consumer campaigns, designed to increase awareness of the retailers along Devonshire Street and side streets. The campaign targeted both local residents and residents in surrounding suburbs and offered a chance to win \$100 at one of the participating local businesses.

The campaign tells the story of the person behind each business, the product offerings or the connection to Surry Hills. Over 50 small businesses signed up for each campaign. Content was available from the SHCP Facebook page.

The campaigns:

- Reached over 840,000 people by Facebook Social Media posts
- Received over 10,000 competition entries
- Involved 89 participating businesses.

A third wave of the campaign is planned for August - September 2018.

"We were so happy yesterday when we had a customer in that told us they found us through the Devonshire St Precinct campaign. She said she had never seen us before, and would not have found us otherwise. She spent \$450 and said she would be back again next week for more! What a great response! Thank you so much!" – Participating Business

Customer Sentiment

TfNSW has commissioned customer sentiment surveys along the CBD SE Light Rail route. These surveys commenced prior to construction and are undertaken in major retail zones in the CBD, Surry Hills on Devonshire Street and on Anzac Parade in Kingsford and Kensington. The latest survey indicates that people are still visiting and shopping along the route.

In 2017, TfNSW surveyed within the completed zone 5, George Street between King and Market streets where Christmas activation was occurring. The survey revealed that:

- 94% of visitors noticed the Christmas activation features, and 90% said the features had improved their experience.
- The number of respondents on George Street who stated shopping as their main reason for visiting increased in the lead up to Christmas (from 41% to 51%). The proportion of those shopping while in the area remained high and stable at 84%.
- 87% of respondents that recalled George Street prior to construction said that George Street was improved, and the proportion that said they would visit the area more often following construction increased to 28%, up from 2-4% in previous surveys.

Small Business Assistance

Business Connect Program

The Department of Industry's Business Connect program, with support from TfNSW, provides a specialised and highly subsidised advice service for small businesses along the CBD SE Light Rail route. This service has been in place since January 2016. The program has helped businesses to prepare for light rail construction and implement tools to improve business practices.

Dedicated light rail business advisors engage directly with small businesses to provide independent and confidential business advice and information during the construction of light rail. The program also assists business to identify and implement new business opportunities.

Advisors assist businesses with improving business practices, revenue management, marketing, workshops and online seminars. A Business Connect bus is also strategically positioned in varying locations along the CBD SE Light Rail route to provide direct access for businesses to drop-in and discuss their business with an advisor.

The program successfully helped businesses along the route, with 1400 hours of business advice provided, 650 interactions with businesses, and program delivered with 213 businesses (as at 28 June 2018).

Small Business Assistance Program

In August 2017, TfNSW established the Small Business Assistance Program to assist businesses who believe their operations have been negatively impacted by the construction of the CBD SE Light Rail project taking longer than originally expected.

The program provides ex-gratia financial payments as quickly as possible to eligible businesses to help with their rent and other bills during construction overstay (construction beyond the original forecast completion date).

TfNSW appointed an independent financial specialist to lead the establishment of the program and also engaged the services of a financial advisor, Ernst and Young, to undertake assessments. A program governance structure was quickly established consisting of a steering group to provide executive oversight of the program and a working group to implement the program.

TfNSW developed an *Assessment Framework* for assessing eligibility of businesses. The first version of the framework was approved on 31 August 2017 and included the following eligibility threshold:

- Small business criteria (fewer than 20 full time employees).
- Location and proximity of the business to construction.
- Construction overstay.

Businesses were assessed against the criteria on case-by-case basis but as a general guide the following was relevant:

- The level of impact of construction, for example where the narrowness of streets required hoardings to be up against shop fronts.
- The type of business, for example restaurants, cafes and other hospitality operators, particularly affected by construction impacts.
- Other relevant factors that impacted the businesses performance, connected to the overstay period.

The independent financial modelling firm established the method of calculation, which was formulated against the rental costs of businesses for consistency and to account for the

relative size of a retail business. Rent provided a means to calibrate applicants. Two months' rent was used to derive an appropriate starting point. The final recommended amount was adjusted by causation factors (access, sight line, ambiance, dust) and a severity multipliers depending on the overall impact of construction in particular zones.

TfNSW also appointed a probity advisor. The role of the probity advisor is to support the program to ensure compliance with the assessment process, monitor conflicts of interest, address any probity questions that arise, provide feedback for process improvements, and, at times, observe meetings with applicants. The probity advisor has found the assessment process well-structured, clear and consistently applied – See Section 6.10.

A communication strategy was put in place to let businesses know about the program. This included engagement with peak representative bodies and other prominent stakeholders. TfNSW's stakeholder engagement team targeted prospective applicants by door knocking and emailing businesses.

TfNSW actively promotes the program at all business forums and at all drop-in visits with businesses. ALTRAC also advises businesses of the program when they are dealing with specific issues on site near businesses or when complaints or issues are reported.

The Business Assistance Program has also received extensive media coverage on TV, radio and print.

A dedicated email and phone contact was set up to ensure all applicants had a single point of contact for coordination and management through the application process.

The broader operational objective was to clearly communicate that the program was not a compensation scheme but it was intended to help small businesses through the period of disruption i.e. construction overstay. These activities included:

- TfNSW published a factsheet on the Sydney Light Rail web page providing details on how to apply for financial assistance.

In February 2018, the Minister approved the offer of rental abatement to small business tenants of Sydney Trains at Circular Quay and Eddy Avenue, Central. The initial abatement period for Circular Quay businesses leased by Sydney Trains is for the period December 2017 to June 2018, an ongoing 25% reduction for the remaining period until the completion of civil construction. Any further rent reviews will be deferred until the completion of major civil construction.
- In late 2017, TfNSW began contacting businesses in the heavily impacted Devonshire Street area to encourage second round applications to further help these businesses.
- In March 2018, TfNSW provided additional 'extraordinary' payments to eligible businesses as a top up due to their special circumstances of the severity of construction impacts in Surry Hills.
- On 3 May 2018, based on feedback from the business community, the eligibility criteria of a small business was widened to include businesses employing up to 50 Full Time Equivalent staff, up from 20, so as to extend the assistance to even more businesses. TfNSW retrospectively applied the new criterion.
- On 17 May 2018, the Minister for Transport and Infrastructure announced the changes to the criteria and that the Government would allow for reasonable accounting costs incurred as a result of the application process.

- In late May 2018, the Minister hosted a public forum, also attended by the Deputy Premier, to hear directly the concerns from businesses and seek their input into enhancements to the financial assistance program.

The framework has been revised as TfNSW gained a deeper understanding of the impact of the construction overstay from our engagement with businesses, whilst balancing the need to ensure prudent use of tax payer funds.

As at 6 July 2018, 69 businesses have been offered assistance totalling approximately \$6 million.

Hoarding and Wayfinding

Hoardings

Hoardings are used across the construction zones to help reduce the impact of construction as it appears to the general public and improve the amenity of the area and raise awareness about the project.

TfNSW's strategy along the route pays respect to the heritage of Sydney and showcases the character of particular areas, including utilising local artists for hoarding designs in Surry Hills, and in Chinatown drawing on the Asian influence of the area. The below picture showcases some of the hoardings across the route, with a full design of the route included in the appendix.



Wayfinding

Since the start of construction, a range of signage has been put in place to support businesses and customers accessing stores. Tailored precinct and business specific signs have also been introduced where intensive work has occurred.

New signage has been installed in all business areas along the route.

A new business plinth program is also being rolled out across the entire route.

The plinth wayfinding signs enhance the visibility of businesses within construction zones across the route. The plinths are fixed to the footpath and illuminated at night by solar battery power with local precinct based designs.



Freight and Servicing

The necessary introduction of the CBD bus plan in October 2015 and closure of George Street to traffic reduced the amount of available kerbside space for loading zones in certain locations. To alleviate this impact, TfNSW reinstated loading zones in other locations, or extended the hours of operation of loading zones. To support the more intensive use of available space, TfNSW has created an interactive map available on line which enables the public to find their nearest car park or loading zone, based on time of day signage at each kerbside location.

TfNSW has established a dedicated unit to work with businesses and their suppliers to prepare for changes in access to ensure business continuity of service and minimise disruption.

TfNSW is in contact with over 1,000 freight and servicing businesses supporting various businesses along the light rail route. The approach has been to work with ALTRAC and businesses prior to the commencement of light rail construction in each zone to understand the changes, what it means for their business arrangements, and work with businesses to devise plans to meet their ongoing needs. Conversely, TfNSW works with suppliers to understand constraints they face and look at opportunities for doing things differently.

The change in the urban environment presents significant opportunities for Sydney as a global city to do things differently, such as retiming deliveries or servicing requirements to overnight, using a neighbouring building loading dock facilities or consolidation of freight to send fewer vehicles to the CBD.

In January 2016, TfNSW established a courier hub in a CBD carpark to reduce the number of vehicles in the CBD core for delivery purposes. The trial features parcel lockers where goods are delivered and then transported to customers by bicycle couriers reducing the kerbside demand. Activity through the courier hub continues to gain momentum.

The TfNSW freight and servicing team has undertaken extensive engagement along the route since 2015 and meets individually with businesses to address issues with loading and deliveries. By working one-on-one with businesses and their deliverers, a number of bespoke solutions have been developed and implemented to ensure that freight impacts on business are minimised.

CASE STUDY: Shakespeare Hotel, Surry Hills

A review of the Shakespeare Hotel's keg delivery requirements resulted in a dedicated loading zone being introduced within the construction zone on Devonshire Street and proposed modifications for future kerb design to better accommodate large vehicles once the Light Rail is operational.

Located on the corner of Devonshire and Steel Streets, Surry Hills, the Shakespeare Hotel receives up to 10 deliveries a day including three weekly keg deliveries.

Prior to construction commencing on Devonshire Street, alternative delivery options for kegs were considered.

With the cooperation of a beer delivery company, a swept path assessment was undertaken in January 2017. This demonstrated that a full size keg delivery truck could manoeuvre into Steel Street but would need to exit back onto Devonshire Street. This would involve the vehicle crossing the future Light Rail route and would also restrict access into Steel Street for other vehicles.

The outcome of the review resulted in proposed modifications to the future kerb design to better accommodate large vehicles needing to access Steel Street.

During construction, ALTRAC has provided a dedicated loading zone on Devonshire Street in the vicinity of the Shakespeare Hotel that has enabled keg deliveries to continue as well as meet the needs of other delivery and collection requirements within the immediate area.

Parking Impacts

Since 2013, TfNSW has been engaging stakeholders across the route about parking impacts and consulting and developing options to mitigate impacts on businesses and residents.

TfNSW works with local councils to ensure alternative parking is made available to offset parking removal along the light rail route. This has involved creating more timed parking and reconfiguring kerbside space by introducing angled parking in side streets in Surry Hills and the South East.

By working with local councils, more than one third of spaces impacted in Surry Hills have been replaced. Nearly 80% of the streets proposed for parking replacement treatment in the Randwick Council area have been delivered. In a commercial agreement, TfNSW and Randwick City Council agreed to the transfer of land on Rainbow Street for the construction of a multi storey carpark.

TfNSW has also produced flyers outlining alternative parking areas for businesses to distribute to their customers.

In the CBD during the morning peak delivery time, TfNSW limited the reduction in loading zones to 12% (as at 6 July 2018) rather than the 24% that was initially anticipated.

Travel Choices

With the significant amount of change occurring across Sydney, not only from the construction of the CBD SE Light Rail, but also major private developments and other transport infrastructure, TfNSW has implemented a behaviour change program called *Travel Choices*. The catalyst for the program was the closure of George Street in 2015, which was formerly a primary north – south transport route for Sydney CBD.

With the closure of George Street, a redesigned bus network and changes to customer behaviours around accessing our CBD network were required to help keep Sydney moving. The aim of the program is to spread the road and public transport peak period to address congestion and better utilise available capacity.

Since 2015, TfNSW has engaged with over 670 businesses in the CBD to provide travel planning information during disruption and change, and has reached over 175,000 customers. This is based on the principles of:

- Retime: beating the peak period of travel by travelling a little earlier, or later.
- Remode: shifting from busy roads onto public transport, or active transport.
- Reroute: looking at other routes for your travel, in particular avoiding the CBD core if you don't need to drive there as this area is needed for intense pedestrian movements, cyclists, public transport, freight and deliveries.
- Reduce: tapping into flexible work practices, such as working from home and use of teleconference facilities instead of travelling in the peak to attend face-to-face meetings.

TfNSW has deployed various approaches to engaging with businesses, including one-on-one travel planning with 130 larger businesses and open workshops for smaller businesses. Using these approaches and working through business intermediaries such as property managers, chambers of commerce and City of Sydney, over 175,000 customers employed in the CBD have been reached.

Free resources are available for all businesses, including a Flexible Working Toolkit to support organisations to implement flexible working practices to promote healthy work life balance and improve productivity. A *Travel Choices* advertising campaign was also implemented to inform a wider customer audience around their travel options and achieved significant reach.

As a result, there has been an 11% reduction in the number of vehicles accessing the CBD core during the morning peak period and a 9% increase in public transport patronage.

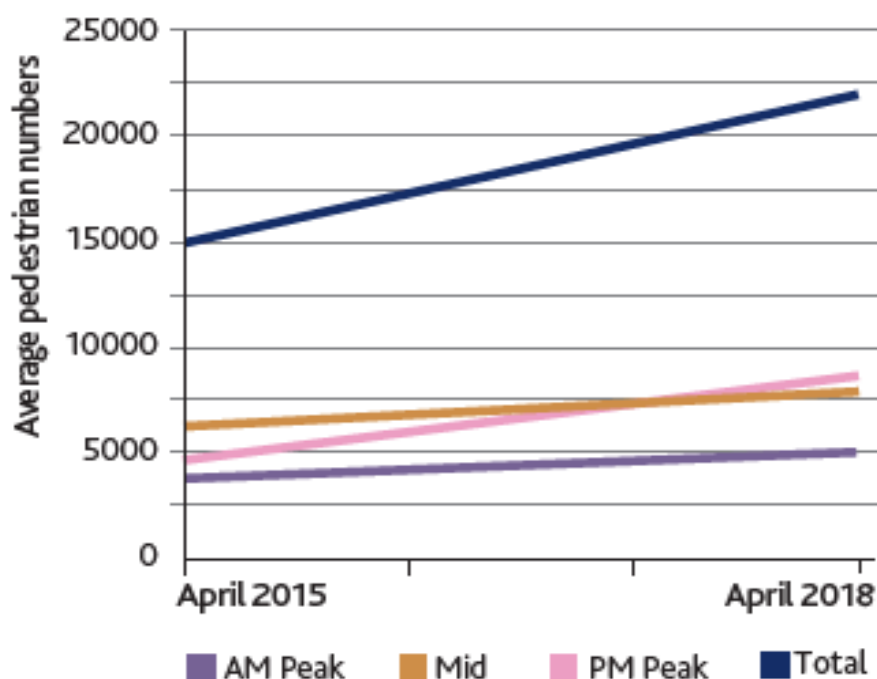
Across the whole day, vehicle numbers have reduced by 3-4% showing that most vehicle movements have retimed which has improved traffic flow in the centre of the city.

Footfall Data

TfNSW has done pedestrian data counts at key intersections along George Street before and after the CBD bus plan changes in October 2015. The data counts utilise video evidence captured on a midweek day around the end of April and November. The data presented in this report is based on the latest data from April samples.

Counts were split over three time periods, AM Peak (0500-1000), Mid (1130-1330), PM Peak (1500-2000). The data show that both the average number of pedestrians on George Street has increased since baseline dates in 2015. Between April 2015 and April 2018, numbers increased around 45%.

In October 2015, the CBD Bus Plan was rolled out when George Street was closed to traffic. This resulted in some bus services being terminated at the north and south of the CBD or some services being relocated, and resulted in more people choosing to walk to their final destination. Moving the bus stops (and associated street furniture and queues) to alternate locations also freed up more pavement space on George Street for pedestrians, making their walk easier. Summary data behind the averages for footfall is below.



5 Complaints Management

TfNSW has established a stringent complaints management framework to ensure that stakeholder complaints are actioned promptly. Mechanisms for complaints to be received include direct contact via stakeholder engagement teams both within TfNSW and ALTRAC. A 24 hour project line has also been established.

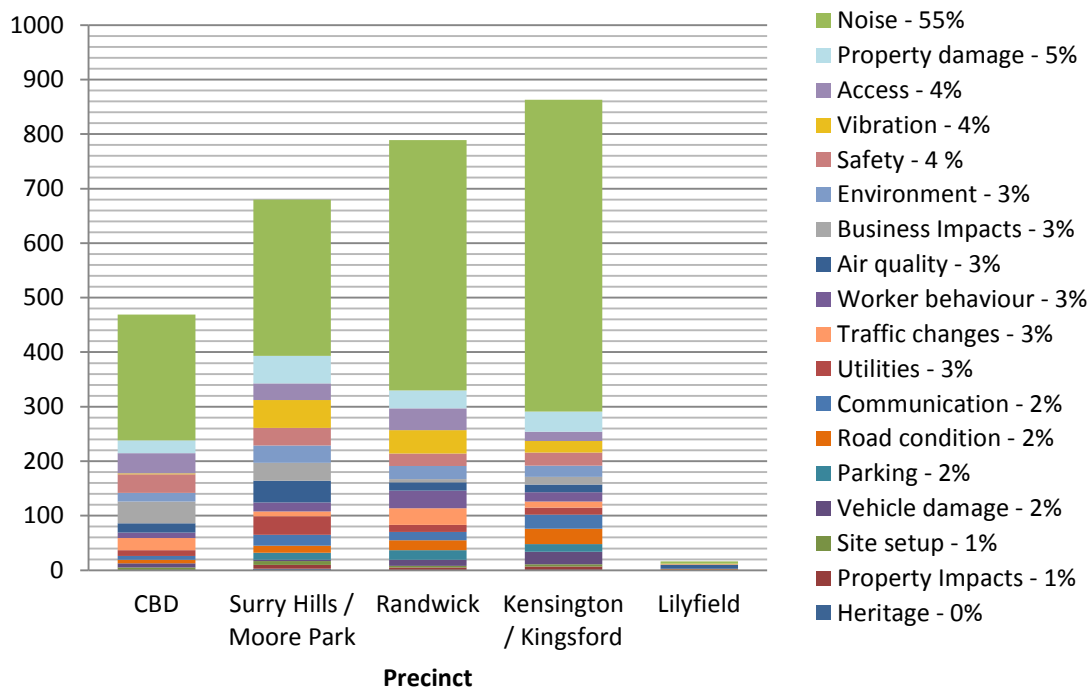
Stakeholders are encouraged to report at all hours, with staff on call at all times to respond. Under the TfNSW engagement framework, verbal responses to complaints are to be provided within two hours of them being received, and written responses provided within 24 hours. Where immediate responses are required, a response is to be provided within 10 minutes.

Initially, requests are directed to ALTRAC for response via the 24 hour project line. Should the request not be acknowledged, it is escalated via an internal framework within ALTRAC and TfNSW.

TfNSW monitors complaints received, identifying patterns regarding particular issues or impacts with a view to implementing strategies to address or prevent these. See Section 3.1 – Residents.

As at 1 June 2018, a total of 2,817 complaints have been received since April 2014. Noise accounts for the majority of complaints received (55%) and is more evident in residential areas in Randwick and Kensington / Kingsford. A summary of complaint types is presented below.

Complaint type overview



TfNSW also monitors response times to complaints received. Compliance within the two hour response time currently sits at 64%. The focus of addressing complaints is on meaningful stakeholder outcomes, and at times this can take longer than the nominated timeframes depending on the issue.

6 Appendices

6.1 Development Across the Sydney CBD

Refer to the attached – Map outlining development across the Sydney CBD.

6.2 CBD SE Light Rail Conditions of Approval

Refer to the attached – Infrastructure Approval issued by the Department of Planning.

6.3 CBD SE Light Rail Communication Materials

Refer to the attached – grouping of collateral materials, including construction notifications and wayfinding maps.

6.4 Business Activation

Refer to the attached – overview of initiatives delivered as part of the Business Activation Program.

6.5 CBD SE Light Rail Hoarding Designs

Refer to the attached – information pack containing details of Hoarding designs across the Light Rail route.

6.6 Travel Choices Resources

Refer to the attached – information pack covering materials used as part of the Travel Choices program.

6.7 Small Business Assistance Factsheet

Refer to the attached – Small Business Assistance program factsheet.

6.8 Pre-Construction Consultation

Refer to the attached – EIS submissions report set out the consultation and communication activities undertaken in advance of construction.

6.9 Local Access Plans

Refer to the attached – example of Local Access Plan developed for a construction zone and a freight and servicing assessment.

6.10 Independent Probity Advice

Refer to the attached – advice provided to TfNSW by independent Probity Advisors engaged for the small business assistance program.