

Community Communications Strategy Subplan

Artarmon substation and bulk power supply

Sydney Metro City & Southwest – Line-wide Work

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Revision Details

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1. Introduction

1.1 Purpose

This Community Communications Strategy Subplan (this subplan) outlines System Connect's communication and engagement approach for construction of the bulk power supply cable and substation at Artarmon.

It is a subplan to the Community Communications Strategy – Sydney Metro City & Southwest Metro – Line-wide Work (CCS-LW) (SMCSWLWC-SYC-1NL-PM-PLN-000027). It is designed to minimise the impacts of construction and provide a high level of satisfaction in meeting community expectations.

A separate Business Management Plan (SMCSWLWC-SYC-CSW-CL-PLN-002800) has been prepared to manage impacts on businesses at all sites. This subplan identifies site-specific stakeholders, how they will be informed about construction activities, key environmental issues and ways to discuss or provide feedback on how they are being managed.

1.2 Stakeholder and community objectives

Systems Connect recognises that supporting Sydney Metro in delivering Australia's biggest public transport project calls for regular, timely and accurate communication of useful information that enhances the Project's reputation. Systems Connect has formulated the following communication objectives for Line-wide Work.

Systems Connect's stakeholder and community communication objectives are to:

- Support Sydney Metro to promote benefits and increase understanding of the Project with stakeholders and the broader Sydney community
- Work collaboratively with interfacing contractors and key stakeholders to minimise Project impacts on stakeholders and the community
- Mitigate issues by listening to and anticipating stakeholder and community needs
- Manage stakeholder and community expectations regarding construction impacts through timely, accurate and proactive communications
- Be a trusted, flexible and responsive partner for the NSW Government, its key stakeholders and communities.

1.3 Plan structure and interface with other management plans

This Plan is part of a suite of plans designed to address communication for a range of stakeholders. The Community Communication Strategy Line-wide Work (CCS-Line-wide Work) and site specific subplans are designed to work in conjunction with the Business Management Plan (BMP). They are structured as shown in Table 1.

Table 1 Hierarchy of plans

Sydney Metro	Sydney Metro Overarching Community Communications Strategy
Systems Connect	Stakeholder and Community Engagement Policy
	Community Communications Strategy Line-wide Work (CCS LW)
	Community Communications Strategy Sydney Metro Trains Facility (CCS SMTF)

	<p>Business Management Plan (Line-wide Work overarching BMP)</p> <hr/> <p>Community Communications Subplans to CCS LW:</p> <ul style="list-style-type: none"> • Artarmon bulk power supply & substation • Northern Connection • Barangaroo dive and cavern crossover • Surry Hills power upgrade • Southern Connection and SMTF South • Sydenham to Bankstown power upgrade and corridor work • Canterbury to Campsie power upgrade
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1.4 Plan authorisation and distribution

Responsibility and authorisation for this subplan sits with the Senior Stakeholder and Community Relations Manager. The Stakeholder Engagement Manager – City Metro & SMTF North is responsible for the distribution of this subplan. It will be introduced in site inductions to all staff and subcontractors working on the site and all personnel will perform their duties in line with its requirements.

2. Construction activities – Artarmon substation and bulk power supply

Line-wide work includes constructing the substation and bulk power supply (BPS) for the high voltage reticulation scheme to provide power to the rail and associated systems.

This includes 33kV high voltage cables along Whiting Street, Reserve Road and Carlotta Street at Artarmon, between the new metro substation being built on the corner of Whiting Street and Reserve Road, to the existing Ausgrid substation on Campbell Street. The cables will be installed primarily in the road reserve via trenching. Investigation work was carried out in late 2019 and included consultation with local businesses and Council.

Construction on the substation began in October 2020 with work on the BPS route expected to start in May 2021 and be completed in early 2022.

Standard working hours for the work are:

- Monday to Friday 7am–6pm
- Saturday 8am–1pm.

However, due to high traffic and pedestrian flows on Reserve Road, there is likely to be work done outside of the approved standard work hours.

Out of hours work timings will depend on times approved by the Transport Management Centre and noted on the Road Occupancy Licence.

2.1 Approval

This work is being delivered under Critical State Significant Infrastructure Approval SSI7400. A Construction Noise and Vibration Impact Statement has been prepared for the work.

3. Community involvement

3.1 Location of substation and BPS route



Figure 1 Map of Artarmon work area

Impacts to residents are expected to be:

- Temporary bus stop relocation
- Changes to/temporary removal of parking
- Out of hours work
- Construction noise
- Small vibration impacts
- Changes to access for businesses
- Detours
- Full and partial road closures.

Notifications will be distributed to all businesses and residents 200 metres from the route and substation for out of hours work and 100m for standard working hours.

3.2 Key messages

The following key messages have been developed for the work:

Substation overview

- As part of the Sydney Metro City & Southwest, a new traction power system is required, including substations and power supply cables.
- Construction began in October 2020 and is expected to be completed in 2021
- The substation is planned to be 38 metres long, 28 metres wide and eight metres high.
- Work will involve:
 - Setting up the site
 - Piling
 - Installing concrete panels
 - Relocating existing services
 - Structural steel installation
 - Installing the external facade

Power supply overview

- Systems Connect is installing a new underground power cable from the Ausgrid substation on Campbell Street to the new Sydney Metro substation being built on the corner of Whiting Street and Reserve Road.
- Construction is expected to start in May 2021 and be completed in early 2022
- Individual businesses are expected to be impacted for no more than six weeks at a time.
- Work will involve:
 - Setting up the site
 - Geotechnical investigation and waste classification
 - Trimming and removing some trees
 - Excavating the cable routes
 - Installing the cables
 - Relocating existing services
 - Temporary restoration of the work sites
 - Testing the cables
- Permanent restoration of the road will be completed by City of Willoughby Council.

Noise and vibration

- In some locations there will be periods of loud noise from various activities.
- At times, these activities may need to take place outside standard construction hours when there is less traffic on roads.
- We understand the disturbance and inconvenience that construction can cause and will take every possible step to minimise noise, such as switching off equipment when not in use and using non-tonal reversing beepers on vehicles.
- We will work with businesses to manage impacts of the work.

Access, traffic and vegetation

- Temporary traffic changes will be required at some locations for the safety of workers, pedestrians, motorists and the community. These are expected to include:
 - lane closures
 - reduced parking
 - local road closures
 - detours
 - changes to local business and resident access.
- Traffic control and directional signage will be in place to help manage these impacts.
- Access to buildings and driveways will be managed by traffic controllers at all times.
- In instances where trenching is directly in front of a driveway, there will be some short delays to access properties. Residents directly impacted by this work, will be contacted well in advance of this activity.
- We will maintain access to businesses or arrange alternative access.

- A small number of trees will be removed as part of this work. To address Planning Approval requirements, Systems Connect will replace trees in line with the project Planning Approval. We will consult with Willoughby Council on tree replacement.
- Thank you for your understanding and patience while we complete this work.

Covid-19

- Sydney Metro is continuing to undertake work across its projects in accordance with current Government advice, and is implementing physical distancing and travel and hygiene measures to protect employees and members of the community. As an alternative to face-to-face activities, we encourage you to provide a contact email or phone number so we can add you to our distribution list for updates on this work. To be included on our stakeholder lists please contact 1800 171 386 or email linewidemetro@transport.nsw.gov.au

3.3 Monitoring, reporting and continuous improvement

Feedback received during doorknocks, stakeholder consultation and incoming correspondence (emails and phone calls), during the work will be recorded. All enquiries and complaints will be managed in accordance with the Sydney Metro Construction Complaints Management System.

Complaints are reported daily through the Daily Complaints Report, and quarterly in the Construction Compliance Report.

Community, business and stakeholder feedback will be shared with the construction teams and will be used to make changes where appropriate and possible to minimise community and business impacts.

If the work and traffic management crew are approached during these works, they will have project contact (business) cards to re-direct enquiries to the 1800 171 386 (24/7) number and email, along with copies of notifications. The procedure to respond to enquiries, will be addressed at each shift pre-start briefing.

3.4 Action plan

Error! Reference source not found. Table 2 below outlines the key communications channels to be used during the work and the stakeholders these are aimed at.
 Table 2 Key communication tools

Tool	Who	When	Why	Detail	Accountability
Key stakeholder briefings and emails	Willoughby Council Sydney Buses Private bus operators Transport for NSW Emergency services Traffic and Transport Liaison Group (TTLG) Traffic Management Group (TMG) Utilities Local businesses	Monthly and as required	Provide updates advising on progress of the work and advise of any impacts. Coordinate work/operations activities with these stakeholders as required.	Meetings with Willoughby Council provide opportunity for Council to be updated on work progress. Meetings with other stakeholders as required.	Systems Connect stakeholder and construction teams
Individual briefings and strata briefings as required	Residents and businesses impacted by: <ul style="list-style-type: none"> - Night work - Noise - Loss of access and parking 	As required	Generate awareness, gather feedback, minimise/mitigate impacts.	As required.	Systems Connect stakeholder and construction teams
Advertisement	Readers of North Shore Times	May 2021 – prior to construction of BPS	To fulfill the requirements of the environmental approval.	Announcing project, indicating route, working hours, project contact details	Systems Connect stakeholder team

Tool	Who	When	Why	Detail	Accountability
				and how to stay informed	
Doorknocks/meetings with local businesses	Businesses and residents close to high impact work	As required	Notifying people of upcoming high impact work such as loss of parking, changed traffic conditions and night work.	Letting people know of specific impacts and how they can be mitigated.	Systems Connect stakeholder team
Sorry we missed you /keeping you informed slips	Residents and businesses close to high impact work	As required	Notifying people of upcoming high impact work such as loss of parking, changed traffic conditions and night work.	Letting people know of specific impacts and encouraging them to get in contact. These will be A5 slips to be dropped in people's letterboxes.	Systems Connect Stakeholder team
Notification letters	Residents and businesses within 200 meters of the alignment	Monthly from start of construction	Notifying residents and businesses of the work.	General letter advising of the location and route, work hours and duration of work and providing updates on progress. Seven days before work starts and monthly.	Systems Connect stakeholder, environment and construction teams
Websites sclww.com.au sydneymetro.info	All community	Ongoing	Planning, consultation and environment documents to be published on the Systems Connect website. Notifications and updates to be included on the Sydney Metro website.	Information available online throughout the work.	Systems Connect stakeholder team Sydney Metro communications team
Signage	Motorists Cyclists	Ongoing	Provide notification of changes to traffic, public transport and commuter parking.	Signage in place around work sites and at key locations.	Systems Connect

Tool	Who	When	Why	Detail	Accountability
	Pedestrians				stakeholder team

4. Stakeholders

Stakeholders impacted by the work include sensitive receivers as defined in the CNVIS, residents, motorists, commuters and businesses directly adjacent to the BPS route and substation. **Error! Reference source not found.**Table-3 below identifies stakeholders, key issues, and mitigation measures to minimise impacts and timing.

Table 3 Stakeholders, key issues and mitigation measures to minimise impacts

Stakeholder	Key issue/s	Mitigation	Timing
Sydney Buses Private bus operators Roads and Maritime Services (RMS; Transport for NSW)	<ul style="list-style-type: none"> Bus stop relocation Detours Traffic changes 	<ul style="list-style-type: none"> Regular consultation and coordination via the TTLG and Transport Coordination Group (TCG) As required, Systems Connect follows directions of the TCG in coordination with the bus transport companies Directional signage and/or traffic controllers at bus stops to assist passengers Approved TMP and TCP 	<ul style="list-style-type: none"> Prior to work commencing on site and ongoing as required throughout work duration.
Willoughby Council	<ul style="list-style-type: none"> Traffic changes Permit applications 	<ul style="list-style-type: none"> Regular consultation and coordination with Willoughby Council through individual briefings and the TTLG and TCG about traffic and pedestrian changes Permits Approved TMP, TCP and ROLs obtained 	<ul style="list-style-type: none"> Prior to work commencing on site and ongoing as required throughout work duration.
Emergency services	<ul style="list-style-type: none"> Access to roads and properties Changed traffic conditions 	<ul style="list-style-type: none"> Regular consultation via the TTLG and TMG 	<ul style="list-style-type: none"> Prior to work commencing on site and ongoing throughout work duration.

Stakeholder	Key issue/s	Mitigation	Timing
		<ul style="list-style-type: none"> Systems Connect will follow the State Emergency and Rescue Management Act 1989 to support emergency management activities Approved TMP and TCP Notification and briefing offer 	
Royal North Shore Hospital	<ul style="list-style-type: none"> Access for emergency department Entrance to P2 car park Changed traffic conditions 	<ul style="list-style-type: none"> Royal North Shore Hospital will be consulted about work and any potential traffic changes Notifications and briefing offer 	<ul style="list-style-type: none"> Prior to work commencing on site and ongoing throughout work duration.
Public transport users	<ul style="list-style-type: none"> Changes to bus stops 	<ul style="list-style-type: none"> Regular consultation via the TTLG and TMG Directional signage and/or traffic controllers positioned at bus stops and road crossings to assist passengers at bus stops and other commuters Approved TMP and TCP 	<ul style="list-style-type: none"> Prior to work commencing on site and ongoing throughout work duration.
Pedestrians Traffic and Transport Liaison Group (TTLG) Traffic Management Group (TTLG)	<ul style="list-style-type: none"> Access to footpaths 	<ul style="list-style-type: none"> If existing footpaths cannot be maintained, alternative paths and signage provided Appropriate barriers, fencing, signage in place Approved TMP and TCP 	<ul style="list-style-type: none"> Prior to work commencing on site and ongoing throughout work duration.
Cyclists Cyclist groups, including, but not limited to: Bike North Cammeray Roadies	<ul style="list-style-type: none"> Road access and safety 	<ul style="list-style-type: none"> Consultation with cyclist groups and individual briefings and communication as required Traffic controllers and directional signage to assist cyclists around the work areas Approved TMP and TCP Systems Connect Line-wide Work CCS and this subplan 	<ul style="list-style-type: none"> Prior to work commencing on site and ongoing throughout work duration.

Stakeholder	Key issue/s	Mitigation	Timing
Motorists Traffic and Transport Liaison Group (TTLG) Traffic Management Group (TMG)	<ul style="list-style-type: none"> Road access and safety 	<ul style="list-style-type: none"> Regular consultation and coordination via the TTLG, TMG and with other contractors working in the area Onsite traffic controllers Directional signage Barriers and crash prevention controls Access to buildings and driveways will be maintained or managed by traffic controllers Approved TMP, TCP and ROLs Systems Connect Line-wide Work CCS 	<ul style="list-style-type: none"> Prior to work commencing on site and ongoing throughout work duration.
Services and utility asset owners and managers, including, but not limited to: Sydney Water, Ausgrid, Telstra, Optus, Jemena, Alinta, Origin Energy, AGL Energy, NBNSCo	<ul style="list-style-type: none"> Impact / damage to existing utilities and services or utilities and service owners/operators needing to work on their assets 	<ul style="list-style-type: none"> Regular consultation and coordination via the TTLG, TMG and with other contractors and services/utility owners/managers working in the area 	<ul style="list-style-type: none"> Prior to work commencing on site and ongoing throughout work duration.
Businesses See Appendix A Table 2 for known businesses on the route. The table will be updated as required.	<ul style="list-style-type: none"> Noise, night work, dust, traffic disruption, access to properties Disturbance for business Site lines and visibility for businesses and their customers Building / driveway access 	<ul style="list-style-type: none"> Door knocks and individual briefings as required Project inductions, site specific briefings and 'tool box talks' Access to buildings and driveways will be maintained or managed by traffic controllers Regular 'check ins' with business operators to gauge sentiment, feedback and potential emerging unforeseen issues Regular consultation and coordination with contractors and others working in the area Approved TMP and TCP Approved Out of Hours Permit and impact mitigations 	<ul style="list-style-type: none"> Prior to work commencing on site and ongoing throughout work duration.

Stakeholder	Key issue/s	Mitigation	Timing
		implemented	
Residents across the freeway	<ul style="list-style-type: none"> Noise from nightwork, traffic disruption 	<ul style="list-style-type: none"> Doorknocks and individual briefings as required Work notifications provided detailing what to expect, and who to contact if they have questions or complaints Project inductions, site specific briefings and 'tool box talks' Clear key messages about who is doing work in the area and who to contact Approved Out of Hours Permit and impact mitigations implemented Respite offers as required 	<ul style="list-style-type: none"> Prior to work commencing on site and ongoing throughout work duration

Appendix A – Business stakeholders

The table below lists the businesses currently known along the route option. This list was updated with information obtained during a walk through, in October 2020.

Table 2 Business Stakeholders

Business name	Special requirements	Consultation
Freeway Hotel 115 Reserve Road, Artarmon	Delivery trucks access business twice per week Operating hours are Mon – Sat: 10am – 2am; Sun: 12pm – 10pm	Doorknock/briefing and Notifications
Beer Cartel 9/87 Reserve Road, Artarmon	Access via Reserve Road, Artarmon Operating hours are Mon – Fri: 10am – 6pm; Sat: 10am – 5pm; Sun: 10am – 4pm	Doorknock and notifications
Artarmon Mechanical 77 Reserve Road, Artarmon	Access via Reserve Road, Artarmon	Notifications
Huntly + Co 96 Reserve Road, Artarmon	Access via Reserve Road, Artarmon	Doorknock and notifications
Wanless Waste Management – 1800 Got Junk 1-5 Whiting Street, Artarmon	Access via Reserve Road, Artarmon	Doorknock and notifications
Sparkling Car Care 77/81 Reserve Road, Artarmon	Access via Reserve Road, Artarmon	Notifications
JAX Tyres Artarmon 105-107 Reserve Road	Parcel pick up occurs daily Operating hours are Mon – Fri: 7.45pm – 5pm; Sat: 8am – 12pm; Sun: Closed	Doorknock and Notifications

Business name	Special requirements	Consultation
Beyond Productions 109 Reserve Road, Artarmon	Business receives deliveries from Reserve Road	Notifications
Prestige Auto Body Shop 83-85 Reserve Road, Artarmon	Business receives delivery trucks daily Operating hours are Mon – Fri: 7.30am – 5.30pm; Sat, Sun: closed	Doorknock and Notifications
Intrec Management 73 Reserve Road, Artarmon	Access via Reserve Road, Artarmon	Notifications
Artarmon Framing 3/94A Reserve Road, Artarmon	Access via Reserve Road, Artarmon Operating hours are Mon – Fri: 9 – 4.30pm, Sat: 10am – 2pm; Sun: closed	Doorknock and notifications
Loud and Clear Audio Pty Ltd & M & F H Pty Ltd 75 Reserve Road, Artarmon	Access via Reserve Road, Artarmon	Doorknock and notifications
The Missing Link 9-11 Dickson Ave, Artarmon	Carpark access via Reserve Road, Artarmon	Notifications
Leon's Engineering Services Pty Ltd 2/94a Reserve Road, Artarmon	Operate during normal business hours Stakeholder has noted there is no delivery impact	Doorknock and Notifications
Boral Construction Materials Limited 88 Reserve Road, Artarmon	Plant can be 24/7 depending on project / infrastructure demands Bin replenishment happens at night all the time, in one entrance and out the other Trucks cannot do U-turns in plant yard - can only use one route around the plant	Doorknock/briefing and Notifications

Business name	Special requirements	Consultation
Victoria's Basement 89 Reserve Road, Artarmon	Access required for daily vans, flat bed/rigid, adjacent to ambulance driveway Operating hours are 9am – 5pm, open 7 days	Doorknock and notifications
NSW Ambulance Depot (Superstation) 95-99 Reserve Road, Artarmon	Access via Reserve Road, Artarmon – to be maintained at all times.	Notifications Meeting offer through North Sydney Sector via email and phone. Consideration in traffic management planning
Royal North Shore Hospital Reserve Road, St Leonards	Alternate ambulance access required Directional signage required	Doorknock and notifications
Vehicle service and car hire businesses (including Europcar, Budget, Thrifty, Hertz car hire) Clarendon Avenue and Whiting Street, Artarmon	Not directly impacted but may experience cumulative impacts from traffic diversions	Notifications
Northside auto and autowork 27 Carlotta Street, Artarmon NSW 206s	Align closures at Carlotta with access and deliveries	Notifications Meetings Consideration in traffic management planning
John R. Turk Electrical and Data	Access via Reserve Road, Artarmon	Notifications

Business name	Special requirements	Consultation
Supplies 77 Reserve Rd, Artarmon		
Bunnings Artarmon 71 Reserve Road Artarmon	Access to carpark via Reserve Road, Artarmon	Notifications
Papilio Early Learning Child Care Centre 4/10 Carlotta Street, Artarmon	Not directly impacted but may experience cumulative impacts from traffic diversions	Notifications
2 men and a truck Corner of Reserve Road and Carlotta Street	Access from Reserve Road to be maintained	Notifications Meetings and emails
Artisan stone showroom 96 Reserve Road, Artarmon	Closes 5pm, deliveries during the day	Notifications, emails and door knocks
SR Auto traders 92a Reserve Road, Artarmon	Closes 5pm, deliveries during the day	Notifications, emails and door knocks

Appendix B – Traffic management

Work section / Chainage	Road	First crossroad	Second crossroad	Traffic Management
Area 1. Carlotta Street and Reserve Road intersection	Carlotta Street	Carlotta Street	Campbell Street	Detour Reserve Road northbound. Reserve Road southbound bound remains. Night work except for saw cutting and high noise preparatory work may need to be completed during the day by standard lane closure.
Area 2. Carlotta Street	Carlotta Street	Reserve Road	Clarendon Street	Local road closure at Carlotta with access only. Day work and/or night. Stop slow at Clarendon Street as required.
Area 3. Reserve Road between Dickson Avenue and Carlotta Street	Reserve Road	Dickson Avenue	Carlotta Street	Detour Reserve Road northbound. Reserve Road southbound remains. Night work except for saw cutting and high noise preparatory work may need to be completed during the day via standard lane closure.
Area 4. Reserve Road and Dickson Avenue intersection	Reserve Road	Curry Lane	Carlotta Street	3 way stop slow with Dickson Avenue closed for local access only. Night work. Contraflow when Sydney Water connection is completed. Night work only.
Area 5. Reserve Road	Reserve Road	Whiting Street	Dickson Avenue	Contraflow with traffic on both directions travelling on Reserve Road southbound lanes. Dickson Avenue closed to minimise interruption to the contraflow. Night work.

