






Inland Rail Communications and Engagement Plan – Construction N2NS Phase 1




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B	14/04/2020	Revision
C	17/09/2020	Draft Communication Strategy, incorporating Conditions of Approval issued by the Department of Planning, Industry and Environment
D	15/10/2020	Please review comments amalgamated
E	28/10/2020	Reviewed by N2NS Construction Contractor
0	30/10/2020	Approved for submission to the Department of Planning, Industry and Environment
1	21/12/2020	Approved for application regarding CSSI 7474
2	20/01/2021	Updated with amendments as per Department of Planning, Industry and Environment request
3	13/06/2021	Updated with amendments– 6 Month review
4	11/11/2021	Updated with amendments -12 Month Review

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Glossary

Specific terms and acronyms used throughout this strategy are listed and described in the table below.

ABBREVIATION	DEFINITION
ARTC	Australian Rail Track Corporation
CSEP	Communication and Stakeholder Engagement Plan
CM	Consultation Manager a cloud-based knowledge sharing platform used for effective stakeholder engagement. Consultation Manager allows project teams to capture interactions, tasks, and actions in a secure and readily accessible manner.
CoA	Conditions of Approval set by the for Minister for Planning and Public Spaces
Construction Contractor	Trans4m Rail (a John Holland and SEE Civil joint venture)
DITCRD	The Department of Infrastructure, Transport, Cities and Regional Development
DPIE or “the Department”	NSW Department of Planning, Industry and Environment
EIS	Environmental Impact Statement
EP&A Act	Environmental Planning and Assessment Act 1979
EPBC Act	Environment Protection and Biodiversity Conservation Act 1999
ER	The Environment Representative for the project
IR	Inland Rail
ONVR	Operational Noise and Vibration Review
N2NS	Narrabri to North Star
SAP	Moree Special Activation Precinct
SPIR	Submissions Preferred Infrastructure Report
SSI	State Significant Infrastructure
TfNSW	Transport for NSW
TSR	Travelling Stock Route

1 Introduction

This Communications and Engagement Plan (the Plan) has been developed to support communication and engagement during the development, pre-construction and construction of the Narrabri to North Star (N2NS) Phase 1 project and for six (6) months following the completion of construction.

The project involves the upgrade and replacement of the existing rail line between Narrabri and North Star, NSW.

This plan seeks to:

- ▶ Identify people, organisations and government authorities to be consulted during works.
- ▶ Outline engagement objectives, approach and principles. This includes the provision of regular, inclusive and accessible information regarding construction activities, schedules and milestones.
- ▶ Highlight ways through which the community can discuss or provide feedback on works, including the provision of a 24-hour toll-free telephone number, postal and email addresses, shopfronts and regular, location-based community forums across the project alignment.
- ▶ Facilitate communication between Inland Rail, and the community and government authorities, including relevant councils, government agencies, and adjoining affected landowners and businesses.
- ▶ Ensure a stringent record-keeping process for stakeholder and community interactions.
- ▶ Clear communication of and adherence to the Inland Rail Complaint Management Handling Process.
- ▶ Clear and transparent interactions between ARTC and the project contractor.

1.1 Accountabilities

Community engagement and communication for the project is being managed by the Inland Rail Stakeholder Engagement team, led by the Stakeholder Engagement Lead (N2NS) and Stakeholder Engagement Manager NSW (Central), and supported by the N2NS Phase 1 Project Communication Advisor and an ARTC Media Advisor.

Construction of the project is being delivered by Trans4m (a John Holland and SEE Civil joint venture) which includes site-based community engagement and communication representatives.

Inland Rail is responsible for coordinating the construction of the N2NS Phase 1 project and for the development and implementation of the plan, in conjunction with the principal contractor and their respective teams. Final accountability for community engagement lies with the N2NS Project Director.

As part of this strategy, the principal contractor, in collaboration with Inland Rail, will develop a Communication and Stakeholder Engagement Plan (CSEP) which will be updated as required.

1.2 Objectives

The communication and engagement objectives for the development and construction phase are:

- ▶ Ensure external stakeholders are clearly identified, and their specific needs are understood and managed.
- ▶ Ensure all stakeholders understand and are aware of the project; and work to increase acceptance of Inland Rail in the region.
- ▶ Ensure the social licence to operate is built and maintained through the engagement of external stakeholders.
- ▶ Engagement and communication activities are transparent, equitable and accessible, with adequate opportunities for stakeholders to comment or provide input.

- ▶ Mitigate identified stakeholder risks, so that the project can be delivered on budget and to schedule.
- ▶ All stakeholders, including relevant Indigenous parties and bodies, are aware of the consultation process and opportunities to provide feedback.
- ▶ Involve the community in negotiable decisions to build trust and buy-in with Inland Rail about the design. Ensure the community is aware of what is negotiable and what is not.
- ▶ Feedback from road authorities is incorporated into the road rail interface design and approvals process.
- ▶ Gain stakeholder and community cooperation, understanding and acceptance of the design through meaningful relationships and effective dialogue.

1.3 Negotiables and non-negotiables

Project negotiables in relation to the design and construction of the NS2N Phase 1 project include:

Table 1- Negotiables

NEGOTIABLES	
Detailed Design	The detailed design phase will enable stakeholders to have input where possible into the final detailed design.
Road/Rail interfaces- level crossings	ARTC recognises that access to and from properties and across road-rail interfaces will be an important community issue. ARTC will continue to consult with landholders and the community to ensure a suitable outcome for the region and individual landowners.
Bridges and structures	While bridges and structures will be determined by engineering investigations and operational requirements, there may exist opportunities for community input into visual and design elements associated with these structures (design or ancillary).
Fencing requirements	ARTC recognises that the fencing requirements for different landowners across the project will need to be determined in consultation with individual property owners.
Mitigation measures	ARTC recognises the mitigation requirements for various environmental impacts will need to be determined in consultation with the affected landowner.
Land Access Arrangements	ARTC is committed to having a productive and positive relationship with landowners and we will respect your right to say 'yes' or 'no' to activities occurring on your land

Project Non- negotiables include:

Table 2- Non-negotiables

NON-NEGOTIABLES	
Inland Rail alignment and reference design	The proposed alignment is now finalised together with the reference design and EIS. ARTC has undertaken significant consultation and incorporated community feedback where possible.
Inland Rail Study Area	The study area was determined by the Federal Government and provided to Inland Rail to investigate.

Service offering and criteria	The process, Service offering, and criteria used to select the preferred study area cannot be changed or revisited. It is a process approved by the Federal Government.
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1.4 Regulations and Requirements

Engagement will be carried out in accordance with:

- ▶ Approvals documents
- ▶ The Privacy ACT 1988
- ▶ International Association for Public Participation (IAP2)
- ▶ Accountability AA1000 Stakeholder Engagement Standard (AA1000SES) 2015
- ▶ Infrastructure Sustainability Council of Australia (ISCA) Standards.

1.5 Approval and review of this strategy

This plan will be reviewed every six (6) months. This plan has been prepared in accordance with the NSW Minister for Planning and Public Spaces' Project Conditions of Approval (Application Number: SSI 7474).

Appendix A demonstrates compliance of this document against the CoA. **Appendix B** lists mitigation measures from the N2NS Submissions Preferred Infrastructure Report (SPIR) and notes where these matters have been addressed in the plan.

In accordance with Condition A5, details of any review of and minor amendments made to the strategy will be detailed in the following Compliance Report submitted to the Planning Secretary.

2 Project Overview

Inland Rail is an Australian Government funded project which forms part of the Department of Infrastructure, Transport, Cities and Regional Development portfolio. In late 2013, the former Deputy Prime Minister, the Hon. Warren Truss MP, established the Inland Rail Implementation Group to provide high-level leadership for the implementation of Inland Rail. In May 2017, the Australian Government tasked ARTC with delivering the Inland Rail project in partnership with the private sector.

Inland Rail is a once-in-a-generation project connecting regional Australia to domestic and international markets, transforming the way Australia moves freight around the country. It will create the spine of the national freight network between Melbourne and Brisbane via regional Victoria, New South Wales and Queensland.

This 1,700km line is the largest freight rail infrastructure project in Australia. Since the Program delivery schedule was first released in 2015, the schedule has been updated and Inland Rail will now be fully operational from 2027.

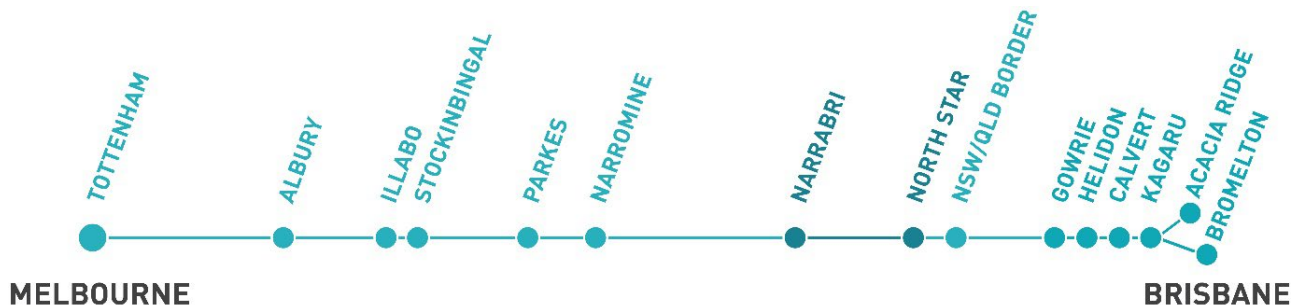
2.1 Project details

The objectives of the Inland Rail program as stated in the Service Offering are to:

- ▶ Provide a rail link between Melbourne and Brisbane to serve future rail freight demand and stimulate growth for interstate and regional/bulk rail freight.
- ▶ Provide an increase in productivity that will benefit consumers through lower freight transport costs.
- ▶ Provide a step-change improvement in rail service quality in the Melbourne - Brisbane corridor to deliver a freight rail service that is strongly competitive with road.

- ▶ Improve road safety, ease congestion and reduce environmental impacts by moving freight from road to rail.
- ▶ Bypass bottlenecks on the congested metropolitan Sydney rail network, and free up train path capacity for other services on the coastal route, including passenger services through the Sydney region and bulk freight through the NSW Southern Highlands.
- ▶ Act as an enabler for regional economic development along the Inland Rail corridor.

For more information on the Inland Rail Service Offering, please visit <https://inlandrail.artc.com.au/inland-rail-service-offering/>



2.2 The Narrabri to North Star Project

The N2NS section (Phase 1 and Phase 2) is one of 13 projects that completes Inland Rail. The N2NS project includes upgrading approximately 184.7 kilometres of existing rail track and building approximately 1.6 kilometres of new rail track.

The existing single bi-directional track currently operates a variety of freight, grain and passenger trains south of Moree and less frequent bulk grain trains south of North Star. The upgrade will allow the operation of 1.8-kilometre-long, double-stacked freight trains and improve transit times.

The N2NS project has been divided into two phases. This plan relates to 'Phase 1', which includes the upgrade and replacement of 171km existing rail line between Narrabri and Moree and Camurra and North Star. 'Phase 2' encompasses works between Moree and Camurra and is presently subject to a separate planning approval process including an Environmental Impact Statement (EIS).

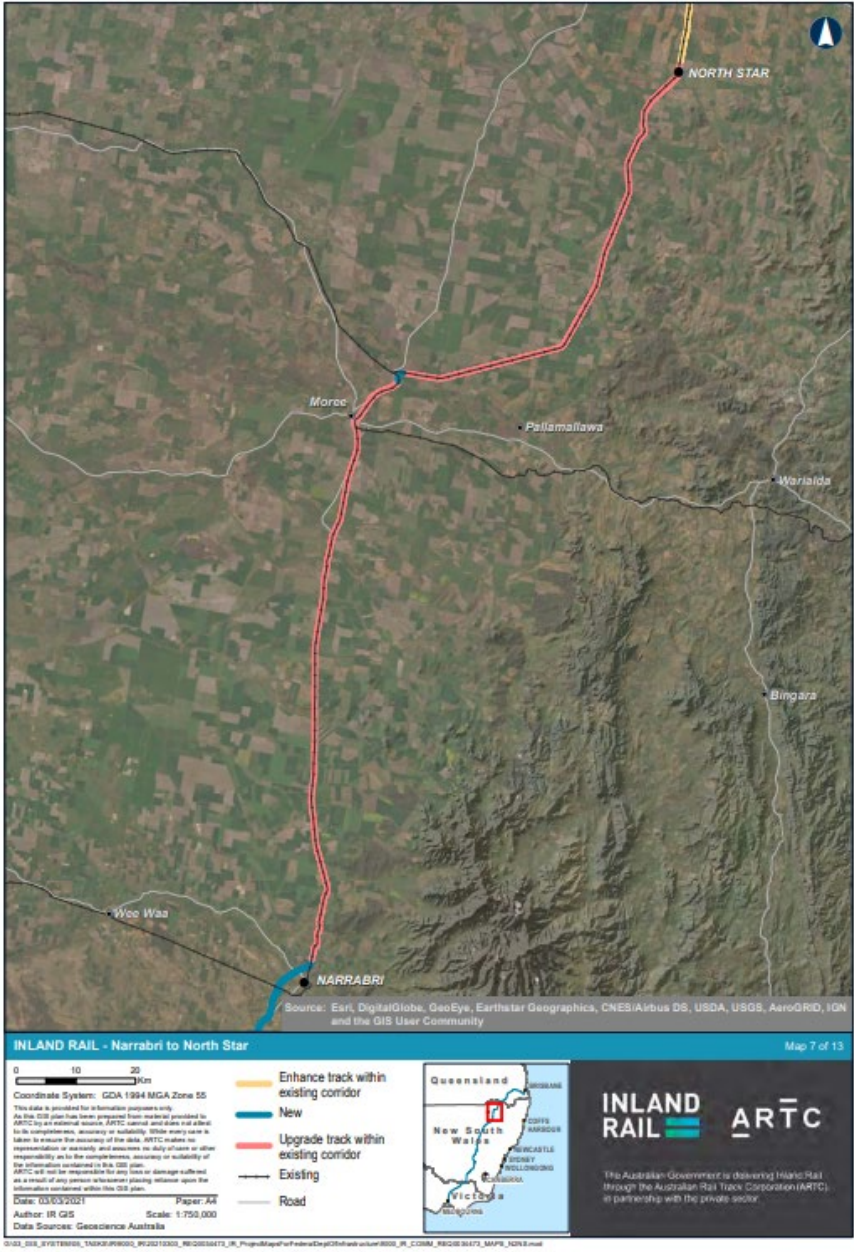
Delivery of the N2NS Phase 1 project includes:

- ▶ Upgrading the track, track formation, culverts, and underbridges within the existing rail corridor, for 91 kilometres between Narrabri and Moree, and 80 kilometres between Camurra North and North Star.
- ▶ Construction of a new east-west connection road overbridge in Moree
- ▶ Construction of five new crossing loops, suitable for 1.8km trains, at Bobbiwaa, Waterloo Creek, Tycannah Creek, Coolleearlee and Murgoo
- ▶ Minor changes to the track alignment at Bellata, Gurley and Moree stations.
- ▶ Renewal or upgrade of existing turnouts on the main line to existing sidings and yards.
- ▶ Replacing culverts and under bridges and adding new concrete cell culvert banks.
- ▶ Upgrading, relocating or consolidating 85 level crossings on the existing alignment and adding a new pedestrian level crossing at Croppa Creek.
- ▶ Upgrading key public road level crossings from passive to active protection.
- ▶ Other works including signalling, curve easing, flood immunity, improving drainage, establishing or upgrading fencing of the rail corridor and relocating impacted services and utilities.

INLAND RAIL COMMUNICATIONS AND ENGAGEMENT PLAN – CONSTRUCTION N2NS PHASE 1

Noise mitigation measures, including possible noise barriers.

Figure 1 The Narrabri to North Star Corridor



2.3 Project timeline

Table 3- N2NS Phase 1 project timeline

YEAR	ACTIVITY
2016	The N2NS project was declared SSI under the NSW EP&A Act and a controlled action under the Commonwealth EPBC Act.
2017	Inland Rail completes field studies, engagement and design work associated with the development of the project EIS.
Late 2017	The EIS was placed on public exhibition, with 18 submissions received.
Late 2019-early 2020	The SPIR was prepared in December 2019 to address the issues raised in submissions and to complete environmental assessments of the finalised design. The DPIE accepted submissions on the SPIR in January 2020.
2020	The DPIE and the Minister for Planning and Public Spaces set the CoA under the EP&A Act (Application no.: SSI 7474) – 13 August 2020.
2020	EPBC approval was issued 1 October 2020.
April 2021	Construction commenced

2.4 Project benefits of N2NS Phase 1 Inland Rail project:

Economic

- ▶ The creation of jobs for local contractors and suppliers before, during and after construction with a flow on benefit to local economies through indirect spending with local businesses. Inland Rail and the Construction Contractor will develop programs to assist with capacity building for local businesses and suppliers to take advantage of the opportunities.
- ▶ Increased demand for a wide range of local goods and services during each phase of the project from feasibility, design, construction and operation.
- ▶ Long term reduced road maintenance costs due to the removal of heavy freight vehicles from the regional and state road network.
- ▶ Potential savings for agricultural producers and direct access to port and value-adding opportunities locally.

Transport

- ▶ Reduced heavy vehicle traffic on the Newell Highway in the future, helping to ease congestion.
- ▶ Efficient transportation of containerised and bulk freight on Inland Rail.

Environment and Social

- ▶ Reduced carbon emissions from the removal of containerised and bulk freight from the road network.
- ▶ Improved road safety for Narrabri, Moree Plains and Gwydir Shire residents and visitors.

3 Engagement approach

3.1 Engagement approach and principles

In delivering the N2NS Phase 1 project, Inland Rail seeks to:

- ▶ **Build trust** through quality engagement and open and ongoing interactions with stakeholders, including affected landowners, community groups and government authorities; and by providing clear and up-to-date information and accessible channels to provide feedback.
- ▶ **Build credibility** by forging consistent connections with local councils, business and industry groups, and affected landowners, with a focus on responsive engagement practices. Credibility is also built by fostering and delivering on community benefits and opportunities, including sponsorship opportunities and capability and skills workshops.
- ▶ **Build visibility** by building a predominantly regionally based engagement team that is responsive to the needs of the community where they work and live; being available to the community and by playing an active role in supporting local businesses, and regional community events as well as broader industry conferences.

The engagement approach is founded on the following principles:

- ▶ **Timing**- ensure regular engagement and timely communication through various channels over the project lifecycle.
- ▶ **Inclusivity**- demonstrate an understanding for the regional context and ensure all stakeholders are provided with open and accessible engagement opportunities.
- ▶ **Transparency**- encourage a diverse range of views and opinions and ensure that this feedback is accurately captured and considered throughout the project lifecycle.
- ▶ **Equitability**- ensure relevant groups are included in the conversation with recognition of those voices that may not often be readily heard. This may include traditional owners, people with disabilities, youth and the elderly.
- ▶ **Accessibility**- encourage engagement and participation of different socio-economic groups in the community.
- ▶ **Materiality**- focus on identifying and addressing the issues that matter most to stakeholders.
- ▶ **Responsiveness**- demonstrate how engagement has influenced project considerations or decisions.

3.2 Alignment with IAP2 public participation spectrum

Inland Rail is committed to active engagement in accordance with the International Association for Public Participation (IAP2) spectrum. ARTC is committed to engaging with local communities along the proposed alignment openly and in a collaborative manner and will aim to collaborate on project outcomes wherever feasible.

The IAP2 spectrum and core values helps organisations, decision makers and practitioners make better decisions, which reflect the interests and concerns of potentially affected people and entities. The IAP2 notes:

“Public participation means to involve those who are affected by a decision in the decision-making process. It promotes sustainable decisions by providing participants with the information they need to be involved in a meaningful way, and it communicates to participants how their input affects the decision.”

The IAP2 spectrum for public participation is an informative tool to help clarify the role of the public (or community) in planning and decision-making. The IAP2 spectrum allows for the setting of appropriate goals, expectations and activities. It also assists in better understanding community and project outcomes. For the

purpose of this plan, consultation is defined as any element of public participation, or combination of elements, as outlined in Figure 2 below.

Figure 2: IAP2 Spectrum of Public Participation

INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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3.3 Engagement activities and COVID-19

As the impacts of Coronavirus (COVID-19) are regularly evolving, Inland Rail will continue to follow the advice from public health authorities to ensure the safety of both employees and the communities in which we live and work.

Regardless of any public health restrictions, Inland Rail will continue to actively engage with the N2NS community and stakeholders. Where formally directed by public health authorities, Inland Rail will replace face to face meetings with online substitutes tailored to stakeholder and community preferences and abilities. Engagement will also be complemented by communication via the Inland Rail website, social media, email and telephone. The Construction Contractor will also stipulate practices and measures to manage COVID-19 in their Community Engagement Plan.

3.4 Consultation completed to date

Inland Rail has undertaken significant consultation during the initiation, planning and detailed design phases of the N2NS Phase 1 project. Where practical, community consultation and stakeholder feedback have been incorporated into the N2NS Phase 1 Inland Rail design.

Below is a summary of key engagement activities that Inland Rail has completed:

Table 4 –Key engagement activities for the N2NS Phase 1 project

PROJECT PHASE: REFERENCE DESIGN AND EXHIBITION OF EIS	
TIMING	ENGAGEMENT OBJECTIVES
2016	Initial face-to-face meetings with over 90 landowners to capture contact details and completed approximately 110 signed Land Access Agreements.
2016	Meetings with Narrabri Shire Council, Moree Plains Shire Council, Gwydir Shire Council, Local Aboriginal Land Councils, government representatives, TfNSW, RMS and other key stakeholders.
2016	Provided community updates via email, newsletters, community events and the ARTC website.
2017	Completed field investigations, community engagement and design work associated with the development of the project EIS.
2017	Completed engagement activities for the EIS public exhibition, including seven (7) drop-in sessions across Narrabri, Moree, Croppa Creek and North Star with approximately 150 people attending the sessions.
2017	Engaged with key government agencies and stakeholders encouraging attendance at the EIS community information sessions.
2017	Sent letters and conducted face-to-face meetings with approximately 110 landowners to renew Land Access Agreements.
2017	Produced an N2NS podcast about the EIS process with short interviews of the N2NS Project Manager and Environment Manager.
2017	Communicated with landowners within 500 metres of the proposed work through direct mail-out, and the wider community through face-to-face meetings, letters and fact sheets.
2017	Held meetings with Narrabri Shire Council, Moree Plains Shire Council, Gwydir Shire Council, Local Aboriginal Land Councils, government representatives, TfNSW, RMS and other key stakeholders.
2017	EIS was exhibited and feedback was sought from councils, government authorities and community members.
PROJECT PHASE: PROJECT ASSESSMENT AND PRE-CONSTRUCTION	
TIMING	ENGAGEMENT OBJECTIVES
2018	Consulted with key stakeholders and landowners to support detailed design including Land Access Agreement renewals, field investigations for borrow pits, and geo-technical surveying.
2018	Undertook consultation on public and private level crossing designs.
2018	Provided the community and landowners with project updates via phone calls, newsletters and letters.
2019	Consulted with approximately 85 landowners on 70% and 100% private level crossing designs.
2019	Launched the new Inland Rail Sponsorship and Donations Program in N2NS.
2019	Participated in local community events: Narrabri Show, Moree Show and AgQuip.

2019	COMMENCED PRE-CONSTRUCTION DELIVERIES AND PRE-ENABLING WORKS.
2019	Launched the steel rail safety campaign to accommodate pre-construction work.
2019	Sent hard-copy and e-newsletters, notifications, advertising, project updates and other communication to affected landowners and the broader community.

2019	Conducted information sessions on key community interest areas such as flooding in Narrabri, Bellata, Moree, Croppa Creek and North Star.
2019	Held meetings with Narrabri Shire Council, Moree Plains Shire Council, Gwydir Shire Council and RMS to ensure approval at 70% and 100% design.
2019	Conducted 'Regional Industry Briefings' in Narrabri, Moree and North Star where approximately 180 community members were updated on the N2NS project and procurement requirements, including timeframes.
2020	Consulted with key stakeholders and landowners on pre-construction scope of works
2020	Notified the N2NS community of the three shortlisted construction firms looking to deliver the project: Lendlease Engineering Pty Ltd; RailFirst (a joint venture between Downer EDI and Seymour White); and Trans4m Rail (a joint venture between John Holland and SEE Civil).
2020	Participated in and contributed to the operations of the Regional Stakeholder Workshops through the 'Local Content Working Group' in conjunction with the NSW Government, aiming to maximise opportunities for local and indigenous industry and workforce participation in NSW – based Inland Rail projects.
2020	Ongoing meetings continue with businesses/stakeholders located in the Gwydir, Moree Plains and Narrabri Local Government Areas.
2020	Held 'Meet the Proponent' sessions in Narrabri and Moree (mid-January 2020) where approximately 240 local businesses attended the briefings and approximately 370 individual 'Meet the Proponent' meetings were held over two days.
2020	Delivered a series of 'Supplier Capability Workshops' in Moree and Narrabri – February to June. Each workshop included half day training and one-on-one and small group mentoring.
2020	Sent hard-copy and e-newsletters, notifications, advertising, project updates and other communication to impacted stakeholders and the community.
2020	Continued promoting and delivering the Inland Rail Sponsorship and Donations Program in N2NS.
2020	Completed additional consultation with affected landowners on final private level crossing and drainage designs.
2020	Continued flood consultation with affected landowners.
2021	Introduced impacted landowners to the principal contractor Trans4M Rail, to commence construction path consultation. Conducted information sessions with new contractor Trans4m Rail on construction path schedules, addressing key community issues in Narrabri, Bellata, Moree, Croppa Creek and North Star. These are ongoing
2021	Consulted with stakeholders on fencing mitigations, including implementation timeline
2021	Consulted impacted stakeholders to finalise property documents relating to construction laydowns, temporary and permanent occupations Consulted with Narrabri, Moree Plain and Gwydir Shire Councils, TfNSW and Crown Lands

2021	Consulted with affected stakeholder regarding new flooding limits and associated mitigations required Consulted with Moree Plains Shire Council on potential Flood Impact in Gurley Community
2021	Participating in local events including Narrabri Shire, Moree Show, Wyallda Show and Gunnedah Show
2021	Participated in the Science and Engineering Challenge as major sponsor of event
2021	Consulted with affected stakeholders regarding Operational Noise and Vibration Impacts

4 Structure and accountabilities

The Inland Rail NS2N Stakeholder Engagement team will have overall responsibility for stakeholder and community relations in partnership with the Construction Contractor's communication and stakeholder engagement representatives.

The delivery of engagement and communication activities will also involve contributions from broader Inland Rail teams, including Communication, Marketing, Media, Government Relations, Property and Environment.

The following positions hold key responsibilities for the engagement activities.

Table 5 - Position and responsibilities for N2NS Phase 1 project

POSITION	RESPONSIBILITIES
Delivery Director, Central	Manages and oversees all construction activities on the Central package and ensures alignment of all engagement and communication activities with project requirements and broader Program priorities.
N2NS Project Director	Manages and oversees all construction activities on the N2NS project and ensures alignment of all engagement and communication activities with project requirements and broader Program priorities.
N2NS Phase 1 Project Manager	Manages and oversees all construction activities on the N2NS project and provides approval of all engagement and communication activities, ensuring clear communication and effective issue management.
Stakeholder Engagement Manager Central	Responsible for managing and overseeing the N2NS stakeholder engagement teams and activities, leading key stakeholder engagement activities and managing key stakeholder relationships including local MPs and councils.
N2NS Stakeholder Engagement Lead	Responsible for the delivery of all engagement activities associated with the delivery of the N2NS project, including the implementation of the Communication Strategy.
N2NS Stakeholder Engagement Advisor	Provides support to the Inland Rail N2NS Stakeholder Engagement Lead and assists with the delivery of engagement activities associated with the project.
Administration Officer – Stakeholder Engagement	Provides administrative and engagement support to the Inland Rail N2NS project, including staffing the Inland Rail shopfront in Narrabri (opening in late 2021).

Project Communication Advisor – NSW North	Oversees all communication activities on the N2NS project, including the provision of input and advice to the Inland Rail Stakeholder Engagement team relating to engagement and project material, interface with the Construction Contractor to support project delivery communication and facilitate communication approvals.
Digital Engagement Advisor	Manage and implement all activities associated with online engagement opportunities on Inland Rail and the N2NS project.
Government and Shareholder Relations Advisor - NSW	Responsible for engagement and communication activities related to Federal and State government stakeholders.
Inland Rail Media Advisor	Responsible for management of all N2NS Phase media enquiries (through Inland Rail or the Construction Contractor) and for media interfaces with government agencies and ministerial offices
Social Media Advisor	Manage all online and social media enquiries, with the support of the Inland Rail Stakeholder Engagement team and the Contractor's communication/engagement representatives.
Senior Environment Advisor	<ul style="list-style-type: none"> ▶ Oversees and supports the execution of environmental management, approval and compliance objectives associated with the delivery of the N2NS project. ▶ The Senior Environment Advisor also provides support to the Inland Rail N2NS Stakeholder Engagement team concerning queries and/or provision of information related to environmental management related matters.
Contractors' Stakeholder Engagement and Communication representatives	<ul style="list-style-type: none"> ▶ Support the development and maintenance of ongoing relationships with stakeholders and the community and act as a key conduit for the flow of information to/from the Contractors' project team. ▶ These responsibilities will align with the strategy articulated in their Community Engagement Plan. ▶ The Construction Contractor will operate a website and LinkedIn social media page for the purposes of recruitment and supplier engagement only.

5 Stakeholders and community

Stakeholders of the N2NS Phase 1 project are individuals or groups affected by, or with an interest in, Inland Rail between Narrabri and North Star (see **Table 6**). Inland Rail will consult with all noted stakeholders before, during and after the construction of the project and update/ review our stakeholder list during construction and into the operation phase.

Inland Rail will minimise, where possible, impacts on stakeholders and the community and ensure stakeholders and the community fully understand the activities to be undertaken, their objectives, benefits, potential impacts and expected outcomes, with consideration to other related infrastructure.

We will encourage community involvement and participation by being accessible and available to the community by maintaining a strong and visible presence within their neighbourhoods, and by tailoring our communication and the tools we use to the requirements of individual stakeholders and their circumstance.

Table 6- N2NS Phase 1 Key Stakeholders

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT	LEVEL OF INTEREST	KEY TOPICS OF ENGAGEMENT
The Department of Infrastructure, Transport, Cities and Regional Development	Inland Rail Regional Liaison Officer	Involve	High	<ul style="list-style-type: none"> ▶ Project updates ▶ Community information sessions and industry briefings ▶ Media relations ▶ Coordination of Department initiatives/activities with Inland Rail work (e.g. Interface Improvement Program).
The Department of Infrastructure, Transport, Cities and Regional	Inland Rail Regional Support Officer	Involve	High	<ul style="list-style-type: none"> ▶ Project updates ▶ Community information sessions and industry briefings ▶ Coordination of Department initiatives/activities with Inland Rail work

Development				
Commonwealth Department of Agriculture, Water and Environment	Federal Environment Regulator	Consult	High	<ul style="list-style-type: none"> ▶ Biodiversity ▶ Impact management and Mitigation Measures ▶ Project updates
NSW Government	Department of Planning, Industry and Environment (DPIE)	Consult	High	<ul style="list-style-type: none"> ▶ CSSI document review and approval ▶ All matters pertaining to environmental management as captured in the CoA ▶ Media relations ▶ Project Reporting (general) ▶ Non-conformance or incident reporting ▶ Project updates.
	Environmental Protection Agency NSW	Consult	High	<ul style="list-style-type: none"> ▶ CSSI document review and approval ▶ Soil and water management ▶ Hazardous and contaminated materials management ▶ Noise and vibration management ▶ Construction Contractor's Environment Protection License ▶ Project updates ▶ Media relations.

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	Transport for NSW	Involve	High	<ul style="list-style-type: none"> ▶ Public level crossings ▶ Traffic, transport and access management ▶ Permanent and temporary property acquisition ▶ Project updates ▶ Media relations ▶ Flood impact management
	Crown Lands	Consult	High	<ul style="list-style-type: none"> ▶ Soil and water management ▶ Permanent and temporary property acquisition ▶ Project updates.
	Environment, Energy and Science Group	Consult	High	<ul style="list-style-type: none"> ▶ Biodiversity management ▶ Soil and water management ▶ Flooding management ▶ Project updates.
	Department of Premier and Cabinet – Heritage unit	Consult	High	<ul style="list-style-type: none"> ▶ Aboriginal cultural heritage ▶ Impact on registered heritage structures ▶ Project updates
	Water Group/Natural Resources Access Regulator	Consult	High	<ul style="list-style-type: none"> ▶ Soil and water management

	Registered Aboriginal Parties (RAPs). Full details in Appendix C.	Consult	Moderate	<ul style="list-style-type: none"> ▶ Aboriginal cultural heritage ▶ Project update
	Local Land Services	Involve	High	<ul style="list-style-type: none"> ▶ Travelling Stock Routes ▶ Project updates.
	Special Activation PrecinctTeam (Department of Planning, Industry and Environment)	Consult	Moderate	<ul style="list-style-type: none"> ▶ Transport Network and Connectivity Analysis

Local Government	Narrabri Shire Council (Narrabri, Edgeroi and Bellata)	Consult	High	<ul style="list-style-type: none"> ▶ Level crossing ▶ Traffic, transport and access management ▶ Noise and vibration management ▶ Biodiversity management ▶ Air quality management ▶ Soil and water management ▶ Service re-location ▶ Community events and engagement ▶ Business engagement ▶ Permanent and temporary land acquisitions ▶ Project updates ▶ Media relations ▶ Flood impact management
	Moree Plains Shire Council (Gurley, Moree, Pallamallawa, Biniguy)	Consult	High	<ul style="list-style-type: none"> ▶ Level crossing ▶ Traffic, transport and access management ▶ Noise and vibration management ▶ Biodiversity management ▶ Air quality management ▶ Soil and water management ▶ Service re-location ▶ Community events and engagement ▶ Business engagement ▶ Permanent and temporary land acquisitions ▶ Project updates ▶ Media relations ▶ Flood impact management ▶ Interface with N2NS Phase 2

	Gwydir Shire Council (Crooble, Croppa Creek, North Star)	Consult	High	<ul style="list-style-type: none"> ▶ Level crossing ▶ Traffic, transport and access management ▶ Noise and vibration management ▶ Biodiversity management ▶ Air quality management ▶ Soil and water management ▶ Service re-location ▶ Community events and engagement ▶ Business engagement ▶ Permanent and temporary land acquisitions ▶ Project updates ▶ Media relations ▶ Flood impact management
Members of Parliament	The Hon. Mark Coulton MP, Federal Member for Parkes	Inform	High	<ul style="list-style-type: none"> ▶ Project updates ▶ Key project milestones ▶ Media relations
	The Hon. Adam Marshall MP, State Member for Northern Tablelands	Inform	High	<ul style="list-style-type: none"> ▶ Project updates ▶ Key project milestones ▶ Media relations
	Mr Roy Butler, State Member for Barwon	Inform	High	<ul style="list-style-type: none"> ▶ Project updates ▶ Key project milestones ▶ Media relations

Government organisations	Local Emergency Management Committee, Narrabri	Consult	High	<ul style="list-style-type: none"> ▶ Flood impact management ▶ Traffic, transport and access management
	Local Emergency Management Committee, Moree	Consult	High	<ul style="list-style-type: none"> ▶ Flood impact management ▶ Traffic, transport and access management
	Local Emergency Management Committee, Gwydir	Consult	High	<ul style="list-style-type: none"> ▶ Flood impact management ▶ Traffic, transport and access management
Adjacent and affected landowners	Directly impacted stakeholders including landowners, business operators, primary producers and town residents along the alignment within Narrabri, Edgeroi, Bellata, Gurley, Moree, Crooble,	Consult/collaborate	High	<ul style="list-style-type: none"> ▶ Project updates ▶ Private property access ▶ Fencing ▶ Temporary leasing of land ▶ Permanent acquisition of land ▶ Traffic, transport and access management ▶ Flood impact management ▶ Construction dust, noise, vibration and land degradation ▶ Operation noise and vibration ▶ Road and infrastructure dilapidation ▶ Media relations

	Croppa Creek and North Star			
Broader Community	Community members residing in the Narrabri, Moree Plains and Gwydir Local Government areas	Inform/collaborate	Moderate	<ul style="list-style-type: none"> ▶ Supply chain opportunities ▶ Construction project work and impacts ▶ Community events and engagement ▶ Traffic, transport and access management ▶ Project updates ▶ Media relations ▶ Construction noise and vibration ▶ Operation noise and vibration ▶ Road and infrastructure dilapidation
Local road users	Users of local roads and level crossings within the alignment	Inform	Moderate	<ul style="list-style-type: none"> ▶ Level crossings ▶ Traffic, transport and access management ▶ Media relations

Public Transport Providers	Trans NSW – Explorer service	Consult	High	<ul style="list-style-type: none"> ▶ Traffic, transport and access management issues ▶ Project updates ▶ Rail traffic diversion ▶ Road closures ▶ Construction impacts ▶ Media relations
	Moree 'On Demand' Service – Transport NSW	Consult	High	<ul style="list-style-type: none"> ▶ Traffic, transport and access management issues ▶ Project updates ▶ Road closures ▶ Construction impacts
	Reynolds Fogarty 'Bus andcoach Charters' – Pallamallawa Service	Inform	Moderate	<ul style="list-style-type: none"> ▶ Traffic, transport and access management issues ▶ Project updates ▶ Road closures ▶ Construction impacts
	ARTC	Consult	High	<ul style="list-style-type: none"> ▶ Traffic, transport and access management issues ▶ Project updates ▶ Rail traffic diversion ▶ Construction impacts ▶ Media relations
Emergency services	NSW Police, stations located in Narrabri, Bellata, Moree and Wyallda	Consult	Moderate	<ul style="list-style-type: none"> ▶ Project updates ▶ Traffic, transport and access management ▶ Media relations

	NSW Ambulance, stations located Narrabri, Moree and Wyallda	Consult	Moderate	<ul style="list-style-type: none"> ▶ Project updates ▶ Traffic, transport and access management ▶ Media relations
	Fire and Rescue NSW, stations located in Narrabri, Moree and Wyallda	Consult	High	<ul style="list-style-type: none"> ▶ Project updates ▶ Traffic, transport and access management ▶ Media relations
	Rural Fire Services, stations Namoi-Gwydir, Moree and Narrabri	Consult	High	<ul style="list-style-type: none"> ▶ Project updates ▶ Traffic, transport and access management ▶ Media relations
	State Emergency Services, Namoi Region	Consult	High	<ul style="list-style-type: none"> ▶ Project updates ▶ Media relations ▶ Traffic, transport and access management ▶ Flooding impact management

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT	LEVEL OF INTEREST	KEY TOPICS OF ENGAGEMENT
Utilities	Essential Energy	Consult	High	<ul style="list-style-type: none"> ▶ Service relocation of poles (pole raising) outside the rail corridor
	NBN	Consult	High	<ul style="list-style-type: none"> ▶ Service relocation of NBN cabling outside the rail corridor
	Telstra	Consult	High	<ul style="list-style-type: none"> ▶ Service relocation of Telstra services outside the rail corridor
Educational Institutions	Narrabri High School	Inform	Low	<ul style="list-style-type: none"> ▶ Project updates ▶ Road closures ▶ Construction impacts
	Narrabri Public School	Inform	Low	<ul style="list-style-type: none"> ▶ Project updates ▶ Road closures ▶ Construction impacts
	Bellata Public School	Inform	Moderate	<ul style="list-style-type: none"> ▶ Project updates ▶ Road closures ▶ Construction impacts
	Moree East Public School	Inform	Low	<ul style="list-style-type: none"> ▶ Project updates ▶ Road closures ▶ Construction impacts
	Moree Christian School	Inform	Low	<ul style="list-style-type: none"> ▶ Project updates ▶ Road closures ▶ Construction impacts

	Moree Public School	Inform	Low	<ul style="list-style-type: none"> ▶ Project updates ▶ Road closures ▶ Construction impacts
	Moree Secondary College	Inform	Low	<ul style="list-style-type: none"> ▶ Project updates ▶ Road closures ▶ Construction impacts
	St. Philomena's School	Inform	Low	<ul style="list-style-type: none"> ▶ Project updates ▶ Road closures ▶ Construction impacts
	Croppa Creek Public School	Inform	Moderate	<ul style="list-style-type: none"> ▶ Project updates ▶ Road closures ▶ Construction impacts
	North Star Public School	Inform	Moderate	<ul style="list-style-type: none"> ▶ Project updates ▶ Road closures ▶ Construction impacts
	Narrabri West Public School	Inform	Low	<ul style="list-style-type: none"> ▶ Project updates ▶ Road closures ▶ Construction impacts

6 Key issues

Several issues and challenges were identified through the community consultation undertaken during the EIS and detailed design phase of N2NS Phase 1. The table below details the key issues faced on the N2NS project, as well as the communication and consultative tools that Inland Rail will use to respond. Stakeholder-related risks are identified and captured in Inland Rail's Project Risk Register and managed in accordance with the Inland Rail Risk Management process.

Table 7- Key issues and how they will be addressed

ISSUE	DETAILS	TOOLS	STAKEHOLDER ENGAGEMENT OUTCOME
Temporary privateland access	<ul style="list-style-type: none"> ▶ Private land access is required to enable construction including compounds, borrow pits and access roads. ▶ If access to private property is required as part of the works, impacted landowners will be consulted one (1) month before access is required. ▶ Inland Rail will work with council, affected residents and business operators to develop a Property Access Agreement (Land Access Agreement) before entering their property. This agreement outlines what the work involves, how Inland Rail will manage the impacts and how the land will be restored once the work is completed. ▶ If council, affected residents and business operators does not grant permission to use their land, Inland Rail will not enter their property. ▶ To ensure fair and reasonable outcomes, a member of the Inland Rail Stakeholder Engagement team will be present during all negotiations conducted between the contractor and an affected landowner. 	<ul style="list-style-type: none"> ▶ One-on-one meetings (as required) ▶ Land Access Agreement ▶ Property Land Licence Agreements. 	<ul style="list-style-type: none"> ▶ All impacted parties to provide written acceptance of Land Access Agreement ▶ Councils, effected residents and business operators to provide written acceptance of Licence Agreement
Permanent land acquisition	<ul style="list-style-type: none"> ▶ To complete the N2NS project, Inland Rail needs to acquire parts of private properties for changes to the rail corridor, utilities movements and associated works. Inland Rail will undertake negotiations with affected councils, affected residents and business operators along this section and work closely with them to develop an acceptable solution. ▶ When deemed necessary to carry out compulsory acquisition, Inland Rail will follow the NSW Government compulsory acquisition process. 	<ul style="list-style-type: none"> ▶ One on one meetings (as required) ▶ Property Land Access Agreements. 	<ul style="list-style-type: none"> ▶ All impacted parties to provide Written Acceptance for Contract of sale of land ▶ Councils and affected landowners to provide written acceptance of Land Dilapidation Deeds

ISSUE	DETAILS/KEY MESSAGES	TOOLS	STAKEHOLDER ENGAGEMENT OUTCOME
Level crossing changes and/or closures	<ul style="list-style-type: none"> ▶ There are 85 level crossings located across the N2NS Phase 1 project. Inland Rail has prepared Private and Public Level Crossing Treatment Reports to outline how level crossings will be upgraded or closed. ▶ Inland Rail consulted with landowners, councils and road operators on these level crossings and their feedback is included in the reports. All consultation with landowners has been recorded in Consultation Manager. Strong efforts have been made to accommodate landowners' requirements for level crossings and the impacts of changes to their operations. ▶ Private level crossings: Inland Rail is continuing to work with landowners to identify their needs for level crossing access. In instances where a level crossing will require removal, Inland Rail will enter an agreement with the impacted landowner. In cases where Inland Rail would like to move a level crossing for design or safety reasons, Inland Rail will also work with impacted stakeholders to come to an agreement. ▶ Inland Rail will consult with the landowner to ensure access and where required provide a temporary crossing point. Level crossings will not be closed or relocated without obtaining agreement from the landowner. ▶ As part of the works, Inland Rail plan on upgrading all remaining private level crossings along the alignment. Inland Rail will gain the landowners approval before starting work to modify or upgrade any level crossing. ▶ Public level crossings: Inland Rail are working with local councils, TfNSW, affected residents and business operators to determine the appropriate treatment of public level crossings. ▶ Pending council approval Inland Rail will aim to close public 	<ul style="list-style-type: none"> ▶ One-on-one meetings (as required) ▶ Newsletters ▶ Notifications ▶ Project fact sheets and Q&As ▶ Site signage ▶ Inland Rail website and social media ▶ Advertising ▶ Licence deed ▶ Property Land Access Agreements. 	<ul style="list-style-type: none"> ▶ Level Crossing road manager (councils and TfNSW) provides written endorsement of design and treatment through the public level crossing report ▶ Affected private landowner provide written agreement of level crossing design and treatment ▶ Where applicable, all impacted parties provide written acceptance of Level Crossing Closure deed

ISSUE	DETAILS	TOOLS	STAKEHOLDER ENGAGEMENT OUTCOME
	<ul style="list-style-type: none"> ▶ level crossings along the N2NS alignment. However, this is determined on a case by case basis. ▶ Crossing Loops: For crossing loops that cross an access road or level crossing, Inland Rail will consult and obtain the permission from the affected landowner before commencing any work. 		
Changes in the behaviour of floodwater	<ul style="list-style-type: none"> ▶ Flood modelling from the EIS indicates that there may be changes to water flow during high rainfall events. ▶ Inland Rail will prepare a Flood Design Verification Report which will involve consultation with local councils, NSW Environment, Energy and Science Group, Transport for NSW and impacted stakeholders. The report has been reviewed by an independent hydrologist, and a copy will be publicly available on the Inland Rail website, and provided to Narrabri Shire Council, Gwydir Shire Council, NSW Environment, Energy and Science Group, SES and DPIE post release. ▶ Where impacts on flooding are above those limits identified in the EIS, Inland Rail will engage with relevant councils, affected residents and business operators to develop suitable mitigation measures. Proposed measures will be outlined in the Flood Design Report. 	<ul style="list-style-type: none"> ▶ One-on-one meetings (as required) ▶ Newsletters ▶ Q&As ▶ Inland Rail website and social media ▶ Group forums ▶ Media relations. 	<ul style="list-style-type: none"> ▶ Where applicable, stakeholders to provide agreement on mitigations required ▶ To address instances where the QDL's cannot be met ▶ Where alternative mitigation treatments are necessary, stakeholder endorsement is represented by acceptance of meeting minutes
Impact of new stormwater assets	<ul style="list-style-type: none"> ▶ There will be new culverts built on N2NS. Some of these are new stormwater assets and will be installed where there were no stormwater structures previously. ▶ Where new stormwater assets are built which affect residents, business operators and councils, Inland Rail are continuing to consult with those landowners and, where required, discuss potential suitable mitigation measures as outlined in the Flood Design Report. 	<ul style="list-style-type: none"> ▶ One-on-one meetings (as required) ▶ Q&As ▶ Licence deed ▶ Property Land Access Agreements. 	<ul style="list-style-type: none"> ▶ Where applicable, stakeholders provide agreement to storm water management structure designs and function ▶ Stakeholders provide Written Acceptance of Works transfer deed and/or Licence agreement

ISSUE	DETAILS	TOOLS	STAKEHOLDER ENGAGEMENT OUTCOME
	<ul style="list-style-type: none"> ▶ Where a new culvert is built and there may be potential resulting impact to landowners through changes in hydrology characteristics, Inland Rail will consult with impacted landowners to discuss how the culvert may impact the way they use that land, particularly where it is used for agricultural purposes. Where impacts are likely, Inland Rail will mitigate potential impacts. ▶ Some scour protection work is required in private property. Where this is the case, Inland Rail will ensue an agreement with the landowner on scour protection work within private property before the work on private property starts. 	<ul style="list-style-type: none"> ▶ 	<ul style="list-style-type: none"> ▶
Water Usage (private Bores and surface water)	<ul style="list-style-type: none"> ▶ Appropriate sources for construction water is required to be determined, by the Construction Contractor, prior to construction in consultation with relevant stakeholders, and any required approvals/agreements would be obtained. 	<ul style="list-style-type: none"> ▶ One-on-one meetings (as required) ▶ Newsletters ▶ Q&As ▶ Inland Rail website ▶ Property Licence deed ▶ Property Land Access Agreements. 	<ul style="list-style-type: none"> ▶ Where applicable, stakeholders provide agreement to access water structure ▶ Stakeholders provide Written Acceptance of Works transfer deed and/or Licence agreement ▶ Construction Contractor must engage a suitably experienced and consultant to undertake further investigations regarding ▶ water availability/impacts
Construction impacts	<ul style="list-style-type: none"> ▶ Construction activities have the potential to generate a range of environmental impacts. ▶ Inland Rail will implement controls to minimise, or where possible, eliminate construction impacts. ARTC and the Construction Contractor work under requirements specified by the approved CEMP, sub-plans Environmental Protection Licence and documents such as Out of Hours Works Protocols (OOWP). 	<ul style="list-style-type: none"> ▶ One-on-one meetings (as required) ▶ Newsletters ▶ Q&As ▶ Inland Rail website and social media ▶ Community reference group ▶ Media relations ▶ Survey. ▶ Complaints Management Register 	<ul style="list-style-type: none"> ▶ Stakeholders provide no objection to community notification ▶ Scheduling of any out of hours works will be arranged through relevant stakeholder consultation and agreements being arranged, coupled with DPIE approval, as necessary. Alternatively, the Environmental Representative will be engaged to support with endorsement of such works, where applicable.

ISSUE	DETAILS	TOOLS	STAKEHOLDER ENGAGEMENT OUTCOME
	<ul style="list-style-type: none"> ▶ Potential construction noise impact areas have been mapped for purposes of indicative identifying potentially affected receivers (refer to Appendix D) to support consultation processes. ▶ Potential air quality, light spillage and vibration impacts arising from construction will be managed through monitoring programs mandated by the CoA and mitigations measures as per the abovementioned CEMP and sub-plans. ▶ Land disturbed due to the project will be returned to as close as possible to pre-construction condition or better, or to the satisfaction of landowners consistent to the rehabilitation strategy. ▶ Sensitive receivers potentially impacted by works will be notified seven (7) days prior to predicted impacts. ▶ Complaints lodged as per the processes outlined in this strategy are to be managed following the Complaint Management Process. 		
Biodiversity and Heritage Impacts	<ul style="list-style-type: none"> ▶ Impacts to native vegetation or fauna and flora habitat will be managed and offset by those processes outline in the CoA. Impacts to heritage items will be managed and offset by those process outlined in the CoA. 	<ul style="list-style-type: none"> ▶ Field Assessments and engagement with RAPs ▶ Biodiversity Assessment Reports ▶ Stakeholder meetings with potential offset area holders. ▶ Engagement with relevant government agencies ▶ Newsletter ▶ Media relations 	<ul style="list-style-type: none"> ▶ Identification of potentially unknown Aboriginal artefacts with support from RAPS ▶ Agreement to and safe salvage of Aboriginal artefacts with RAPS and DPC, where necessary. ▶ Reduction in biodiversity offset obligations ▶ Biodiversity stewardship agreements signed with relevant stakeholders ▶ Approval of Credit Retirement Report. ▶ Acceptance of potential impacts and ▶ modification of TfNSW assets, by TfNSW (regarding heritage sites).

ISSUE	DETAILS	TOOLS	STAKEHOLDER ENGAGEMENT OUTCOME
Removal of unauthorised access within railway corridor	<ul style="list-style-type: none"> ▶ Several unauthorised tracks and roads within the railway corridor are used by residents and business operators as 'short cuts' to access property and for cattle grazing. ▶ Under the Rail Safety National Law 2017 (NSW) it is illegal and unsafe to enter the rail corridor. Where Inland Rail identifies unauthorised users of the railway corridor, Inland Rail will consult with them and inform them of the relevant legislation and remove any unauthorised access points. ▶ As part of the Inland Rail project, fencing will be installed on a risk assessment basis to prevent future unauthorised access. ▶ on ongoing safety campaign has also been implemented on ▶ the N2NS alignment to reinforce the safety risk in community members accessing the rail corridor illegally. 	<ul style="list-style-type: none"> ▶ One-on-one meetings (as required) ▶ Newsletters ▶ Q&As ▶ Social media ▶ Advertising. 	<ul style="list-style-type: none"> ▶ Affected stakeholders understand and comply with Rail Corridor access legislation through. ▶ Acceptance of outcome support by meeting minutes and fencing design solution.
Operational impacts	<ul style="list-style-type: none"> ▶ Once Inland Rail becomes operational in 2025, there will be an increase in the number trains (8 to 9 in 2025) and in the length of trains (1.8km long) operating between Narrabri to North Star. This may result in increased wait times at level crossings and in noise. ▶ Noise and Vibration from operation: An ONVR has been developed by Inland Rail to identify sensitive receivers. Inland Rail will consult with potentially affected receivers to develop and implement suitable mitigation measures. Exceedances of the noise and vibration criteria will be managed in accordance with the Noise and Vibration Management sub-plan, with relevant consultation occurring as required by the plan and this Strategy. ▶ Level crossing wait times: The increase in number of trains and length may result in additional wait times at level ▶ crossings. Inland Rail have and will continue to consult with 	<ul style="list-style-type: none"> ▶ One-on-one meetings (as required) ▶ Newsletters ▶ Q&As ▶ Inland Rail website and social media ▶ Survey ▶ Advertising ▶ Media relations. 	<ul style="list-style-type: none"> ▶ Potentially affected sensitive receivers (residents, business operators and community, religious and educational institutions) provide endorsement of reasonable and feasible noise and vibration mitigation and management measures. ▶ The contractor will meet best practice community and project outcomes by proactively informing stakeholders using qualitative terminology and responding to the needs and requirements of potentially affected stakeholder. ▶ Where applicable, affected residents, business operators and councils to provide agreement of ARTC Interface agreement outlining approved stock crossing procedures

ISSUE	DETAILS	TOOLS	STAKEHOLDER ENGAGEMENT OUTCOME
	<ul style="list-style-type: none"> ▶ TfNSW, local councils, business operators and affected residents to manage these impacts. ▶ Stock crossings: Increases in the number of trains may result in additional risk for landowners when crossing the track with stock. Consultation is underway with affected residents, business operators and ARTC Train Control to develop a suitable and safe solution. ▶ A safety awareness program would be implemented to educate the community regarding safety around trains. This would focus on: community and rural property operators who cross the rail corridor to access their properties ▶ residents in Moree, particularly those living on eastern side of town, to ensure that residents are aware of the safety concerns associated with trains passing through town. 		<ul style="list-style-type: none"> ▶ An ongoing safety campaign has also been implemented on the N2NS alignment to reinforce the safety risk in community members accessing the rail corridor illegally. ▶ This focuses on Level Crossing Safety (public and private) ▶ Illegal access through the rail corridor ▶ Train Safety /Pedestrian Movements
Fencing	<ul style="list-style-type: none"> ▶ Temporary fencing is used on some sections of the construction work. Permanent fencing is also required on some sections of the railway corridor. ▶ Temporary construction fencing: Fencing that incorporates screening will be erected around construction ancillary facilities that are within 500 metres of sensitive land users. If construction fencing impedes work progress, or worsens impacts, Inland Rail will consult and seek an agreement with relevant councils, affected residents and business operators on how to manage fencing and screening. ▶ Permanent fencing: To prevent unauthorised access into the railway corridor, fencing that is identified to be in poor condition will be replaced. In addition, further fencing may be installed on a risk assessment basis to prevent future unauthorised access, as well as for safety and stock protection. 	<ul style="list-style-type: none"> ▶ Site hoarding ▶ Site signage ▶ Fact sheet ▶ Inland Rail website ▶ Project newsletter ▶ One-on-one meetings (as required). 	<ul style="list-style-type: none"> ▶ Stakeholders to site signage and site protection solutions, with hoarding to provide visible site contact information and key messages ▶ Councils, affected residents and business operators to provide written acceptance of fencing solution in their Licence Agreement

ISSUE	DETAILS	TOOLS	STAKEHOLDER ENGAGEMENT OUTCOME
Work hours	<ul style="list-style-type: none"> ▶ Standard hours: Standard work hours will be 7am to 6pm Monday to Saturday. ▶ Covid-19 Construction work hours currently in place until March 2022. This allows works to be completed 7 days per week. ▶ Outside standard hours: Work outside these hours may be required at different points of the project. This may be due to limited railway possession times or after-hours deliveries. ▶ Where after hours works are required, impacted stakeholders will be notified at least seven (7) days before work starts (except where emergency works are required). All after hours works will comply with the requirements set out in the EIS, CoA and the Construction Contractor's Environment Protection License and documents such as OOHWP's. ▶ Consultation: If required, Inland Rail may negotiate with sensitive receivers to develop an agreement to vary the noise limits. These agreements will be in writing and finalised before the relevant section of work starts. ▶ This consultation will include (but not be limited to) providing all stakeholders with: <ul style="list-style-type: none"> ▶ A schedule of likely out-of-hours work for a period no less than three (3) months ▶ The potential works, location and duration ▶ The noise characteristics and likely noise levels of the works; and ▶ Likely mitigation and management measures ▶ Emergency work: Where emergency work is required sensitive receivers will be notified as soon as possible of the impact and duration of the work. Inland Rail will also notify DPIE by writing to compliance@planning.nsw.gov.au , 	<ul style="list-style-type: none"> ▶ Project newsletter ▶ Site hoarding ▶ Site signage ▶ Inland Rail website and social media ▶ Works notifications ▶ One-on-one meetings (as required) ▶ Advertising ▶ Community specific consultation ▶ Survey. 	<ul style="list-style-type: none"> ▶ Scheduling of any out of hours works will be arranged through relevant stakeholder consultation and agreements being arranged, coupled with DPIE approval, as necessary. Alternatively, the Environmental Representative will be engaged to support with endorsement of such works, where applicable ▶ Sensitive receiver agreements will be in writing and finalised before the relevant section of work starts

ISSUE	DETAILS	TOOLS	STAKEHOLDER ENGAGEMENT OUTCOME
	<ul style="list-style-type: none"> ▶ Environmental Representative and the Environment Protection Authority of the need for that work. 		
Access	<ul style="list-style-type: none"> ▶ Construction of Inland Rail may impact access to private and public property. During construction, access to properties will ways be maintained. ▶ Where works impact a public or private level crossing, Inland Rail will provide a temporary access alternative in consultation with impacted landowners. Inland Rail will regularly consult with emergency services to ensure access is maintained for emergency vehicles. 	<ul style="list-style-type: none"> ▶ Project newsletter ▶ Works notification ▶ Site signage (7-days prior) ▶ Traffic alerts (7 -days prior) ▶ VMS Signs ▶ Advertisements in local papers ▶ Inland Rail website and social media. 	<ul style="list-style-type: none"> ▶ Inland Rail will consult with affected stakeholders to attain written agreement prior access being granted ▶ Communication to transport operators, relevant Authorities and emergency services, affected residents and business owners to advise of changes to traffic and access arrangements including road or lane closures and detours ▶ Directional signage at the location of the traffic change to give advice to road users and pedestrians on direction of change or ▶ alternative paths will be implemented
Damage to public roads and dirt/mud onroads	<ul style="list-style-type: none"> ▶ Predicted increases in truck movements accessing the rail corridor during construction may damage roads. These trucks will be of legal weight and comply with all traffic regulations. ▶ The Construction Contractor will complete pre-dilapidation surveys of the access routes and provide a copy to the relevant council before work starts. ▶ Where an access route is damaged as a result of the work, the Construction Contractor will repair the damaged section. If a road is impacted by excess mud or materials from the work, the Construction Contractor will clean this as soon as practicable. 	<ul style="list-style-type: none"> ▶ Meeting with relevant councils ▶ Pre-dilapidation surveys and rectification works ▶ Project newsletter ▶ Notifications, as required. 	<ul style="list-style-type: none"> ▶ Report provided to relevant road Authority(ies) and landowners within one month of completion of the survey and at least two weeks before the road is used as per the condition requirement. ▶ Council and relevant road authority to provide written acceptance of remediation protocol, where required acceptance of road dilapidation deed prior to commencement of work ▶ Stakeholders provide written acceptance of remediation protocol, where required ▶ acceptance of road dilapidation deed
Bus stops	<ul style="list-style-type: none"> ▶ Construction may impact bus routes, including school bus routes. Where bus stops need to be temporarily relocated, Inland Rail will consult with the relevant council, bus operators ▶ and educational facilities. 	<ul style="list-style-type: none"> ▶ Project newsletter ▶ Site hoarding ▶ Site signage ▶ Inland Rail website 	<ul style="list-style-type: none"> ▶ Transport operators, relevant councils and impacted stakeholders (including educational institutions) acknowledge changes to traffic

ISSUE	DETAILS	TOOLS	STAKEHOLDER ENGAGEMENT OUTCOME
	<ul style="list-style-type: none"> ▶ All primary and secondary school education facilities will be notified of relevant impacts to bus stops and closure of any bus stop must not occur until relocated stops are functioning and within 400m of the original bus stop. ▶ Inland Rail will provide 14 days' notice to stakeholders impacted by changes to bus routes and bus stop locations. 	<ul style="list-style-type: none"> ▶ One-on-one meetings ▶ Advertising ▶ Community reference group ▶ Door knocking and visits by appointment ▶ Survey. 	<ul style="list-style-type: none"> ▶ and access arrangements including road or lane closures and detours ▶ Directional signage at the location of the traffic change to give advice to road users and pedestrians on direction of change or alternative paths will be implemented
Traveling Stock Routes	<ul style="list-style-type: none"> ▶ If a TSR is impacted by the work, Inland Rail will consult with Local Land Services to mitigate any impacts. 	<ul style="list-style-type: none"> ▶ Meeting with relevant stakeholders ▶ Interface agreements between ARTC and directly impacted landowners 	<ul style="list-style-type: none"> ▶ LLS endorsement of design and construction schedule via meeting minutes and Crown Lands approvals ▶ Impacted landowners and ARTC Network Control understand arrangements to seek safe access to the rail corridor
Visual impact	There may be some visual impacts as part of the work. Details of this will be provided in the Landscape and Visual Amenity Report. Where residents are identified as potentially highly impacted, Inland Rail will consult with them and implement mitigation as agreed with the landowner	<ul style="list-style-type: none"> ▶ One-on-one meetings (as required) ▶ Q&As. 	<ul style="list-style-type: none"> ▶ Consultation will occur with affected Stakeholders (sensitive receivers) regarding any proposed visual amenity changes and attain endorsement of mitigation treatment
Other infrastructure projects	<ul style="list-style-type: none"> ▶ Inland Rail recognises that there are additional major infrastructure projects being delivered and/or are proposed alongside the N2NS project. This includes: ▶ TfNSW's Newell Highway Upgrades ▶ Narrabri Intermodal (Northern NSW Inland Port/Special Activation Precinct). ▶ Moree Special Activation Precinct (proposed Moree Plains Transport & Intermodal Study). ▶ Santos Narrabri Gas Project. <p>Inland Rail will liaise closely with any project teams and/or agencies delivering major projects in the region and seek to mitigate cumulative community impacts</p>	<ul style="list-style-type: none"> ▶ One-on-one meetings (as required) ▶ Inland Rail website. 	<ul style="list-style-type: none"> ▶ Inland Rail will consult broadly with all identified stakeholders on the delivery of major infrastructure on a regular basis ▶ Procedures for consultation will be aligned with the Traffic, Transport and Access Management sub-plan requirement outlined in CoA

<p>Construction timeframes, cumulative impacts and possession strategy</p>	<ul style="list-style-type: none"> ▶ Construction timeframes, although thoroughly scheduled and considered, are always at risk of delay due to unforeseen ▶ Circumstances such as weather and product delays. If delays compound, there is risk of construction fatigue and landowner and community frustration with the project. ▶ In addition, the possession strategy for the N2NS project faces challenges due to the requirement for industry to be able to access the rail line during harvest periods. To manage this requirement, a flexible approach is being taken to Inland Rail's possession of the rail line for construction. ▶ Balancing industry's need for rail use with maintaining timeframes and avoiding construction fatigue will be managed through ongoing consultation with council and industry. By offering transparent and frequent communication, stakeholders will be kept informed of any changes to timeframes. ▶ Inland Rail will work closely with ARTC when liaising with rail users. 	<ul style="list-style-type: none"> ▶ One-on-one meetings (as required) ▶ Project newsletter ▶ Works notifications ▶ Community sessions (as required) ▶ Inland Rail website ▶ Industry body meetings ▶ Advertising ▶ Social media ▶ TfNSW meetings. 	<ul style="list-style-type: none"> ▶ Inland Rail and ARTC will continue to consult broadly with all identified Government, ▶ Community and Industry (grain, cotton and rail) representatives seeking endorsement of the Possession Strategy
<p>Local Employment opportunities and expectations</p>	<ul style="list-style-type: none"> ▶ Inland Rail is committed to using local suppliers, skills and labour wherever possible, and ensuring environmental, community and economic issues are considered throughout our procurement process. ▶ The Construction Contractor has developed a Social Delivery Plan to maximise benefits for local community and business. A zero-tolerance policy relating to anti-social behaviour would be adopted for work sites. ▶ To facilitate this, supplier briefings will be held prior to the commencement of construction, which will give the local community the opportunity to connect with potential contractors and understand the skills required to gain work on the project. ▶ Multiple options for registering interest as a supplier and contractor to the project have been made available throughout 	<ul style="list-style-type: none"> ▶ Supplier and community briefings ▶ Project newsletter ▶ Fact sheet ▶ Inland Rail website and social media ▶ ICN Inland Rail website ▶ Advertising ▶ Construction Contractor's website and LinkedIn page. 	<ul style="list-style-type: none"> ▶ The contractor will utilize local suppliers, skills and labour, where possible, and ensure environmental, social and economic considerations are embedded in all procurement process. ▶ The contractor will provide full, fair and reasonable opportunity for capable and competitive Australian entities to participate in the procurement of goods, services and equipment.

ISSUE	DETAILS	TOOLS	STAKEHOLDER ENGAGEMENT OUTCOME
	<ul style="list-style-type: none"> ▶ the planning of the project and will remain available up to and during construction (e.g. https://gateway.icn.org.au/project/4548/inland-rail). These channels provide updated information on current opportunities. ▶ ARTC will support local employment through the Inland Rail Academy to leverage training Programs, upskill local residents, educate young people and connect businesses with Inland Rail opportunities and key regional industries. 		▶
Jones Avenue overbridge (SAP / Moree Gateway Project)	<ul style="list-style-type: none"> ▶ As part of the CoA (E56 – E58) Inland Rail has committed to undertaking a comparative analysis of an additional location(s) for grade separated road and active transport crossings of the rail corridor, as an alternative to the Jones Avenue overbridge. ▶ This includes the analysis of a southern location near the Moree Airport and/or other locations identified through the Moree Special Activation Precinct (SAP). ▶ Consultation with Moree Plains Shire Council and the SAP team is ongoing. 	<ul style="list-style-type: none"> ▶ Meeting with relevant stakeholders. ▶ One-on-one meetings (as required) ▶ Project newsletter ▶ Inland Rail website. 	<ul style="list-style-type: none"> ▶ Inland Rail are continuing to collaborate with Council and the SAP Team to review the outcomes of the SAP strategic planning process and transport planning studies, as it is anticipated that the SAP reporting will provide a basis to respond to the condition. Once Inland Rail has reviewed the available reports the need for additional studies will be determined. Further engagement with Council and other agencies is expected to be required.

7 Project communication principles and integrated channels

7.1 Ways to communicate with Inland Rail

Inland Rail will use the following channels to maintain contact with the community and other stakeholders throughout the life of the N2NS Phase 1 project. These channels will remain active for at least six (6) months after the N2NS Phase 1 project is completed.

Table 8 - Communication methods

CHANNEL	PURPOSE
<p>Email address:</p> <p><u>inlandrailnsw@artc.com.au</u></p>	<p>Allows the community and other stakeholders to have access to the project team. All communication materials and the website display this email address.</p> <p>The community can enquire or lodge an enquiry or complaint via the email address. All emails are registered and directed to a member of the Inland Rail or Contractor's Stakeholder engagement team.</p> <p>Emails are monitored and answered by a team member and all enquired and complaints are recorded in Consultation Manager.</p> <p>Complaints and enquires will be responded to in the following timeframes:</p> <p>Enquiries</p> <ul style="list-style-type: none"> ▶ provide written response to emails within 24 hours. ▶ follow-up emails will be made where required to close out the enquiry. <p>Feedback</p> <ul style="list-style-type: none"> ▶ Where required, follow-up emails will be issued acknowledging the feedback. ▶ Feedback is registered in Consultation Manager and passed onto the relevant business unit <p>Complaints and incidents:</p> <ul style="list-style-type: none"> ▶ provide written acknowledgement to emails and written complaints within 24 hours or on the next business day if received outside work hours. ▶ Where possible, all complaints will be resolved within (3) business days.
<p>Community information line, toll free:</p> <p>1800 732 761 (24 hours, 7 days a week)</p>	<p>Allows stakeholders to access the project 24 hours a day. The community can enquire or lodge a complaint via the information line. All calls are registered and directed to a member of the Inland Rail Stakeholder Engagement Team or contractor.</p> <p>The community information line number is displayed on all communication material (signage, project updates and calling cards etc) and on the Inland Rail website (https://inlandrail.artc.com.au/N2NS).</p>

	<p>The number is monitored and answered by a team member 24 hours a day and is not automatically diverted to a message bank. All calls are registered and recorded on Consultation Manager. The Construction Contractor will also run a 24/7 on-call roster to respond to complaints.</p> <p>Complaints and enquires will be responded to in the following timeframes:</p> <p>Enquiries:</p> <ul style="list-style-type: none"> ▶ provide verbal response to telephone enquiries within two (2) hours. ▶ follow-up calls, emails and letters will be made where required to close out the enquiry. <p>Feedback</p> <ul style="list-style-type: none"> ▶ Where required, follow-up communication will be issued acknowledging the feedback. ▶ Feedback is registered in Consultation Manager and passed onto the relevant business unit <p>Complaints and incidents:</p> <ul style="list-style-type: none"> ▶ provide verbal response to telephone enquires within two (2) hours if received during work hours. ▶ where possible, all complaints will be resolved within three (3) business days. <p>Details of all complaints are reported to ARTC, the Environmental Protection Agency and the Environmental Representative.</p>
<p>Postal address and Reply-Paid facility:</p> <p>Inland Rail Engagement Team GPO Box 14 Sydney NSW 2000</p> <p>Reply Paid 89629 SYDNEY NSW 2001</p>	<p>This central postal address is displayed and included on all the communication material and the Inland Rail website.</p> <p>It offers another way for the community and other stakeholders to contact the project team, with the Reply-Paid facility providing further encouragement. Correspondence will be redirected to the relevant project team and contractors as required.</p> <p>Complaints and enquires will be responded to in the following timeframes:</p> <p>Enquiries:</p> <ul style="list-style-type: none"> ▶ Provide written response to emails and written enquires within 24 hours. ▶ Follow-up calls, emails and letters will be made where required to close out the enquiry <p>Feedback:</p> <ul style="list-style-type: none"> ▶ Where required, follow-up communication will be issued acknowledging the feedback. ▶ Feedback is registered in Consultation Manager and passed onto the relevant business unit <p>Complaints and incidents:</p> <ul style="list-style-type: none"> ▶ Provide written response to emails and written complaints within 24 hours or on the next business day if received outside work hours.

	<ul style="list-style-type: none"> ▶ Where possible, all complaints will be resolved within three (3) business days.
<p>Physical presence at: Inland Rail Shopfront</p> <p>85 Maitland Street, Narrabri, 2390</p>	<p>In early 2021, the Construction Contractor has opened a shopfront in Balo Street, Moree to provide a physical location for stakeholders and the wider community to engage directly with the construction team and Inland Rail.</p> <p>Inland Rail is presently establishing a new shopfront in the Narrabri township, which will be opened in late-2021. The shopfront will provide a physical location to come and learn more about the project.</p> <p>The project team, subject matter experts and the Inland Rail Stakeholder Engagement and Communication Team members will routinely work from these shopfronts and be available to meet community members, answer questions and provide information.</p> <p>The shopfront will feature static and interactive displays with detailed information about the N2NS Project and the broader Inland Rail program.</p> <p>Feedback</p> <ul style="list-style-type: none"> ▶ Feedback received via the community through the shopfront will be registered in Consultation Manager and passed onto the relevant business unit

7.2 How Inland Rail and the Contractor will communicate with the community

Inland Rail and the Contractor will keep stakeholders and the community up-to-date about the progress of the N2NS Phase 1 project through a range of communication tools, including newsletters, social media, advertising, media releases, fact sheets and signage. These tools will be used to inform the community about upcoming construction stages, milestones and project achievements. Community contact details (1800 telephone number, postal address and email address) will be available through printed and online collateral.

Over the next 12 months, the following key milestones will be communicated on the N2NS Phase 1 project:

- ▶ Handover of the ARTC line to Trans4m in April Stage 1 construction, between Narrabri and Pennys Road
- ▶ Noise mitigation measures at select locations following engagement in early 2022
- ▶ Earthworks between Gil Gil Road, Crooble and IB Bore Road, North Star
- ▶ Rail Bridge Replacement works at Croppa Creek and Gil Gil Creek Level Crossing works between Roydon Road, North Camurra and Croppa Creek Road, North Star
- ▶ Handover of rail line back to ARTC following construction completion of Stage 1 in November 2022

Table 9- Communication tools

TOOL	PURPOSE	FREQUENCY
Press, radio and TV advertising	<p>These tools will be used to:</p> <ul style="list-style-type: none"> • Raise awareness and understanding of the project. • Provide information and promote channels through which stakeholders can communicate their views, issues and concerns. • Celebrate project milestones publicly. • Support the Construction Contractor's recruitment and supplier engagement efforts. 	<p>Project milestones</p> <p>As required for recruitment and supplier engagement</p>
Media releases	<p>To inform and raise awareness about the project among the project's Australian Government shareholders, Department and government agency stakeholders, local communities and businesses and broader industry, potentially leading to coverage in news and media channels.</p> <p>Inland Rail is a highly visible and important project to the Government and to ARTC and comes with a high level of reputational and political risk.</p> <p>By working together, Inland Rail and the Construction Contractor will reduce the reputational risks to the Australian Government and ARTC associated by the project, which may attract media attention.</p>	<p>Project milestones, quarterly project updates</p> <p>Issues of importance to Shareholding Ministers and the Department</p>
Briefing papers	<p>Provided to government stakeholder to outline key issues and strategies.</p>	<p>As required</p>
Project launch newsletter	<p>To announce the start of the project to the wider community, share project team contact information and details about the N2NS project.</p> <p>This will be posted and emailed out, distributed at community meetings and events, and displayed on the Inland Rail website.</p> <p>Community contact information will be provided in this communication.</p>	<p>One month before site establishment</p>

Project quarterly newsletters – hard copy	<p>Hard copy project newsletter to be distributed quarterly to impacted stakeholders (who are not registered to receive e-newsletters) to provide regular updates on site construction activities, schedules, key milestones and rail safety messages.</p> <p>Hard copies will be available to the wider community at Narrabri, Gwydir and Moree Plains council offices. Hard copies will be available at the Trans4m Rail site offices (Moree, Croppa Creek and Bellata) and Inland Rail shop front (Narrabri).</p> <p>Community contact information will be provided in this communication.</p>	
Monthly Project e-newsletter	<p>E-newsletter to impacted stakeholders registered for emails to provide regular updates on site construction activities, schedules, key milestones and rail safety messages.</p> <p>Community contact information will be provided in this communication.</p>	Monthly
Project factsheet/ Information sheets	<p>Fact sheets are used to provide stakeholders with overview of the project and its environment approvals/ construction process.</p> <p>Information sheets provide an a more technical description of activities specifically undertaken by the Construction Contractor (eg track laying, and environmental monitoring).</p> <p>Both fact sheets and information sheets will be displayed on the Inland Rail website.</p> <p>Community contact information will be provided in these communication materials.</p>	Reviewed as required, a minimum of quarterly
Project FAQs	<p>FAQs will be developed to capture and respond to the questions frequently asked by the community and stakeholders. These FAQs will be available on the Inland Rail website.</p>	Reviewed required
Seven-day works notification	<p>Community notification sent to all residents and businesses within two kilometres of construction about specific construction impacts seven (7) days prior to activities commencing.</p> <p>Community contact information will be provided in these communication materials.</p>	As required

Site hoarding	Part of site signage and site protection. Hoarding and fencing wrap will identify the project, provide contact information and offers the opportunity to promote key project messages. Hoarding will be used in publicly visible areas such as roads and towns.	Project lifespan
Site signage		Project lifespan where there is an impact on public use, signage to be installed seven (7) days before any work commences
Inland Rail website	<p>The project specific page is https://inlandrail.artc.com.au/N2NS.</p> <p>This page can also be accessed via the 'Where we go > Projects' tabs on the main Inland Rail website at www.inlandrail.com.au.</p> <p>Where a condition(s) of this approval requires a document(s) to be prepared before work, construction or operational activity commences, a current copy of the relevant document(s) will be published on the website before the work, construction or operational activity is undertaken.</p> <p>The website will include:</p> <ul style="list-style-type: none"> • information on the current implementation status of the CSSI and updates on proposed works to be undertaken in the coming month. • A copy of all required documents and any associated documentation related to modifications made to the CSSI. • A copy of the EIS CoA in its original form, a current consolidated copy of the approval, and copies of any approval granted to a modification of the terms of the CoA (pending final approval in January 2020) • A copy of the Environment Protection Licence, EPBC approval, any licenses and approvals under the <i>Water Management Act 2000</i>, and any approvals to close level crossings. • Copies of documents that are prepared before construction or operational activity – these will be uploaded before work commences. • All community newsletters, notifications and FAQs. • Notification of upcoming events and forums. • Up-to-date community contact information and Program contact 	Reviewed monthly

	details.	
Social media	To raise awareness and understanding of the project, support the Contractor's recruitment and supplier engagement efforts, and share updates and achievements of both the project and the broader Inland Rail Program.	As required
Sponsorships and support for local events and initiatives	<p>To support local communities and to raise awareness of the project. Inland Rail may host stalls at community events to engage with the wider community and provide an opportunity for one-on-one discussions with community members.</p> <p>Inland Rail will also promote grant award milestones for the Inland Rail Community sponsorship and Donations Program (please see: https://inlandrail.artc.com.au/sponsorships).</p>	Awarded quarterly
Community and business capability workshops, and information sessions	<p>Small groups of key/interested stakeholders as representatives from diverse groups within the project area.</p> <p>Workshops and information sessions will be held at various locations including Narrabri, Moree and Croppa Creek/North Star. These sessions will provide an opportunity for community members to find out more about the work, opportunities to tender for contraction contracts and to discuss environmental issues.</p>	As required
Face-to-face meetings	<p>Direct interaction with community members and stakeholders to obtain feedback and raise or measure awareness of the project.</p> <p>Meetings may also be schedules to address specific questions and issues in person</p>	As required
Group presentations and forums	To provide technical or specific issue-related information for specific stakeholder groups and agencies.	As required
Inland Rail Shopfront 85 Maitland Street, Narrabri, 2390	<p>Narrabri Office - To provide an accessible location for the community to interact with the project team and subject matter experts, and to inform the community and stakeholders about project milestones.</p> <p>Moree Office - To provide an accessible location for the community to interact with the project team and subject matter experts, and to inform the community and stakeholders about project milestones.</p>	Project lifespan

Inland Rail/Trans4m Rail Shopfront Office 64 Balo St Moree, 2400		
Site visits and tours	<p>Inland Rail will provide the community with opportunities to undertake site visits, and will ensure that all workplace, health and safety requirements are followed.</p> <p>The community will have the opportunity to address specific questions and raise issues directly, while gaining a better understanding of the complexity of construction.</p> <p>Inland Rail and the Construction Contractor have considered the workplace, health and safety requirements and will take the following approach:</p> <ul style="list-style-type: none"> • each attendee to complete a visitor induction • all visitors will be provided with the required personal protective equipment to enter the site • group may be escorted on-site, or tours may be conducted on a bus, with stops at designated viewing points • site visits will be managed so white cards and rail safety cards will not be required for people entering the site. 	As required
Feedback surveys	Structured format for community feedback on project. Can include written, web-based or telephone feedback. Feedback surveys will help measure awareness of and engagement with the project.	Survey to be conducted six (6) months into construction, with the frequency to be assessed after first results.

7.3 Consultation on documents and monitoring programs

The N2NS **CoA A5** stipulates that mandated documents and monitoring programs be prepared, or a review to be undertaken, in consultation with identified parties before submitting to DPIE for approval. The below table notes such documents, identified parties, and steps to ensure and document appropriate engagement. When available and appropriate, these documents will be made publicly available on the Inland Rail website.

Table 10- Key documents for stakeholder consultation

CONDITION	DELIVERABLE	STAKEHOLDERS	LEVEL OF ENGAGEMENT
A17	Site Establishment Management Plan (SEMP)	<ul style="list-style-type: none"> • Transport for NSW • Narrabri Shire Council • Moree Plains Shire Council • Gwydir Shire Council • ER • DPIE (Approver) 	Consult and Approve
C3	Construction Environmental Management Plan (CEMP)	<ul style="list-style-type: none"> • ER (Endorse) • DPIE (Approve) 	Endorse and Approve
C4, C6	CEMP Sub Plan – Traffic, Transport and Access	<ul style="list-style-type: none"> • Transport for NSW • Narrabri Shire Council • Moree Plains Shire Council • Gwydir Shire Council • ER (Endorse) • DPIE (Approver) 	Consult, Endorse and Approve
C4, C6	CEMP Sub Plan – Noise and Vibration	<ul style="list-style-type: none"> • Narrabri Shire Council • Moree Plains Shire Council • Gwydir Shire Council • ER • DPIE (Approver) 	Consult and Approve
C4, C6	CEMP Sub Plan – Biodiversity	<ul style="list-style-type: none"> • Environment, Energy and Science Group of DPIE • Commonwealth Department of Agriculture, Water and Environment • Narrabri Shire Council • Moree Plains Shire Council • Gwydir Shire Council • ER • DPIE (Approver) 	Consult and Approve

C4, C6	CEMP Sub Plan – Soil and Water	<ul style="list-style-type: none"> • Narrabri Shire Council • Moree Plains Shire Council • Gwydir Shire Council • Water Group of DPIE • The National Resources Access Regulator • Environment, Energy and Science Group of DPIE • ER • DPIE (Approver) 	Consult and Approve
C4, C6	CEMP Sub Plan – Heritage	<ul style="list-style-type: none"> • Department of Premier and Cabinet Heritage • RAPS • Narrabri Shire Council • Moree Plains Shire Council • Gwydir Shire Council • ER • DPIE (Approver) 	Consult and Approve
C4, C6	CEMP Sub Plan – Flood Emergency Management	<ul style="list-style-type: none"> • NSW State Emergency Services • Environment, Energy and Science Group of DPIE • Narrabri Shire Council • Moree Plains Shire Council • Gwydir Shire Council • ER • DPIE (Approver) 	Consult and Approve
C14, C16	Construction Monitoring Programs - Water Usage	<ul style="list-style-type: none"> • Water Group of DPIE • The National Resources Access Regulator 	Consult and Approve
C14, C16	Construction Monitoring Programs – Physical condition of local roads	<ul style="list-style-type: none"> • Narrabri Shire Council • Moree Plains Shire Council • Gwydir Shire Council 	Consult and Approve
C14, C16	Construction Monitoring Programs – Noise and Vibration	<ul style="list-style-type: none"> • ER • DPIE (Approver) 	Consult and Approve
C14, C16	Construction Monitoring Programs – Air Quality	<ul style="list-style-type: none"> • ER • DPIE (Approver) 	Consult and Approve

E8	Out-of-Hours Work Protocol	<ul style="list-style-type: none"> • Environment, Energy and Science Group of DPIE • ER • EPA • Potentially affected sensitive receivers • ER (Approver) • DPIE (Approver) 	Consult and Approve
E13	Operational Noise and Vibration Review (ONVR)	<ul style="list-style-type: none"> • Environment, Energy and Science Group of DPIE • Narrabri Shire Council • Moree Plains Shire Council • Gwydir Shire Council • EPA • Affected landowners • DPIE (Approver) 	Consult and Approve
E18	Biodiversity Offset Strategy (if required to meet biodiversity offset obligations)	<ul style="list-style-type: none"> • Environment, Energy and Science Group of the DPIE • Commonwealth Department of Agriculture, Water and Environment 	Consult
E19, E20	Biodiversity Offset Obligations Amendment report	<ul style="list-style-type: none"> • Environment, Energy and Science Group of the DPIE • Commonwealth Department of Agriculture, Water and Environment • DPIE (Approver) 	Consult and Approve
E21	(Offset) Credit Retirement Report	<ul style="list-style-type: none"> • DPIE 	Consultation
E28	Flood Design Verification Report	<ul style="list-style-type: none"> • Environment, Energy and Science Group of the DPIE • Narrabri Shire Council • Moree Plains Shire Council • Gwydir Shire Council • Transport for NSW • Potentially impacted landholders • DPIE 	Consult

E30	Flood Emergency Response Plan	<ul style="list-style-type: none"> • Environment, Energy and Science Group of the DPIE • Narrabri Shire Council • Moree Plains Shire Council • Gwydir Shire Council • Transport for NSW • Potentially impacted landholders • DPIE 	Consult
E32	Post Construction Flood Review Report	<ul style="list-style-type: none"> • Environment, Energy and Science Group of the DPIE • Narrabri Shire Council • Moree Plains Shire Council • Gwydir Shire Council • Transport for NSW • Potentially impacted landholders 	Consult
E43	Public Level Crossing Treatment Report	<ul style="list-style-type: none"> • Transport for NSW • Narrabri Shire Council • Moree Plains Shire Council • Gwydir Shire Council 	Consult and endorse
E44	Private Level Crossing Treatment Report	<ul style="list-style-type: none"> • Affected landowners 	Consult and agree
E46	Level Crossing Performance Report	<ul style="list-style-type: none"> • Transport for NSW • Narrabri Shire Council • Moree Plains Shire Council • Gwydir Shire Council 	Consult
E54	Safe System Assessment (for new or modified over bridges, roads and level crossings as part of the CSSI) and Road Safety Audit	<ul style="list-style-type: none"> • Relevant road authorities 	Consult
E56, E57, E58, E59	Transport Network and Connectivity Analysis (Jones Avenue Overbridge)	<ul style="list-style-type: none"> • Moree Plains Shire Council • Transport for NSW • Special Activation Precinct Team within the Department of Planning, Industry and Environment • NSW State Emergency Services • Affected community members 	Consult
E70, E71, E72	Archaeological assessment processes to cover expanded construction footprint associated with the SPIR	<ul style="list-style-type: none"> • Department Premier and Cabinet Heritage Unit • RAPs 	Consult

E73, E74	Initial Dilapidation Surveys	<ul style="list-style-type: none"> Impacted land and asset owners 	Consult
E75, E76	Subsequent Dilapidation Surveys	<ul style="list-style-type: none"> Impacted land and asset owners 	Consult

7.4 Process for managing document review

Table 11 - Process for managing document review

STEP	APPROACH
1	Relevant document provided to respective stakeholder. The document will be sent via email and or/Aconex with a request for comments back by a certain date and requesting a response even if the stakeholder has nil comments on the document or are not providing comment.
2	A 10-business-day review period will be ideally targeted, unless specified otherwise in the CoA. Stakeholders will be encouraged to communicate any limitations around meeting timeframes early, and requests for additional time will be duly considered.
3	Where necessary and where requested by a stakeholder, a briefing will be held.
4	Where no response is received within the period provided, it will be followed up with a phone call and email. If no response is received within two (2) days, further efforts will be made to contact that stakeholder. This will include additional phone calls, emails and a visit to the stakeholders' offices. Failing this approach, the document will be progressed, and it will be assumed that the stakeholder has no comments to provide.
5	Where a stakeholder has raised an issue, Inland Rail will work with the stakeholder to resolve and provide an overview of how the issue was addressed.
6	<p>The following will be provided to DPIE, as required, to demonstrate consultation undertaken in accordance with the CoA (A5):</p> <ul style="list-style-type: none"> The logbook/register will be supplied to DPIE as an appendix to construction CEMP and associated sub-plans, this appendix will reference a log of engagement dates, documentation of the follow-up engagement, an associated comments register identifying issues raised, how they have been addressed and a description of outstanding issues (with associated outstanding reasoning) Communication is issued to all stakeholders via Aconex Stakeholder Engagement is also registered Consultation Manager

8 Enquiry and complaints management

Responding to complaints, feedback and enquiries is essential to the successful delivery of the project and maintaining a positive reputation within the community. Complaints, feedback and enquiries may be received from a range of sources including through phone calls, emails and face-to-face interaction.

Complaints may include any interaction with a community member or stakeholder who expresses dissatisfaction with the project, policies, contractor's services, staff members, actions or proposed actions during the project.

Inland Rail's approach to complaints management is based in part on the governing principles for effective complaint handling stipulated in the Australian Standard AS/NZS ISO 10002:2014 Guidelines for Complaint Management in Organisations. This includes receiving and responding to complaints and enquiries; escalation procedures; and recording and reporting complaints.

Inland Rail's approach also considers the governing principles of the NSW Ombudsman's Effective Complaint Handling Guidelines (2017). This includes ensuring that the Strategy articulates appropriate policies and procedures, clear lines of responsibility, and suitable delegations. In line with these principles, Inland Rail has fostered a culture that respects and values the rights and views of all stakeholders, and promotes regular team training opportunities, ongoing frontline support, and open communication (e.g. via on-site toolbox sessions) ensuring complaints management and resolution remains central to project success.

8.1 Description of complaints

Complaints may include any interaction with a community member or stakeholder who expresses dissatisfaction with the project and/or project works, policies, contractor's services, staff members, complaints handling process itself, and/or actions or proposed actions during the project.

8.2 Description of feedback

Inland Rail will classify feedback in accordance with *Australian Standard AS/NZS 10002:2014 Guidelines for Complaint Management in Organisations*, which defines feedback as "opinions, comments and expressions of interest or concern, made directly or indirectly, explicitly or implicitly to or about the organisation, its products, services, staff or its handling of a complaint".

8.3 Description of an enquiry

An enquiry is described as an act of a stakeholder asking for information relating to the Project.

8.4 Responsibilities

The Inland Rail Stakeholder Engagement Team will respond to all complaints, feedback, and enquiries in the first instance and will remain the point of contact until the matter is resolved. They will work with the project team, Construction Contractor, and complainant to determine a satisfactory outcome. Where complaints are

received in person, including on-site, at community information sessions or at community forums, the details of the complaint and complainant will be recorded in Consultation Manager.

If complaints are not directly received by the Inland Rail Stakeholder Engagement Team, the Inland Rail team member or the Construction Contractor to whom the complaint is made will gather details of the complaint and the complainant's contact details and will immediately pass these details onto the Inland Rail Stakeholder Engagement Team to resolve as per the Complaint Management Process.

A complaint is deemed to be resolved when it reaches a conclusion, not necessarily resolved to the satisfaction of the complainant.

8.5 Complaints management process

All complaints received during the N2NS project are actioned and recorded through Consultation Manager and used as an improvement opportunity for Inland Rail and the Construction Contractor.

Inland Rail has already established a Complaints Management Process in the lead-up to construction commencing on the project. The Complaints Management Process will be maintained for the duration of construction and for a minimum of 12 months following completion of construction of the CSSI.

8.6 Response times to complaints and enquiries

Complaints and enquiries will be responded to in the following timeframes.

Feedback and enquiries:

1. provide verbal response to telephone enquiries within two (2) hours.
2. provide written response to emails and written enquires within 24 hours.
3. follow-up calls, emails and letters will be made where required to close out the enquiry.

Complaints and issues:

4. provide verbal response to telephone enquires within two (2) hours if received during work hours.
5. provide written response to emails and written complaints within 24 hours or on the next business day if received outside work hours.
6. where possible, all complaints will be resolved within three (3) business days.

Complaints register

All complaints will be tracked and recorded in Inland Rail's CM System. Upon the request of the Secretary of the Department of Planning, Industry and Environment, a Complaints Register will be provided, within the timeframe stated in the request.

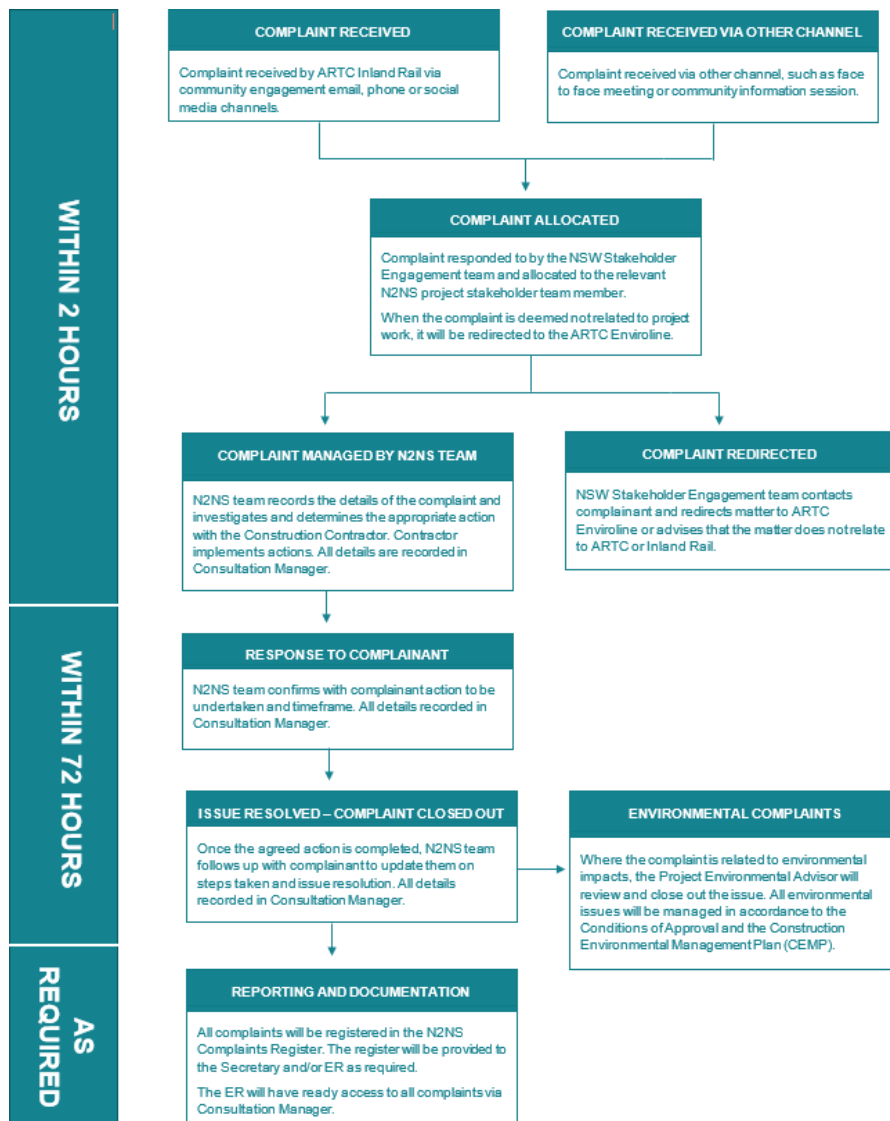
Upon the request of the Environment Representative, the details of complaints on the N2NS project will be provided in a report format within the agreed time frame. The Environment Representative will have access to Inland Rail's CM system to see all complaints related to N2NS.

The Complaints Register provided to the Secretary and Environmental Representative will include the number of complaints received; the number of people affected in relation to complaint; the nature of each complaint; timeframe in which the complaint was resolved and if a resolution was reached and how it was reached.

The Complaints Register will also note whether a complaint has necessitated independent mediation services.

8.7 Complaints management process

Figure 3- Complaints Management Process



8.7.1 Mediation process

Inland Rail has put in place a mediation process in accordance with Conditions of Approval B2 (h)(iii). The aim of this process is to resolve any outstanding issues and mediate any disputes that may arise in relation to environmental management and delivery of the CSSI.

Escalation of issues to independent mediation will be in accordance with the Complaint Escalation and Mediation Process (see **Figure 4**).

In the first instance, application for independent mediation must be submitted by the complainant in writing (via email or letter). Inland Rail must subsequently respond within 28 days of the request being

made or a specified timeframe agreed between the Independent Mediator and the member of the public.

Inland Rail will be responsible for both sourcing an Independent Mediator accredited by a Recognised Mediator Accreditation Body and notifying the complainant. The complainant will be offered the opportunity to review proposed mediators and a suitable mediator will be agreed upon.

The Independent Mediator will seek to:

- ▶ Obtain a resolution acceptable to both parties.
- ▶ Define the timeframe for actions associated with the resolution.
- ▶ Formalise the resolution by obtaining written agreement regarding the agreed actions (this document will enable Inland Rail to complete the Complaints Register and Consultation Manager database records).
- ▶ Determine the number of mediation sessions depending on the nature of the issue within the complaint.

If no agreement is reached through mediation, the complaint will be closed out and the person who submitted the feedback will be advised that reasonable attempts to resolve the matter were unsuccessful. The same outcome will apply if the person who submitted the complaint declines the invitation for mediation sessions.

Inland Rail and the Construction Contractor will review and implement any recommendations provided by the Independent Mediator to achieve resolution and minimise potential future similar disputes. Where needed, Inland Rail and/or the Construction Contractor processes will be amended to reflect improvements as a result of the recommendations.

This mediation process is available one (1) month prior to the commencement of site establishment and construction works and maintained for 12 months following the completion of construction.

Figure 4 – Complaints escalation and mediation process

STEPS	PROCEDURE	TIMEFRAME
1	Complaint will be referred to Inland Rail N2NS Stakeholder Engagement Lead and/or Project Environment Advisor for Environmental Complaints. They will complete an investigation of the complaint and advise the complainant of the outcome within three (3) business days.	Three (3) business days
2	If not resolved at Step 1, details of the investigation and complaint will be escalated by Inland Rail N2NS Stakeholder Engagement Lead to the N2NS Senior Project Manager and/or NSW Environment Manager for Environmental Complaints. The relevant level of management will subsequently complete an investigation of the complaint and advise the complainant of the outcome within three (3) business days.	Three (3) business days

3	<p>If not resolved at Step 2, details of the investigation and complaint will be escalated to Inland Rail Stakeholder Engagement Manager (NSW North) and Inland Rail N2NS Project Director.</p> <p>The relevant level of management will subsequently complete an investigation of the complaint and advise the complainant of the outcome within five (5) business days.</p>	Five (5) business days
4	<p>If not resolved at Step 3, the complainant will be advised of the opportunity to seek independent mediation.</p> <p>In the first instance, application for independent mediation must be submitted by the complainant in writing (via email or letter).</p> <p>An independent mediator accredited by a Recognised Mediator Accreditation Body will be sourced and the complainant advised. The complainant will be offered the opportunity to review proposed mediators and a suitable mediator will be agreed upon.</p> <p>The Contractor and/or Inland Rail representatives will attend the mediation. The outcome of the mediation will be recorded in Consultation Manager and noted in the Complaints Register.</p>	Within 28 days of receiving written application by the complainant, or as agreed by the Independent Mediator

9 Reporting and evaluation

Engagement activities will be reported internally (Project Team, Inland Rail Leadership Team and CEO, ARTC Board) and to external stakeholders (DITCRD, Federal Government Ministers, Treasury) as required. Reports prepared, and frequency are summarised below:

- ▶ Weekly reporting from contractor, including complaints provided to the Environmental Representative of the Department of Planning
- ▶ Monthly project report.
- ▶ Media and social media reporting: weekly media summaries are prepared by the ARTC Corporate Affairs team, as well as a monthly dashboard report which captures media coverage and sentiment.
- ▶ All community interactions saved in the Consultation Manager database.
- ▶ Annual independent audits against the ISCA stakeholder engagement criteria.

In addition, this plan will be reviewed every six months by the Stakeholder Engagement Manager to ensure engagement activities are being implemented in accordance with the plan and the objectives of the plan are being achieved. As part of the review, the engagement approach may be altered depending on feedback from stakeholders and the project team. Corrective action will be identified and taken as required. Performance in relation to the IAP2 Spectrum of Public Participation will also be considered. It is the Stakeholder Engagement Manager's responsibility to ensure this is undertaken, in consultation with their team.

10 Consultation Action plan

10.1 Completed consultation for Pre-construction Activities

This consultation action plan provides a high-level outline of the consultation activities undertaken to enable key pre-construction activities associated with the N2NS Phase 1 project to commence, along with who was responsible for fulfilling said requirements. Consultation

Table 12 – Consultation Action Plan for completed Pre-Construction Activities

ACTIVITY	REQUIREMENT TO ENABLE ACTIVITY	ACTIVITY COA	CONSULTATION REQUIREMENTS	STAKEHOLDER	RESPONSIBLE FOR CONSULTATION
Land Access – Temporary Access	Executed LAA's	N/A	Land access agreements (LAA's) must be established with and agreed to by relevant stakeholders (landowners)	Landowners	Inland Rail Stakeholder Engagement and Property Teams
Land Access – Permanent Access	Property Licence Agreement	N/A	All impacted parties to provide written acceptance of Land Access Agreement. Councils, effected residents and business operators to provide written acceptance of Licence Agreement	Landowners/ business owners	Inland Rail Stakeholder Engagement and Property Teams
Land Acquisition	Land Contract of Sale	N/A	All impacted parties to provide Written Acceptance for Contract of sale of land. Councils and affected landowners to provide written acceptance of Land Dilapidation Deeds	Landowners / business Owners / TfNSW	Inland Rail Stakeholder Engagement and Property Teams

Develop construction on ancillary facilities	Approval of SEMP	CoA A17	SEMP to be prepared in consultation with the relevant council/s and TfNSW and approved by DPIE prior to the development of construction ancillary facilities (excluding minor construction ancillary facilities under CoA A21). The Environmental Representative (ER), must also review the document.	<ul style="list-style-type: none"> • TfNSW • Gwydir Shire Council • Moree Shire Council • Narrabri Shire Council • ER • DPIE 	Construction Contractor
Develop minor construction ancillary facilities (low impact works)	Facility locations agreed to by the ER	CoA A21	Minor construction ancillary facilities to be assessed by ER to fulfil relevant criteria presented in CoA A21	<ul style="list-style-type: none"> • ER 	Construction Contractor
Commence ment of low impact works	Approval of ER	CoA A24/A25	The ER on the Project must be approved by DPIE.	<ul style="list-style-type: none"> • DPIE 	Inland Rail Project Delivery Team (Environment Function)
Commence ment of low impact works	Assessment (and agreement to) by the ER	Definition of "Construction" in CoA	The ER is to assess proposed low impacts not covered by those relevant activities listed under the definition of "Construction"	<ul style="list-style-type: none"> • ER 	Construction Contractor
Commence ment of low impact works	Approval of Communication Strategy	CoA B1	Work for the purposes of the project cannot commence until the Communication Strategy is approved by DPIE.	<ul style="list-style-type: none"> • DPIE 	Inland Rail Project Delivery Team (Environment Function)
Vegetation clearing	Consider and consult with stakeholders regarding reuse of timber	CoA E22	Prior to vegetation clearing, the Proponent must consult with community and landcare groups and government agencies to	<ul style="list-style-type: none"> • Community groups • Landcare groups • Government agencies 	Inland Rail Project Delivery Team (Environment Function) and Construction Contractor

			determine if retained timber and root balls can be reused in habitat enhancement and rehabilitation work		
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10.2 Consultation for Construction Activities

This consultation action plans provides a high-level outline of the consultation activities that need to be undertaken to enable construction activities associated with the N2NS Phase 1 project to commence and continue occurring, along with who is responsible for fulfilling said requirements. Note that those consultation requirements listed in Table 10 will need to be fulfilled in advance of the commencement of construction or continue to occur throughout construction, where applicable.

Table 13– Consultation Action Plan for Construction Activities

ACTIVITY	REQUIREMENT(S) TO ENABLE ACTIVITY	ACTIVITY REFERENCE	CONSULTATION REQUIREMENTS	STAKEHOLDERS	RESPONSIBLE FOR CONSULTATION
Independent Audit	Approval of Independent Auditors	CoA A35/A36	Independent audits to be completed by independent auditors that are agreed to by the DPIE, following the commencement of construction.	<ul style="list-style-type: none"> DPIE 	Inland Rail Project Delivery Team (Environment Function)
Commencement of Construction	Approval of CEMP	CoA C3	The CEMP must be endorsed by the ER.	<ul style="list-style-type: none"> ER 	Construction Contractor
Commencement of Construction	Approval of CEMP	CoA C3	After ER endorsement, the CEMP must be approved by DPIE.	<ul style="list-style-type: none"> DPIE 	Construction Contractor
Commencement of Construction	Development of CEMP sub-plans	CoA C4	CEMP sub-plans must be prepared in consultation with relevant government agencies and relevant councils	<ul style="list-style-type: none"> Government Agencies Relevant Councils SES 	Construction Contractor
Commencement of construction	Approval of CEMP sub-plans	CoA A28	The CEMP sub-plans must be endorsed by the ER.	<ul style="list-style-type: none"> ER 	Construction Contractor
Commencement of construction	Approval of CEMP sub-plans	CoA C13	After ER endorsement, the CEMP sub-plans must be approved by DPIE.	<ul style="list-style-type: none"> DPIE 	Construction Contractor
Commencement of construction	Development of Construction Monitoring Programs	CoA C14	Monitoring Programs must be prepared in consultation with relevant government agencies and relevant councils	<ul style="list-style-type: none"> Government Agencies Relevant Councils SES 	Construction Contractor
Commencement of construction	Approval of Construction Monitoring Programs	CoA C17	The monitoring Programs must be endorsed by the ER.	<ul style="list-style-type: none"> ER 	Construction Contractor

Commencement of construction	Approval of Construction Monitoring Programs	CoA C17/C18	After ER endorsement, the monitoring Programs must be approved by DPIE.	<ul style="list-style-type: none"> DPIE 	Construction Contractor
Commencement of construction	Resolve existing rail traffic diversions with rail users	REMM C2.4	Consultation with relevant stakeholders conducted to define suitable alternative arrangements to manage temporarily affected rail traffic	<ul style="list-style-type: none"> Trans NSW ARTC (representative of commercial users) 	Inland Rail Project Delivery Team
Construction outside of hours specified in CoA	Agreement with relevant sensitive receivers	CoA E4	The Proponent may reach negotiated agreements with sensitive receivers to carry out works in accordance with the hours and noise limits specified in said agreements.	<ul style="list-style-type: none"> Sensitive Receivers 	Construction Contractor
Construction outside of hours specified in CoA	Development of an OOHWP	CoA E8	OOHWP must be develop in consultation with the EPA.	<ul style="list-style-type: none"> EPA 	Construction Contractor
Construction	Vibration Exceedance Notification	CoA E11	Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage must be notified before construction that generates vibration commences in the vicinity of those properties.	<ul style="list-style-type: none"> Sensitive Receivers 	Construction Contractor
Construction of ONVR related impact mitigations	Develop ONVR	CoA E13	The ONVR is to be developed in consultation with the EPA and impacted sensitive receivers.	<ul style="list-style-type: none"> EPA Sensitive Receivers 	Inland Rail Project Delivery Team (Environment Function)
Construction of ONVR related impact mitigations	Development/finalisation of mitigation measures with relevant stakeholders	CoA E13	Identify and consult with sensitive receivers for which operational noise impact mitigations must be implemented.	<ul style="list-style-type: none"> Sensitive Receivers 	Inland Rail Project Delivery Team (Environment Function)
Construction of ONVR related impact mitigations	Verify ONVR	CoA E13	The ONVR is to be verified by a suitably qualified and experienced noise and vibration expert.	<ul style="list-style-type: none"> Noise and Vibration Expert 	Inland Rail Project Delivery Team (Environment Function)
Construction of ONVR related impact mitigations	Approve ONVR	CoA E13	The ONVR is to be approved by DPIE.	<ul style="list-style-type: none"> DPIE 	Inland Rail Project Delivery Team (Environment Function)

Adjust offset requirements	Develop Credit Amendment Report	CoA E19	Amendments to the offset requirements must be undertaken in consultation with EES and DAWE.	<ul style="list-style-type: none"> EES DAWE 	Inland Rail Project Delivery Team (Environment Function) and Construction Contractor
Adjust offset requirements	Approval of Credit Amendment Report	CoA E19	Amendments to the offset requirements must be submitted for approval by DPIE, within six (6) months after the commencement of construction or as agreed in writing by DPIE.	<ul style="list-style-type: none"> DPIE 	Inland Rail Project Delivery Team (Environment Function)
Retirement of offset credits	Submission for information of a Credit Retirement Report	CoA E21	The Proponent must submit to the Planning Secretary for information a copy of the Credit Retirement Report for the retirement of the ecosystem and species credits within 2 years of Project approval.	<ul style="list-style-type: none"> DPIE 	Inland Rail Project Delivery Team (Environment Function)
Display decreased impacts to koala habitat	Submission for information of a report outlining decrease habitat impacts	CoA E24	The Proponent must submit a report outlining how impacts to koala habitat have been reduced within six (6) months after the commencement of construction or as agreed in writing by DPIE.	<ul style="list-style-type: none"> EES DAWE DPIE 	Inland Rail Project Delivery Team (Environment Function) and Construction Contractor
Construction of works that permanently impact flooding	Development of Flood Design Verification Report	CoA E28	A Flood Design Verification Report must be developed in consultation with be developed in consultation with EES, relevant councils and TfNSW.	<ul style="list-style-type: none"> Relevant Councils TfNSW ESS 	Inland Rail Project Delivery Team (Environment Function)
Construction of works that permanently impact flooding	Development/finalisation of mitigation measures with relevant stakeholders	CoA E28	Identify and consult with landowners regarding development and finalisation of mitigations associated with flooding impacts resulting from construction of the project.	<ul style="list-style-type: none"> Landowners 	Inland Rail Project Delivery Team (Environment Function)
Construction of works that permanently impact flooding	Verify ONVR	CoA E29	The Flood Design Verification Report (including the flood model upon which it is based) must be reviewed and endorsed by a suitably qualified and experienced hydrologist	<ul style="list-style-type: none"> Flooding Expert 	Inland Rail Project Delivery Team (Environment Function)
Construction of works that	Submission for information of Flood	CoA E28	The Flood Design Verification Report must be submitted to DPIE at least one	<ul style="list-style-type: none"> DPIE 	Inland Rail Project Delivery

permanently impact flooding	Design Verification Report		month prior to the commencement of construction of permanent works that may impact on flooding.		Team (Environment Function)
Culvert scour protection installation	Agreement by adjacent landowners	CoA E35	Where scour protection works for replacement or new culverts go beyond the rail corridor, seek agreement with adjacent landowners	<ul style="list-style-type: none"> Landowners 	Inland Rail Project Delivery Team (Environment Function) and Construction Contractor
Stormwater Management	Consult with TfNSW	CoA E36	Proponent must consult with TfNSW in relation to stormwater and drainage management to coordinate drainage infrastructure with the Newell Highway Upgrade	<ul style="list-style-type: none"> TfNSW 	Inland Rail Project Delivery Team (Environment Function) and Construction Contractor
New culvert installation	Consult with downstream landowners	CoA E37	Prior to the installation of a new culvert, the Proponent must consult with the landowner that is located immediately downstream of the new culvert to determine potential impacts. Where potential adverse impacts are identified, the Proponent must consult with the affected landowner on the management measures that will be implemented to mitigate the impacts.	<ul style="list-style-type: none"> Landowners 	Inland Rail Project Delivery Team (Environment Function) and Construction Contractor
Local and private road usage	Submission of dilapidation reports	CoA E39	Before any local or private road is used by a heavy vehicle for the purposes of construction of the CSSI, a Road Dilapidation Report must be prepared for the road. A copy of the Road Dilapidation Report must be provided to the relevant road authority(ies) and landowners within one (1) month of completion of the survey and at least two weeks before the road is used by heavy vehicles associated with the construction of the SSI.	<ul style="list-style-type: none"> Road authorities Landowners 	Construction Contractor
Bus stop closures	Relocation of affected bus stops	CoA E41	The relocation of bus stops must be undertaken in consultation with the relevant council and bus operator, and details regarding the relocations	<ul style="list-style-type: none"> Relevant councils Bus operators Affected communities Educational institutions 	Construction Contractor

			provided to affected communities (and educational facilities in relation to school bus stops) at least 14 days prior to the relocation occurring.		
Cumulative impact management (Newell Highway Upgrade)	Consult with TfNSW	CoA E42	The Proponent must consult with TfNSW prior to, and at regular intervals during, construction to co- ordinate and implement mitigation measures to reducing any potential concurrent impacts arising from the construction of the CSSI and Newell Highway upgrade works	<ul style="list-style-type: none"> TfNSW 	Inland Rail Project Delivery Team (Environment Function) and Construction Contractor
Public level crossing works	Develop public level crossing report(s)	CoA E43	Proponent must prepare a Public Level Crossing Treatment Report in consultation with Transport for NSW and relevant councils	<ul style="list-style-type: none"> TfNSW Relevant councils 	Inland Rail Project Delivery Team
Public level crossing works	Approval of public level crossing report(s)	CoA E43	The design of any level crossing on a public road must be endorsed by Transport for NSW or the relevant road authority (where not Transport for NSW) prior to commencing construction of that crossing.	<ul style="list-style-type: none"> TfNSW Relevant councils 	Inland Rail Project Delivery Team
Private level crossing works	Develop private level crossing report(s)	CoA E44	Proponent must prepare a Private Level Crossing Treatment Report in consultation with landowners whose access will be affected by the closure or upgrading of a private level crossing. The Proponent must consult with relevant landowners on the design of the crossing and where consistent with relevant safety standards and legislation, incorporate landowner requirements into the design.	<ul style="list-style-type: none"> Landowners 	Inland Rail Project Delivery Team
Private level crossing works	Develop private level crossing report(s)	CoA E44	Closures, relocations or modifications of private level crossings must be agreed to by the relevant landowner prior to any work on a crossing.	<ul style="list-style-type: none"> Landowners 	Inland Rail Project Delivery Team
Closure of public and private level crossings	Submission for information of level crossing treatment reports	CoA E45	Level crossing treatment reports must be submitted to the Planning Secretary for information at least one (1) month prior to the closure or upgrade of a public or private level crossing, as relevant.	<ul style="list-style-type: none"> DPIE 	Inland Rail Project Delivery Team (Environment Function)

Temporarily affect property access	Supply alternative access for duration of impact	CoA E51/E52	Where construction of the CSSI restricts the ability of a resident or landowner to access other parts of their property via a level crossing, the Proponent must, until the permanent level crossing is reinstated, supply the property with a temporary alternate level crossing access at a convenient location decided through consultation with the landowner, at no cost to the property landowner, unless otherwise agreed with the landowner.	<ul style="list-style-type: none"> Landowners 	Construction Contractor
Design of new or modified roads or new overbridges	Consult with relevant road authorities	CoA E53	The design of any new road overbridges or new or modified roads must be developed in consultation with the relevant roads authority prior to construction of the new road overbridges or new or modified roads.	<ul style="list-style-type: none"> Road authorities 	Inland Rail Project Delivery Team
Design of new or modified roads or new overbridges	Complete Safe System Assessment and subsequent audits	CoA E54	For all areas identified by the Safe Systems Assessment as requiring further assessment, an independent Road Safety Audit is to be undertaken by an appropriately qualified and experienced person.	<ul style="list-style-type: none"> Appropriately qualified person 	Inland Rail Project Delivery Team
Design of new or modified roads or new overbridges	Complete transport network and connectivity analysis	CoA E56/E57/E58/E59	The required analysis must be prepared in consultation with Moree Plains Shire Council, Transport for NSW, the Special Activation Precinct Team within the Department of Planning, Industry and Environment, emergency services, the affected community, including but not limited to the Moree Local Aboriginal Land Council and the East Moree community. Evidence of such consultation must be provided as part of the analysis.	<ul style="list-style-type: none"> TfNSW Moree Shire Council Special Activation Precinct Team DPIE SES Moree LALC Moree Community 	Inland Rail Project Delivery Team
Construction of works that impact visual amenity	Development/finalisation of mitigation measures with relevant stakeholders	CoA E64	The Proponent must consult with all landowners whose visual amenity from their residence is identified as highly impacted by the Project to determine the mitigation measures that will be implemented to maintain visual	<ul style="list-style-type: none"> Landowners 	Construction Contractor

			amenity.		
Works to TfNSW assets	Design works in consultation with TfNSW	CoA E69	Design of any proposed works or alterations to TfNSW assets must be developed in consultation with and endorsed by TfNSW prior to the commencement of works affecting these assets	<ul style="list-style-type: none"> TfNSW 	Inland Rail Project Delivery Team
Construction in areas of expanded footprint	Prepare a methodology for archaeological investigation in expanded footprint	CoA E70	Proponent must prepare a methodology for archaeological investigation in consultation with DPC Heritage and Registered Aboriginal Parties (RAPs).	<ul style="list-style-type: none"> RAPS DPC Heritage 	Inland Rail Project Delivery Team (Environment Function)
Construction in areas of expanded footprint	Complete archaeological investigations in expanded footprint	CoA E71	Complete investigations and report on findings with support of RAPS and demonstrate this consultation in said report.	<ul style="list-style-type: none"> RAPS 	Inland Rail Project Delivery Team (Environment Function)
Construction in areas of expanded footprint	Submission for information of methodology and report	CoA E72	The methodology required by CoA E70 and the report required by CoA E71 must be provided to the Planning Secretary for information and its results incorporated into the Construction Heritage Management Sub Plan	<ul style="list-style-type: none"> DPIE 	Inland Rail Project Delivery Team (Environment Function)
Land use affecting structures and assets	Submission of dilapidation reports	CoA E74/E76	Results of the dilapidation surveys must be provided to the relevant owners of surface and sub-surface structures for review prior to the commencement of potentially impacting works. Then results of the subsequent dilapidation surveys for each surface and sub-surface structure surveyed must be provided to the relevant owners of the structures within one (1) month of undertaking the surveys	<ul style="list-style-type: none"> Landowners 	Construction Contractor
Rehabilitation	Executed LAA	CoA E78	Any agreements for the temporary use of land for construction purposes must provide for the rehabilitation of that land and any structures on it to its pre-construction state, unless otherwise agreed with the landowner	<ul style="list-style-type: none"> Landowners 	Inland Rail Stakeholder Engagement and Property Teams

Contamination management	Determine the type and extent of any contamination	CoA E81	Proponent must engage a suitably experienced and qualified contaminated land consultant to undertake further investigations	<ul style="list-style-type: none"> Remediation consultant 	Construction Contractor
Contamination management	Develop and implement any necessary remediation measures	CoA E82	Proponent must engage a suitably experienced and qualified contaminated land consultant to develop and implement any necessary remediation measures	<ul style="list-style-type: none"> Remediation consultant 	Construction Contractor

10.3 General Consultation to be Completed During Construction

This action plan provides a general overview of the communication activities that will occur during construction.

Table 14 - General Consultation Plan

FREQUENCY	ACTIVITY	DETAILS	RESPONSIBLE
Quarterly	Project Hard copy Newsletter	Hard copy Project Newsletter to impacted stakeholders to provide an update on work and rail safety messages. This will also include information on how community feedback is being addressed.	Inland Rail Communication Team Construction Contractor
Monthly	Project E-Newsletter	E-newsletter to impacted stakeholders to provide an update on work and rail safety messages. Accompanied by advertisements in local newspapers to update stakeholders who are not on the email distribution list.	Inland Rail Communication Team Construction Contractor
As required	7-day notifications	Notification to directly impacted stakeholders about specific construction impacts. Works notifications to also appear on the Inland Rail website and searchable by geographic region,	Construction Contractor – Approved by Inland Rail
Quarterly – First forum April 2021	Community Forums	Forums for the community to learn about the project, provide feedback and raise environmental management issues of concern. Forum attendees will be invited through newsletters, social media and traditional media. All community members will have the option to attend a forum at a relevant and accessible venue and/or	Inland Rail Stakeholder Engagement Team Construction Contractor

		online venue.	
As required	Property Land Access Agreements	Work with landowners to agree on Property Land Access Agreements as required.	Inland Rail Stakeholder Engagement Team Inland Rail Property Team
Monthly	Review and update Inland Rail Website	N2NS project page on the Inland Rail website to be reviewed monthly and updated as required.	Inland Rail Communication Team Construction Contractor
Six months into construction	Community Survey	Survey to assess the effectiveness of the community engagement and construction impacts. Results of survey will be used to identify and implement improvement opportunities. Survey frequency will be assessed after the results of the first survey are received.	Inland Rail Stakeholder Engagement Team Construction Contractor
As required	Host and support community events	To be developed with Construction Contractor and will include hosting open days and tours. Inland Rail will also support and attend other community events such as the Narrabri and Moree Annual Shows.	Inland Rail Stakeholder Engagement Team Construction Contractor

11 Infrastructure Sustainability Council of Australia (ISCA)

This strategy will contribute to the achievement of the stakeholder participation category credits that are outlined in the ISCA technical manual v1.2. This category focuses on developing a strategic and planned approach to stakeholder participation, which is addressed by this Strategy. The project is targeting a minimum 'excellent' ISCA rating for both 'Design' and 'As Built'. The Inland Rail Stakeholder Engagement team will work closely with the Inland Rail Sustainability Manager and the Construction Contractor team to achieve these requirements for the project. The targets and how this strategy support the achievement of these targets is outlined in the table below.

As part of the construction monthly reporting process, the Construction Contractor will provide an update to Inland Rail on the status of the ISCA credits. It will also outline any risks to the credits or any opportunities to go beyond initial credit targets. All relevant construction management plans will incorporate ISCA requirements. Inland Rail will engage an independent auditor to audit the project against the ISCA stakeholder engagement criteria annually once construction commences.

Table 15 - Addressing ISCA stakeholder engagement requirements

ISCA CREDIT		APPROACH	ISCA LEVEL
Sta-1	Stakeholder Engagement Strategy	This Communication Strategy	Level 1
Sta-2	Level of Engagement	<p>At a minimum there are the following negotiable items on the N2NS project:</p> <ul style="list-style-type: none"> • Private Property Access – Collaborate: Inland Rail will not enter private property without agreement from the landowner. Where Inland Rail does enter private property, the areas that are used will be decided in collaboration with the landowner. • Visual Impacts – Involve: Where residents are identified as potentially highly impacted, Inland Rail will work with them to develop a solution. • Level Crossings – Involve: Inland Rail will not relocate, move or modify a level crossing without coming to an agreement with a landowner first. 	Level 3
Sta-3	Effective Communication	<p>Inland Rail will provide the community with information:</p> <ul style="list-style-type: none"> • in a timely manner • that supports community participation • is meaningful and relevant • is accessible. <p>The activities to be undertaken are outlined in Section 8 of this Strategy. The activities and applicable documentation will be verified using an independent reviewer to determine the overall effectiveness.</p>	Level 2

Sta-4	Addressing Community Concerns	Inland Rail has already gathered a significant amount of feedback from stakeholders during the design phase of the N2NS project. During the construction phase stakeholders concerns and feedback will be considered.	Level 2
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12 Lessons Learned

FEEDBACK/ISSUE	EXPLANATION AND RESULT
Staff turnover	Changes in project staffing, especially during feasibility, and lack of resourcing from the service provider (exacerbated by issues with procurement contracts) have added costs and reduced efficiencies.
More resources for engagement	<p>The Senate Standing Committees on Rural and Regional Affairs and Transport report into the Management of the Inland Rail Project by the ARTC and the Commonwealth Government identified that there was not adequate consultation in the early years of the Inland Rail project.</p> <p>This report was finalised in August 2021 and notes the following at 4.46 <i>'In order to improve its consultation process, the ARTC had conducted an independent audit of its stakeholder engagement function and performance for Inland Rail in July 2015. Key findings included: a move away from consultants to instead directly employ engagement staff; the need for more engagement staff as projects progressed; increase the number of staff based in communities along Inland Rail's alignment; and that all staff employed should be afforded with opportunities for skill improvement and training. A follow up review in October 2020 took place to assess the ARTC's performance against recommendations made in the 2015 review. The 2020 review found there to be progress across all recommendations. In total, the number of engagement staff across communities had increased from 20 in 2018 to 49 in October 2020, all of which are employees of the ARTC, with 33 based along Inland Rail's alignment.'</i></p>

	Majority of the Phase 1 engagement team is regionally based.
Indigenous engagement	In the second half of 2021, feedback was received to indicate some members of the Moree indigenous community were not being adequately consulted. As a result an indigenous engagement event is being planned for February 2022. The event will be assessed and a plan will be developed for future indigenous engagement.
COVID -19 adaption	During the onset of the COVID-19 health pandemic, the N2NS Phase 1 project team was forced to change the methods of communication to provide adequate information and updates to stakeholders. Since that time, the engagement team has been guided by feedback from the community to better conduct meetings during periods of lockdown, which include offering meetings face -to-face via Teams or Zoom and online streaming of community events. In some instances, streamed online events are now offered at a later date to provide better access for participants who were unable to join the live online streaming.

Appendix A Compliance Matrix

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
A5	Where the terms of this approval require a document or monitoring Program to be prepared, or a review to be undertaken, in consultation with identified parties, evidence of the consultation undertaken must be submitted to the Planning Secretary in accordance with the Department's <i>Post Approval Guidance: Defining Engagement Terms</i> (DPIE, 2020). The evidence must include:	Section 8.3	Inland Rail will consult with relevant stakeholders in accordance with Condition B1.
A5 (a)	Documentation of the engagement with the party identified in the condition of approval that has occurred before submitting the document for approval;	Section 8.3.1	Inland Rail will document engagement with relevant parties prior to submitting documents for approval.
A5 (b)	A log of the dates of engagement or attempted engagement with the identified party and a summary of the issues raised by them;	Section 8.3.1	Inland Rail will document engagement and attempted engagement with relevant parties including a summary of issues raised.
A5 (c)	Documentation of the follow-up with the identified party where engagement has not occurred to confirm that they do not wish to engage or have not attempted to engage after repeated invitations;	Section 8.3.1	Inland Rail will document engagement and attempted engagement with relevant parties including a summary of issues raised.
A5 (d)	Outline of the issues raised by the identified party and how they have been addressed; and	Section 8.3.1	Inland Rail will document engagement and attempted engagement with relevant parties including a summary of issues raised.
A5 (e)	A description of the outstanding issues raised by the identified party and the reasons why they have not been addressed.	Section 8.3.1	Inland Rail will detail the issues raised and if they have not been addressed, provide reasoning for this.
A16	Ancillary facilities that are not identified by description and location in the documents listed in Condition A1 can only be established and used in each case if:	Section 7	As per below: A16(b).
A16 (b)	They are not located next to a sensitive receiver (including where an access road is between the facility and the receiver), unless the sensitive receiver landowner and occupier have given written acceptance to the carrying out of the relevant facility in the proposed location.	Table 5	Inland Rail will consult with all affected landowners (sensitive receivers) regarding any proposed ancillary

			facilities and will attain written acceptance prior to commencing any work.
A17	The Proponent must prepare and submit for approval to the Planning Secretary one (1) month before the establishment of any construction ancillary facility (excluding minor construction ancillary facilities established under Condition A21) a Site Establishment Management Plan . The Plan must be prepared in consultation with the relevant council/s and TfNSW. The Site Establishment Management Plan must detail the management of the establishment of the construction ancillary facilities and must include:	Table 8	Inland Rail will consult with relevant stakeholders in accordance with Condition B1.
A19	Where possible, ancillary facilities must be accessed via existing public roads and/or the existing rail corridor. Access directly via classified roads should be avoided where access from an existing local road is reasonably available. Where access via existing roads or the rail corridor is not possible, the Proponent may utilise existing private access tracks on private property but only with the written permission of the landowner. The Proponent must consult with each landowner whose property is required for access and agree on the terms and conditions relating to access arrangements. Nothing in this condition prevents the landowner from refusing the Proponent access to and via their land. New construction access tracks on private property must comply with the requirements of Condition 0 .	Section 8.2	Inland Rail will consult with all affected landowners regarding the potential use of private access tracks on private property and attain written agreement prior to commencing this practice.
A22	Boundary screening must be erected around all ancillary facilities that are adjacent to and visible from sensitive receivers for the duration of use of the ancillary facility unless otherwise agreed with the relevant council and affected residents, business operators or landowners.	Section 8.2	Boundary fencing that incorporates screening will be erected around all construction facilities within 500 metres of sensitive land uses or as otherwise agreed with relevant council, affected residents and business operators.
A23	Boundary screening required under Condition 0 of this approval must minimise visual, noise and air quality impacts on adjacent sensitive receivers.	Section 8.2	Use of boundary fence will aim to minimise noise and visual impacts, and emission of nuisance dust.
A29	The Proponent must provide the ER with all documentation requested by the ER in order for the ER to perform their functions specified in Condition A28 (including preparation of the ER Monthly Report), as well as:	Section 9	Inland Rail will provide the ER with all documentation required as per Condition A28.
A29 (a)	the complaints register (to be provided on a weekly basis); and	Section 9.3	Inland Rail will provide the ER with all documentation required as per Condition A28, including a complaint register on a weekly basis.

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
			Inland Rail will manage complaints in accordance with Condition B6.
B1	A Communication Strategy must be prepared to facilitate communication between the Proponent, and the community (including relevant councils, government authorities, adjoining affected landowners and businesses, and others directly impacted by the CSSI).	This Strategy	This Communication Strategy has been prepared to meet Condition B1.
B2	The Communication Strategy must:		See below
B2 (a)	identify people, organisations and government authorities to be consulted during works;	Section 6	Inland Rail has identified key stakeholders to be consulted with as part of the project.
B2 (b)	set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the CSSI;	Section 8.2	Inland Rail will utilise a broad range of communication tools ensuring that project information is current, relevant and accessible.
B2 (c)	identify opportunities to provide accessible information regarding regularly updated site construction activities, schedules and milestones at each construction ancillary facility and at construction sites located adjacent to town centres;	Section 8.2	Inland Rail will utilise a broad range of communication tools ensuring that project information is current, relevant and accessible.
B2 (d)	consider opportunities for the community to visit construction sites (taking into consideration workplace, health and safety requirements);	Section 8.2	Inland Rail will work with the Construction Contractor to provide opportunities for interested community members to visit the construction site.
B2 (e)	provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant community(ies) for the CSSI;	Section 8.2	Inland Rail will hold quarterly location-based forums at key locations across the project alignment.
B2 (f)	set out the procedures and mechanisms for consulting with relevant councils and government authorities required by Condition Error! Reference source not found., including procedures for repeated requests and nil responses;	Section 8.2, Section 8.3	Inland Rail will consult with relevant stakeholders as per Condition A5.
B2 (g)	describe the method for broadcasting the 24-hour toll-free telephone complaints number and postal and email addresses for enquiries, as required by Condition 0 ;	Section 8.2, Table 6	Inland Rail will broadcast contact details on all external facing communication materials.

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
B2 (h)	set out procedures and mechanisms: (i) through which the community can discuss or provide feedback to the Proponent; (ii) through which the Proponent will respond to enquiries or feedback from the community; and (iii) to resolve any issues and mediate any disputes that may arise in relation to environmental management and delivery of the CSSI, including timing for mediation to be undertaken once it has been escalated to the dispute resolution process.	Section 8, Section 9	Inland Rail will provide multiple channels by which the community can provide feedback and/or receive project information, including online and face to face opportunities. Inland Rail will also instigate a clear Complaint Management Process, which is noted in this strategy.
B3	The Communication Strategy must be submitted to the Secretary for approval no later than one (1) month before the commencement of any work.	-	Inland Rail will submit the Communication Strategy to DPIE at least one (1) month before the start of work.
B4	Work for the purposes of the CSSI must not commence until the Communication Strategy has been approved by the Secretary.	-	Inland Rail will not start work until the Communication Strategy is approved by DPIE.
B5	The Communication Strategy, as approved by the Secretary, must be implemented for the duration of the works and for six (6) months following the completion of construction.	Section 1	Inland Rail will implement this Communication Strategy for the duration of the works and for six (6) months following the completion of construction.
B6	A Complaints Management System must be prepared and implemented before the commencement of any works and maintained for the duration of construction and for a minimum for 12 months following completion of construction of the CSSI.	Section 9	Inland Rail has prepared a Complaints Management System which will be implemented and maintained for the duration of construction and for twelve (12) months following the completion of construction.
B7	The following information must be available to facilitate community enquiries and manage complaints one (1) month before the commencement of works and for 12 months following the completion of construction:	Section 9.4	As per below: B7 (a)-(d).
B7 (a)	a 24-hour telephone number for the registration of complaints and enquiries about the SSI;	Section 8.2, Table 6	A 24-hour toll-free telephone number will be provided. It will be manned and not automatically divert to a message bank.
B7 (b)	a postal address to which written complaints and enquires may be sent;	Section 8.2, Table 6	Postal address provided.
B7 (c)	an email address to which electronic complaints and enquiries may be transmitted; and	Section 8.2, Table 6	Email address provided.
B7 (d)	a mediation system for complaints unable to be resolved.	Section 9.4	Inland Rail will instigate a clear Complaints Management Process – noted in this strategy – which will make provision for independent mediation undertaken by a Recognised Mediator Accreditation Body.

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
B7 (a) – (d)	This information must be accessible to all in the community regardless of age, ethnicity, disability or literacy level.	Section 8.2, Table 6	Inland Rail will ensure that all critical project information – including communication channels – are made accessible to all community members.
B8	The telephone number, postal address and email address required under Condition 0 of this approval must be published in a newspaper circulating in the relevant local area and on site hoarding at each construction site before the commencement of construction and published in the same way again before the commencement of operation. This information must also be provided on the website required under Condition 0 of this approval.	Section 8.2, Table 6	The required information stipulated by Condition B8 will be provided on all Inland Rail external communication, including at the project launch, in regular newsletters, advertising, hoarding and site fencing, and other collateral.
B9	A Complaints Register must be maintained recording information on all complaints received about the CSSI during the carrying out of any works and for a minimum of 12 months following the completion of construction. The Complaints Register must record the:	Section 9.3	Inland Rail will maintain a Complaints Register on all complaints received about the CSSI during the carrying out of any works and for a minimum of 12 months following the completion of construction.
B9 (a)	number of complaints received;	Section 9.3	This will be noted in the Complaints Register.
B9 (b)	number of people affected in relation to a complaint; and	Section 9.3	This will be noted in the Complaints Register.
B9 (c)	means by which the complaint was addressed and whether resolution was reached, with or without mediation.	Section 9.3	This will be noted in the Complaints Register.
B10	The Complaints Register must be provided to the Planning Secretary upon request, within the timeframe stated in the request.	Section 9.3	Inland Rail will provide the Complaints Register to the Planning Secretary as requested.
B11	A website providing information in relation to the CSSI must be established before commencement of works and maintained for the duration of construction, and for a minimum of 12 months following the completion of construction. The following up-to-date information (excluding confidential commercial information) must be published before the relevant works commencing and maintained on the website or dedicated pages:	Section 8.2, Table 7	Inland Rail will provide a website before work starts, for the duration of works, and for 12 months following the completion of construction. Inland Rail will include the appropriate documents on this website as stipulated by the Conditions of Approval.
B11 (a)	the current implementation status of the CSSI;	Section 8.2, Table 7	The website will include the current status of the work and monthly updates for proposed work.
B11 (b)	a copy of the documents listed in Condition A1 of this approval, and any documentation relating to any modifications made to the CSSI or the terms of this approval;	Section 8.2, Table 7	All documents listed in Condition A1 and any documentation related to a modification of the CSSI or terms of approval will be available on the Inland Rail project website.

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT																					
B11 (c)	a copy of this approval in its original form, a current consolidated copy of this approval (that is, including any approved modifications to its terms), and copies of any approval granted by the Minister to a modification of the terms of this approval;	Section 8.2, Table 7	Relevant approvals as per Condition B11 (c) will be uploaded on the Inland Rail project website.																					
B11 (d)	a copy of each statutory approval, licence or permit required and obtained in relation to the CSSI;	Section 8.2, Table 7	Relevant licences and approvals as per Condition B11 (d) will be uploaded on ARTC's website.																					
B11 (e)	where a condition(s) of this approval requires a document(s) to be prepared before work, construction or operational activity commences, a current copy of the relevant document(s) must be published on the website before the work, construction or operational activity is undertaken; and	Section 8.2, Table 7	Relevant document(s) as per Condition B11 (e) will be uploaded on ARTC's website.																					
B11 (f)	a copy of each document required to be made publicly available under this approval must be published within 14 days of the finalisation or approval of the relevant document, unless an alternate timeframe is prescribed by another condition of this approval.	Section 8.2, Table 7	Relevant document(s) as per Condition B11 (f) will be uploaded on ARTC's website within 14 days of the finalisation or approval of the relevant document.																					
C4	<div>The following CEMP Sub-plans must be prepared in consultation with the relevant government agencies and relevant councils identified for each CEMP Sub-plan and be consistent with the CEMP referred to in the EIS.</div> <table><tr><td></td><td>Required CEMP Sub-plan</td><td>Relevant government authorities to be consulted for each CEMP Sub-plan</td></tr><tr><td>(a)</td><td>Traffic, transport and access</td><td>TfNSW and relevant councils</td></tr><tr><td>(b)</td><td>Noise and Vibration</td><td>Relevant councils</td></tr><tr><td>(c)</td><td>Biodiversity</td><td>EES, DAWE and relevant councils</td></tr><tr><td>(d)</td><td>Soil and Water</td><td>Relevant councils, Water Group, and EES</td></tr><tr><td>(e)</td><td>Heritage</td><td>DPC Heritage, RAPs and relevant councils</td></tr><tr><td>(f)</td><td>Flood Emergency Management</td><td>SES, EES and relevant councils</td></tr></table>		Required CEMP Sub-plan	Relevant government authorities to be consulted for each CEMP Sub-plan	(a)	Traffic, transport and access	TfNSW and relevant councils	(b)	Noise and Vibration	Relevant councils	(c)	Biodiversity	EES, DAWE and relevant councils	(d)	Soil and Water	Relevant councils, Water Group, and EES	(e)	Heritage	DPC Heritage, RAPs and relevant councils	(f)	Flood Emergency Management	SES, EES and relevant councils	Section 8.3	Inland Rail will consult with the relevant councils and government agencies in development of the stipulated CEMP Sub-plans.
	Required CEMP Sub-plan	Relevant government authorities to be consulted for each CEMP Sub-plan																						
(a)	Traffic, transport and access	TfNSW and relevant councils																						
(b)	Noise and Vibration	Relevant councils																						
(c)	Biodiversity	EES, DAWE and relevant councils																						
(d)	Soil and Water	Relevant councils, Water Group, and EES																						
(e)	Heritage	DPC Heritage, RAPs and relevant councils																						
(f)	Flood Emergency Management	SES, EES and relevant councils																						
C6	The CEMP Sub-plans must be developed in consultation with relevant parties identified in Condition 0 . Details of all information requested by an agency to be included in a CEMP Sub-plan as a result of consultation, including copies of all correspondence from those agencies, must be provided with the relevant CEMP Sub-plan .	Section 8.3	Inland Rail will consult with the relevant councils and government agencies in development of the stipulated CEMP Sub-plans. All engagement will be documented as per Condition A5.																					

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT															
C14	<p>The following Construction Monitoring Programs must be prepared in consultation with the relevant government agencies and relevant councils identified for the Construction Monitoring Programs to compare actual performance of construction of the CSSI against performance predicted in the documents specified in Condition A1.</p> <table><tr><td></td><td>Required Construction Monitoring Programs</td><td></td></tr><tr><td>(a)</td><td>Noise and vibration</td><td>Nil</td></tr><tr><td>(b)</td><td>Water usage</td><td>Water Group</td></tr><tr><td>(c)</td><td>Air Quality</td><td>Nil</td></tr><tr><td>(d)</td><td>Physical condition of local roads</td><td>Relevant councils</td></tr></table>		Required Construction Monitoring Programs		(a)	Noise and vibration	Nil	(b)	Water usage	Water Group	(c)	Air Quality	Nil	(d)	Physical condition of local roads	Relevant councils	Section 8.3	Inland Rail will consult with the relevant councils and government agencies in development of the stipulated Construction Monitoring Programs.
	Required Construction Monitoring Programs																	
(a)	Noise and vibration	Nil																
(b)	Water usage	Water Group																
(c)	Air Quality	Nil																
(d)	Physical condition of local roads	Relevant councils																
E1	<p>Works must be undertaken during the following hours:</p> <ul style="list-style-type: none">(a) 7:00 am to 6:00 pm Mondays to Fridays;(b) 7:00 am to 6:00 pm Saturdays; and(c) at no time on Sundays or public holidays.	Section 7	Standard work hours will be as per Condition E1.															
E2	<p>Notwithstanding Condition E1, works affecting any one receiver may be undertaken during the hours of 6.00 am to 6.00 pm each day over a three (3) month period provided that there is no work between the hours of 6:00 pm on a Saturday and 7:00 am on a Monday every alternate week.</p>	Section 8.2	If longer working hours are required Inland Rail will follow Condition E2.															
E3	<p>Notwithstanding Conditions E1 and E2, works associated with the CSSI may be undertaken outside the hours specified under those conditions in the following circumstances:</p> <ul style="list-style-type: none">(a) for the delivery of materials required by the NSW Police Force or other authority for safety reasons; or(b) where it is required in an emergency to avoid injury or the loss of life, to avoid damage or loss of property or to prevent environmental harm; or(c) where different construction hours are permitted under an EPL in force in respect of the CSSI; or(d) work approved under an Out-of-Hours Work Protocol for work <u>not</u> subject to an EPL as required by Condition E8; or(e) where a negotiated agreement is in force, in accordance with Condition E4 and E5; or(f) construction that causes $L_{Aeq}(15 \text{ minute})$ noise levels:	Section 7	Where a need arises to work out of hours as outlined in Condition E3, Inland Rail will notify potentially impacted stakeholders at least seven (7) days before the work starts.															

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
	<ul style="list-style-type: none"> i) no more than 5 dB(A) above the rating background level at the façade of any residence in accordance with the <i>Interim Construction Noise Guideline</i> (DECC, 2009) or if between the hours of 10:00 pm and 7:00 am no more than 52 dB(A)_{L_A(max)} or more than 15 dB(A)_{L_A(Max)} above the rating background level whichever is the higher, and ii) no more than the noise management levels specified in Table 3 of the <i>Interim Construction Noise Guideline</i> (DECC, 2009) at other sensitive land uses, and iii) continuous or impulsive vibration values, measured at the most affected residence are no more than those for human exposure to vibration, specified in Table 2.2 of <i>Assessing Vibration: a technical guideline</i> (DEC, 2006), and iv) intermittent vibration values measured at the most affected residence are no more than those for human exposure to vibration, specified in Table 2.4 of <i>Assessing Vibration: a technical guideline</i> (DEC, 2006). 		
E4	The Proponent may reach negotiated agreements with sensitive receivers (owners and occupiers) to carry out works in accordance with the hours and noise limits specified in the negotiated agreements.	Section 8.2	If required, Inland Rail will negotiate an agreement with sensitive receivers to carry out after hour works.
E5	All negotiated agreements must be in writing and finalised before the commencement of works.	Section 8.2	All negotiated agreements will be documented and formalised prior to the commencement of any works.
E6	On becoming aware of the need for emergency works in accordance with Condition E3 (b) , the Proponent must notify the Department in writing to compliance@planning.nsw.gov.au , the ER and the EPA of the need for that work. The Proponent must use best endeavours to notify all affected sensitive receivers of the likely impact and duration of those works.	Section 8.2	If emergency work is required Inland Rail will notify DPE, the ER and EPA. Sensitive receivers will be notified of the emergency work (impact and duration) as soon as feasible.
E7	<p>Except as permitted by an EPL or approved through an Out of Hours Works Protocol (for works not subject to an EPL), highly noise intensive work that results in an exceedance of the applicable NML at the same receiver must only be undertaken:</p> <ul style="list-style-type: none"> (a) between the hours of 8:00 am to 6:00 pm Monday to Friday; (b) between the hours of 8:00 am to 1:00 pm Saturday; and (c) in continuous blocks not exceeding three hours each with a minimum respite from those activities and works of not less than one hour between each block. <p>For the purpose of this condition, 'continuous' includes any period during which there is less than a one-hour respite between ceasing and recommencing any works that are the subject of this condition.</p>	Section 7	Noted.

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
E8	<p>An Out-of-Hours Work Protocol must be prepared to identify a process for the consideration, management and approval of work which is outside the hours defined in Conditions E1 and E2, and that is not subject to an EPL. The Protocol must be approved by the Planning Secretary before commencement of the relevant out-of-hours work. The Protocol must be prepared in consultation with the EPA. The Protocol must:</p> <ul style="list-style-type: none"> (a) provide a process for the consideration of out-of-hours work against the relevant noise and vibration criteria, including the determination of low and high-risk activities; (b) provide a process for the identification and implementation of mitigation measures for residual impacts, including respite periods in consultation with the community at each affected location; (c) identify procedures to facilitate the coordination of out-of-hours work approved by an EPL to ensure appropriate respite is provided; (d) identify an approval process that considers the risk of activities, proposed mitigation, management, and coordination, including where: <ul style="list-style-type: none"> (i) low risk activities can be approved by the ER, and (ii) high risk activities that are approved by the Planning Secretary; and (e) identify Department, EPA and community notification arrangements for approved out-of-hours works, which maybe detailed in the Communication Strategy. 	Section 7, Section 8.2	Inland Rail will consult with EPA and the ER in creating an Out of Ours protocol, which will be referenced in this Strategy.
E11	<p>Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage must be notified before construction that generates vibration commences in the vicinity of those properties. If the potential exceedance is to occur more than once or extend over a period of 24 hours, owner and occupiers must be provided with a schedule of potential exceedances for the duration of the potential exceedances, unless otherwise agreed by the owner and occupier. These properties must be identified and considered in the Construction Noise and Vibration Management Sub-plan required by Condition 0.</p>	Section 7 Table 5,	Inland Rail will consult with all landowners identified as being potentially impacted by vibration (as per Condition E11) prior to the commencement of construction works.
E13 (f)	<p>The Proponent must prepare an Operational Noise and Vibration Review (ONVR) to confirm noise and vibration control measures that would be implemented for the operation of the CSSI. The ONVR and identification / selection of any noise mitigation measures must be prepared in consultation with the EPA and impacted sensitive receivers. Where barrier options (e.g. noise walls or mounds) are proposed to be implemented, consultation must also be undertaken with the relevant councils. The ONVR must...</p>	Section 8.3, Table 8, Section 8.2, Table 7	Inland Rail will consult with the relevant councils, government agencies, and identified landowners in developing the stipulated Operational Noise and Vibration Review.

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
	(f)include a consultation strategy to seek feedback from directly affected landowners on the noise and vibration mitigation measures;		
E18	<p>The Proponent must meet the biodiversity offset obligations for ecosystem and species credits as set out in Tables E2 and E3, within two (2) years of the CSSI approval. The retirement of the biodiversity credits must be carried out in accordance with the <i>NSW Biodiversity Offsets Policy for Major Projects</i> and can be achieved by a combination of:</p> <ul style="list-style-type: none"> (a) acquiring and retiring “biodiversity credits” within the meaning of the <i>Biodiversity Conservation Act 2016</i>; and/or (b) making a payment into the Biodiversity Conservation Fund; and/or (c) outlining in a Biodiversity Offset Strategy the provision of supplementary measures. The Strategy must be prepared in consultation with EES and DAWE. <p><i>Notes: 1. Following repeal of the Threatened Species Conservation Act 1995 on 25 August 2017, “biodiversity credits” created under that Act are taken to be “biodiversity credits” under the Biodiversity Conservation Act 2016 by virtue of clause 19 of the Biodiversity Conservation (Savings and Transitional) Regulation 2017.</i></p>	Section 8.3, Table 8	Inland Rail will achieve the relevant biodiversity offset obligations for ecosystem and species credits through the provisions outlined in Condition of Approval E18.
E19	The Proponent may review and update the ecosystem and species credit requirements in Tables E2 and E3 , except as required by Condition E25 , to reflect the final construction footprint and resulting extent and type of plant community types to be cleared. Amendments to the ecosystem and species credit requirements must be undertaken in consultation with EES and DAWE and submitted to the Planning Secretary for approval within six (6) months after the commencement of construction or as agreed in writing by the Planning Secretary.	Section 8.3, Table 8	Inland Rail will work with the Construction Contractor to finalise the construction footprint and subsequently review and update the ecosystem and species credit obligations associated with the Project.
E20	<p>The review and update of credit requirements must be undertaken by:</p> <ul style="list-style-type: none"> (a) using the vegetation mapping, and the extent of impact in the revised development footprint (Table 3.4) in the <i>July 2020 Addendum to the Inland Rail – Narrabri to North Star Biodiversity Assessment Report</i>; and/or (b) completing verification surveys to confirm the extent, type and condition of native vegetation to be impacted. <p>Where verification surveys are required, they must be undertaken in consultation with EES. Any additional surveys must be undertaken at the time of year when groundcover is most likely to be predominantly native. If evaluation is not possible at a time when groundcover is most likely to be native, the assumed presence of any relevant species and ecosystems may be applied to conservatively evaluate impacts and associated credit requirements</p>	Section 8.3, Table 8	Inland Rail will work with the Construction Contractor to finalise the construction footprint and subsequently review and update the ecosystem and species credit obligations associated with the Project, in accordance with the requirements of Condition of Approval E20.

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
E21	The Proponent must submit to the Planning Secretary for information a copy of the Credit Retirement Report for the retirement of the ecosystem and species credits required by Condition E18 within one month of receiving the report.	Section 8.3, Table 8	Inland Rail will submit the Credit Retirement Report in accordance with the requirements of Condition of Approval E21.
E22	Prior to vegetation clearing, the Proponent must consult with community and Landcare groups and government agencies to determine if retained timber and root balls can be reused in habitat enhancement and rehabilitation work, before pursuing other disposal options. The retained timber and root balls may be used on or off the CSSI site.	Section 8.3, Table 8	Inland Rail will work with identified community groups prior to undertaking vegetation clearing.
E27	The CSSI must meet the QDLs in Appendix A – FLOODING QUANTITATIVE DESIGN LIMITS AND MODELLING REQUIREMENTS . Unless otherwise noted, these QDLs apply outside the rail corridor except for level crossings. These QDLs apply in any flood event up to and including the 1% AEP, and in any duration....	Section 7, Table 5	Inland Rail will assess the CSSI in lieu of the QDLs to assess the CSSI's compliance with these performance indicators.
E28	Compliance with the QDLs as required by Condition E27 must be demonstrated in a Flood Design Verification Report that details flood behaviour under existing conditions and with the final detailed design of the approved CSSI...	Section 8.3, Table 8	Inland Rail will demonstrate through the Flood Design Verification Report instances of compliance and non-compliance (accompanied by associated mitigation measures) regarding the QDLs.
E32	For the first 15 years of operation, the Proponent must prepare Flood Review Report(s) within three months after the first defined flood event for any of the following flood magnitude ranges that occur – the 1-5% AEP, 5-10% AEP and 10-20% AEP events. The Flood Review Report(s) must be prepared by a suitably qualified and experienced hydrologist(s) and include: <ul style="list-style-type: none"> (a) a comparison of the observed extent, level, and duration of the flooding event against those predicted in (or inferred from) the SPIR and the Flood Design Verification Report required by Condition E28; (b) identification of the properties and infrastructure affected by flooding during the reportable event; and (c) where the observed extent and level of flooding or other flooding or erosion impacts exceed those predicted due to the CSSI with the consequent effect of adversely impacting on property(ies), structures, infrastructure or the environment, and/or exceed the requirements specified in Conditions E27 and E28: <ul style="list-style-type: none"> i) determine if the exceedance is attributable to the CSSI, and 	Section 7, Section 8.3	<p>Inland Rail will engage a suitably qualified hydrologist to investigate real flood impacts as they occur.</p> <p>Any rectification measures will be in consultation with relevant parties with a copy of the Flood Review submitted for information to the Secretary and EES and relevant council(s).</p>

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
	<p>ii) where the cause is attributable to the CSSI, identification of the rectification measures that would be implemented to reduce future adverse impacts of flooding from similar events related to the CSSI works, including the timing and responsibilities for implementation.</p> <p>A copy of the Flood Review Report(s) must be submitted for information to the Secretary and EES and relevant council(s) within three (3) months of finalising the report.</p> <p>Any rectification measures identified within the Flood Review Report(s) must be developed in consultation with the affected third parties (e.g. land and property owners, infrastructure owners, EES, the relevant council(s), state and local government agencies, etc) and implemented within the timeframes specified in the Flood Review Report(s) or as agreed with the affected parties.</p>		
E34	Flood information resulting from the requirements of this approval, including flood reports, models and geographic information system outputs, and work as executed information from a registered surveyor certifying finished ground levels and the dimensions and finished levels of all structures within flood prone land, must be made available to the relevant council(s), TfNSW, EES and the SES upon request. The relevant councils, TfNSW, EES and the SES must be notified in writing that the information is available no later than one (1) month following the completion of construction. Information requested by a relevant council, TfNSW, EES or the SES must be provided within six (6) months.	Section 6, Table 4, Section 7, Table 5,	Flood information resulting from the requirements of this approval will be shared with all relevant parties noted in Condition E34.
E36	The Proponent must consult with TfNSW in relation to stormwater and drainage management to coordinate drainage infrastructure with the Newell Highway Upgrade.	Section 8.3, Table 8	Inland Rail will consult broadly with all identified stakeholders, including TfNSW on drainage management associated with the delivery of the Newell Highway Upgrade.
E37	Prior to the installation of a new culvert, the Proponent must consult with the landowner that is located immediately downstream of the new culvert to determine the potential for impacts on agricultural productivity, farm operations and farm dams (including changes in water supply yield, reliability of supply, flood flows and embankment stability) due to the introduction or alteration of flows. Where potential adverse impacts are identified, the Proponent must consult with the affected landowner on the management measures that will be implemented to mitigate the impacts.	Section 7, Section 8.2, Table 7	Inland Rail will consult with all identified landowners prior to the installation of new culverts. This will include discussions on potential impacts to agricultural productivity, as well as management and mitigation measures.

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
E39	Before any local or private road is used by a heavy vehicle for the purposes of construction of the CSSI, a Road Dilapidation Report must be prepared for the road. A copy of the Road Dilapidation Report must be provided to the relevant road authority(ies), Transport for NSW and landowners within one (1) month of completion of the survey and at least two weeks before the road is used by heavy vehicles associated with the construction of the SSI.	Section 8, Table 5,	<p>Predicted increases in truck movements accessing the rail corridor during construction may damage roads. These trucks will be of legal weight and comply with all traffic regulations.</p> <p>The Construction Contractor will complete pre-dilapidation surveys of the access routes and provide a copy to the relevant council before work starts.</p> <p>Where an access route is damaged as a result of the work, the Construction Contractor will repair the damaged section. If a road is impacted by excess mud or materials from the work, the Construction Contractor will clean this as soon as practicable.</p>
E40	<p>If damage to roads occurs as a result of the construction of the CSSI, the Proponent must, within six months of the completion of construction, either (at the landowner or relevant road authority's discretion):</p> <ul style="list-style-type: none"> (a) compensate the relevant road authority(ies) and landowner for the damage so caused. The amount of compensation may be agreed with the relevant road authority(ies) and landowners, but compensation must be paid even if no agreement is reached; (b) rectify the damage to restore the road to at least the condition it was in at the time of the dilapidation survey; or (c) where other agreements are in place, leave, maintain or remunerate for damages to these roads in accordance with these agreements. 	Section 8, Table 5, Section 8.2, Table 7	<p>Inland Rail implement controls to minimise, or where possible, eliminate construction impacts. ARTC and the Construction Contractor work under requirements specified by the approved CEMP and EIS. Complaints received from the work are investigated following the Complaint Management Process contained in this strategy.</p> <p>Land disturbed due to the project will be returned to as close as possible to pre-construction condition or better, or to the satisfaction of landowners consistent to the rehabilitation strategy.</p>
E41	Where bus stops (including school bus stops) are required to be temporarily closed or relocated during construction, such closure must not occur until relocated bus stops are functioning and are within 400 metres of the original bus stop. The relocation of bus stops must be undertaken in consultation with the	Section 7, Table 5 and Section 6, Table 4	Inland Rail will consult with all identified stakeholders regarding the temporary closure or relocation of bus

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
	relevant council and bus operator, and details regarding the relocations provided to affected communities (and educational facilities in relation to school bus stops) at least 14 days prior to the relocation occurring. A list of educational institutions that will be consulted in relation to this matter are presented in Table 4 of Section 6 of this document.		stops during construction. This work will occur at least 14 days prior to closure/relocation occurring.
E42	The Proponent must consult with TfNSW prior to, and at regular intervals during, construction to co-ordinate and implement mitigation measures to reducing any potential concurrent impacts arising from the construction of the CSSI and Newell Highway upgrade works. Procedures for consultation must be outlined in the Traffic, Transport and Access Management Sub-plan required by Condition 0	Section 8, Table 5	<p>Inland Rail recognises that there are additional major infrastructure projects being delivered and/or are proposed alongside the N2NS project. This includes:</p> <ul style="list-style-type: none"> • TfNSW's Newell Highway Upgrades • Narrabri Intermodal (proposed) • Moree Intermodal (proposed Moree Plains Transport & Intermodal Study). <p>Inland Rail will liaise closely with any project teams and/or agencies delivering major projects in the region and seek to mitigate cumulative community impacts.</p>
E43	<p>LEVEL CROSSING TREATMENT REPORTS: In order to maintain safe and efficient operation of the road network, the Proponent must prepare a Public Level Crossing Treatment Report in consultation with Transport for NSW and relevant councils. The report must:</p> <ul style="list-style-type: none"> (a) illustrate the location of all public level crossings which traverse the CSSI; (b) list, and identify on a figure, any public level crossings that will be closed or upgraded, including the type of treatment proposed where a level crossing is to be upgraded; (c) where no works are proposed at a public crossing, provide reason for the decision; (d) consider measures to avoid potential short-stacking at level crossings; and (e) provide justification for any proposed closures. <p>The assessment of level crossings must utilise the Australian Level Crossing Assessment Model (ALCAM). The process for determining the type of level crossing treatment must be consistent with the methodology outlined in Appendix L of the Submissions Preferred Infrastructure Report.</p>	Section 8.3, Table 8	Inland Rail will prepare a Public Level Crossing Treatment Report for review by the relevant authorities.

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
	<p>The report must also include an assessment of the road risks, consistent with the guideline Railway Crossing Safety Series 2011, Plan: Establishing a Railway Crossing Safety Management Plan (NSW Roads and Traffic Authority, 2011).</p> <p>The design of any level crossing on a public road must be endorsed by Transport for NSW or the relevant road authority (where not Transport for NSW) prior to commencing construction of that crossing.</p>		
E44	<p>In order to maintain convenient property access, the Proponent must prepare a Private Level Crossing Treatment Report in consultation with landowners whose access will be affected by the closure or upgrading of a private level crossing. The report must:</p> <ul style="list-style-type: none"> (a) illustrate the location of all private level crossings which traverse the CSSI; (b) list, and identify on a figure, any private level crossings that will be closed or upgraded; (c) describe the treatments that will be implemented at upgraded crossings; and (d) provide justification for any proposed closures and types of treatment, including decisions where no additional treatments are proposed; and (e) provide details on the consultation undertaken with the landowners. <p>Closures, relocations or modifications of private level crossings must be agreed to by the relevant landowner prior to any work on a crossing, noting that any closure, relocation or modification must be in accordance with AS/RISB 7658:2012 Railway Infrastructure – Railway Level Crossing and relevant rail safety legislation. The Proponent must consult with relevant landowners on the design of the crossing and where consistent with relevant safety standards and legislation, incorporate landowner requirements into the design.</p>	Section 8.3, Table 8	Inland Rail will prepare private Level Crossing Treatment Report for consultation by the relevant landowners.
E45	<p>The Public Level Crossing Treatment Report and Private Level Crossing Treatment Report must be submitted to the Planning Secretary for information at least one (1) month prior to the closure or upgrade of a public or private level crossing, as relevant. Individual reports may be submitted for each crossing or address a group of crossings or the entire CSSI.</p>	Section 8.3.1	Inland Rail will submit both the Public Level Crossing Treatment Report and Private Level Crossing Treatment Report to the Planning Secretary for information at least one (1) month prior to the closure or upgrade of a public or private level crossing, as relevant.

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
E46	<p>In 2026 and 2035, or as otherwise agreed by the Planning Secretary, the Proponent must prepare a Level Crossing Performance Report to confirm the operational traffic impacts of the level crossings on the classified road network. The review of the operation of the level crossings that interact with the classified road network must be carried out in consultation with TfNSW and the relevant councils and include:</p> <ul style="list-style-type: none"> (a) updated traffic analysis of movements on these roads; (b) assessment of the level of service at these level crossings (queue length, queuing time delay); (c) identification of additional new works outside of the rail corridor delivered by third parties that may result in changes to traffic movements as initially considered in the Level Crossing Treatment Report; (d) assessment of the performance of the level crossing treatment outlined in the Public Level Crossing Treatment Report required by Condition E43; (e) all reported near misses and collisions at level crossings within the project area; and (f) mitigation measures to manage any actual or predicted road network performance impacts. 	Section 8.3, Table 8	Inland Rail will prepare a Level Crossing Performance Report in accordance with the requirements stipulated in Condition E46.
E49	No part of any crossing loop may cross over any driveway, private road or public road unless decided in consultation with the relevant landowner and any other adjacent landowner whose access is impacted by the crossing loop.	Section 7, Table 5, Section 8.2, Table 7	For crossing loops that cross an access road or level crossing, Inland Rail will consult and obtain the permission from the landowner before commencing any work.
E50	The Proponent must maintain access to properties during the entirety of works unless an alternative access is agreed in writing with the landowner(s) whose access is impacted by the CSSI works.	Section 8.2, Table 7	Construction of Inland Rail may impact access to private and public property. During construction, access to properties will always be maintained.
E51	Where construction of the CSSI restricts a property's access to a public road, the Proponent must, until their primary access is reinstated, provide the property with temporary alternate access to an agreed road decided through consultation with the landowner, at no cost to the property landowner, unless otherwise agreed with the landowner.	Section 8.2, Table 7	Construction of Inland Rail may impact access to private and public property. During construction, access to properties will always be maintained.
E52	Where construction of the CSSI restricts the ability of a resident or landowner to access other parts of their property via a level crossing, the Proponent must, until the permanent level crossing is reinstated, supply the property with a temporary alternate level crossing access at a convenient location decided	Section 8.3, Table 8	Where works impact a public or private level crossing, Inland Rail will provide a temporary access alternative in consultation with impacted landowners. Inland Rail

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
	through consultation with the landowner, at no cost to the property landowner, unless otherwise agreed with the landowner. This can include other existing level crossings or a new alternative temporary level crossing access that is both safe and agreed to.		will regularly consult with emergency services to ensure access is maintained for emergency vehicles.
E53	The CSSI (including any new overbridges, new or modified roads, and new or modified level crossings) must be designed to meet relevant design, engineering and safety guidelines, including the Austroads Guide to Traffic Management. The design of any new road overbridges or new or modified roads must be developed in consultation with the relevant roads authority prior to construction of the new road overbridges or new or modified roads.	Section 8.2, Table 7, Section 8.3, Table 8	Inland Rail will consult with all identified stakeholders during the design of the project. This includes completing discussions with the relevant roads authority prior to the construction of overbridges or new or modified roads.
E54	<p>For all new overbridges, new or modified roads, and new or modified level crossings provided as part of the CSSI, the Proponent must undertake a Safe System Assessment in accordance with the Austroads <i>Safe System Assessment Framework</i> and Austroads Guide to Traffic Management Part 13: <i>Safe Systems Approach to Transport Management</i> in consultation with the relevant roads authority.</p> <p>For all areas identified by the Safe Systems Assessment as requiring further assessment, an independent Road Safety Audit is to be undertaken by an appropriately qualified and experienced person in accordance with the <i>Austroads Guide to Road Safety Part 6: Road Safety Audits</i>. Audit findings and recommendations must be actioned before construction of the relevant infrastructure and must be made available to the Planning Secretary on request.</p>	Section 8.3, Table 8	Inland Rail will complete Safe System Assessment in accordance with the Austroads <i>Safe System Assessment Framework</i> and Austroads Guide to Traffic Management Part 13: <i>Safe Systems Approach to Transport Management</i> in consultation with the relevant roads authority. Inland Rail will then have independent Road Safety Audits undertaken by an appropriately qualified and experienced person in accordance with the <i>Austroads Guide to Road Safety Part 6: Road Safety Audits</i> for all areas identified by the Safe Systems Assessment as requiring further assessment
E55	Safe pedestrian access must be maintained around work sites during construction. In circumstances where pedestrian and cyclist access is restricted or removed due to construction activities, an alternate route which complies with the relevant standards must be provided and signposted.	Section 8.3, Table 8	As part of the CEMP, Inland Rail and the Proponent will work with council to ensure pedestrian and cycling routes are maintained or re-routed.
E57	The Proponent must undertake a comparative analysis of an alternative location(s) for grade-separated road and active transport crossings of the rail corridor as an alternative(s) to the Jones Avenue overbridge.	Section 8.3, Table 8	Inland Rail has committed to undertake a comparative analysis of an alternative locations(s) for grade separated road and active transport crossings of the rail corridor as an alternative to the Jones Avenue overbridge.

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
	<p>This analysis must focus on the area to the south of Moree Airport, or other location(s) identified through the Moree Special Activation Precinct (SAP) investigations and as agreed by the Planning Secretary. The analysis must consider:</p> <ul style="list-style-type: none"> (a) consistency with future land use planning for Moree, with a particular focus on the proposed Special Activation Precinct and Moree Intermodal projects to the south of Moree; (b) the local and regional traffic network, including operational efficiency, and connectivity to existing and future local and regional road networks; (c) the ability for use by a range of heavy vehicles and compliance with relevant road design standards; (d) community safety and severance impact of formal or informal changes to heavy vehicle routes; (e) a risk assessment of the impacts on emergency services in accessing the community in required timeframes in the event level crossings are blocked in Moree; (f) consideration of the environmental impacts of a relocated bridge, having regard to the CSSI's Secretary's Environmental Assessment Requirements (SEARs) dated 8 November 2016; and (g) the requirements of Condition E58. 		<p>This includes the analysis of a southern location near the Moree Airport and/or other locations identified through the Moree Special Activation Precinct (SAP).</p> <p>Consultation with Moree Plains Shire Council, Transport for NSW, the Special Activation Precinct Team within the Department of Planning, Industry and Environment, emergency services, and affected community members is and will continue.</p>
E58	<p>The Proponent's analysis required by Condition E57 E56 above must consider active transport rail crossings between Moree Railway Station and Bullus Drive to address severance impacts caused by the proposal. This analysis must include:</p> <ul style="list-style-type: none"> (a) potential community severance caused by the proposal; (b) pedestrian and cyclist movement patterns, existing as well as those associated with future infrastructure or strategic planning initiatives being undertaken in the locality; (c) measures to minimise informal rail corridor crossings; and (d) an assessment of potential crossings that considers: i) demand for a crossing in that location; ii) the distance between formal rail crossings; iii) rail safety requirements; 	Section 8.3, Table 8	Noted. See response to E57.

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
	iv) accessibility in accordance with the <i>Disability Discrimination Act 1992</i> ; v) pedestrian safety and security, including Crime Prevention Through Environment Design (CPTED); and vi) pedestrian access during extended severance events, including a train breakdown blocking level crossings.		
E59	<p>The analysis required by Conditions E57 and E58 must be prepared in consultation with Moree Plains Shire Council, Transport for NSW, the Special Activation Precinct Team within the Department of Planning, Industry and Environment, emergency services, the affected community, including but not limited to the Moree Local Aboriginal Land Council and the East Moree community. Evidence of such consultation must be provided as part of the analysis.</p> <p>The analysis must clearly justify the chosen bridge location and be undertaken prior to construction of the Jones Avenue bridge or within one year of project determination (whichever is earlier). The analysis must be provided to the Planning Secretary for approval or form part of a project modification under section 5.25 of the EP&A Act.</p> <p>The approved crossings (including vehicular, cycle and pedestrian crossings) must be completed by 2025, unless otherwise approved by the Planning Secretary.</p>	Section 8.2, Table 7	<p>As per Condition E57: Consultation with Moree Plains Shire Council, Transport for NSW, the Special Activation Precinct Team within the Department of Planning, Industry and Environment, emergency services, and affected community members is and will continue.</p> <p>All consultation will be documented in Consultation Manager and provided as part of the analysis.</p>
E63	<p>The Proponent must construct and operate the CSSI with the objective of minimising light spillage to residences. All lighting associated with the construction and operation of the CSSI must be consistent with the requirements of <i>Australian Standard 4282-1997 Control of the obtrusive effects of outdoor lighting</i>. Notwithstanding, the Proponent must provide mitigation measures to manage any residual night-lighting impacts to protect residences adjoining or adjacent to the CSSI, in consultation with affected landowners.</p>	Section 8.2, Table 7	<p>Light spillage will be part of the CEMP and will be made in consultation with affected landowners and councils.</p>
E64	<p>The Proponent must consult with all landowners whose visual amenity from their residence is identified as highly impacted by the CSSI (as per Table 5 of Technical Report 10 in the EIS) to determine the mitigation measures that will be implemented to maintain visual amenity. The Proponent must come to an agreement with the landowner on the mitigation measures and implement the measures prior to the operation of the CSSI.</p>	Section 7, Table 5, Section 8.2, Table 7	<p>Regarding visual amenity, Inland Rail will consult with all affected landowners identified as highly impacted by the project. Consultation will include discussing and implementing mitigation measures prior to the operation of the project.</p>

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
E69	The design of any proposed works or alterations to TfNSW assets, including but not limited to railway stations at Edgeroi, Bellata, Gurley and Moree must be developed in consultation with and endorsed by TfNSW prior to the commencement of works affecting these assets.	Section 8.2, Table 7, Section 8.3, Table 8	Noted. Inland Rail will engage with TfNSW and other identified stakeholders on any proposed works at the noted locations.
E70	Prior to the commencement of investigation activities within the expanded construction footprint identified in the SPIR, the Proponent must prepare a methodology for archaeological investigation in consultation with DPC Heritage and Registered Aboriginal Parties (RAPs).	Section 8.3, Table 8	Inland Rail will prepare a methodology in consultation with DPC Heritage and Registered Aboriginal Parties (RAPs) prior to commencement of archaeological investigations within the expanded construction footprint.
E71	Prior to the commencement of any construction works within areas identified as requiring archaeological investigation by the methodology required by Condition E70 the Proponent must: (a) Undertake archaeological investigations; and (b) report on the results of the archaeological investigation, including, but not necessarily be limited to:.....	Section 8.3, Table 8	Inland Rail will perform, consult and report on the findings of the archaeological assessments as per the requirements of Condition of Approval E71.
E72	The methodology required by Condition E70 and the report required by Condition E71 must be provided to the Planning Secretary for information and its results incorporated into the Construction Heritage Management Sub Plan required by Condition 0 .	Section 8.3, Table 8	Inland Rail will share with the Planning Secretary the methodology and report developed in accordance with Conditions of Approval E70 and E71.
E74	The results of the dilapidation surveys must be provided to the relevant owners of surface and sub-surface structures for review prior to the commencement of potentially impacting works.	Section 8.3, Table 8	Inland Rail will provide Dilapidation Surveys to relevant owners of surface and sub-surface structures for review prior to the commencement of potentially impacting works.
E76	The results of the subsequent dilapidation surveys for each surface and sub-surface structure surveyed must be provided to the relevant owners of the structures within one (1) month of undertaking the surveys.	Section 8.3, Table 8	Noted.
E79	The CSSI must achieve a minimum 'excellent' rating for both 'Design' and 'As built', under the Infrastructure Sustainability Council of Australia infrastructure rating tool [version 1.2 or 2.0], or through the use of an equivalent process or an equivalent level of performance using a demonstrated equivalent rating tool.	Section 11	Inland Rail will implement measures – including engagement activities – to achieve a minimum 'excellent' rating for both 'Design' and 'As built', under

			the Infrastructure Sustainability Council of Australia infrastructure rating tool [version 1.2 or 2.0].
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Appendix B – Commitment Register

These commitments are expectations expressed by stakeholders and the community in relation to the delivery of Inland Rail program and the N2NS Phase 1 project, and how Inland Rail has met each expectation. These expectations need to be assessed by ARTC and a decision needs to be communicated to the stakeholders as to whether we can accommodate their request, and if not, why.

PROGRAM WIDE	STAKEHOLDER EXPECTATION	HOW WE MEET THIS ON N2NS
Program-wide	Materials and labour to be sourced locally	Materials and labour are being sourced locally. Community benefits from N2NS Phase 1 so far include: <ol style="list-style-type: none"> 1. 746 people have worked on the project since September 2020, 231 local residents and 111 Indigenous 2. \$45.8M total spend with local businesses
Program-wide	Level crossing design will incorporate landowner feedback	Landowners are having an input towards level crossings on their properties. Team has gathered requests and is evaluating.
Program-wide	All vehicles are branded.	All vehicles are branded
Program-wide	Early acquisition policy developed	An early acquisition policy and acquisition engagement policy was developed for the N2NS Phase 1 project.
Program-wide: rail/road interface	Stakeholder feedback to be included into design	The N2NS Stakeholder Engagement team conducted extensive engagement around rail/road interface throughout the approvals process and continues to engage during construction. Feedback from the stakeholders has been incorporated into the design and approvals process.

Program-wide	Community requested access to a mental health provider	N2NS has identified mental health providers along the N2NS alignment who we can refer stakeholders to if/when they need mental health assistance.
Program-wide	Optimising the project design in the detailed design phase	Feedback from stakeholders, impacted landowners and government agencies has been included in the detailed design phase to optimise the project design.

PROJECT WIDE (N2NS PHASE 1)	STAKEHOLDER EXPECTATION	HOW WE MEET THIS
Project-wide	Exploring opportunities to deliver improved mobile telecommunications	Discussion with stakeholders along the N2NS alignment led to the delivery of improved telecommunications for residents between North Star and Narrabri. Inland Rail has committed to a new radio base at North Star, a new small cell in Croppa Creek and an upgrade to the existing base station in Gurley.
Project-wide	Impacted landowners have input as to what areas of their property can be used and when it can be used	Impacted landowners have input into what areas of their property can be used and when it can be used through Land Access Agreements.
Project-wide	Upskill local community members and assisting businesses with becoming Inland Rail ready	Inland Rail has hosted capacity building workshops along the N2NS alignment to inform local businesses in supplying to the N2NS Phase 1 project.
Project-wide	Investigate the re-use of timber sleepers removed from the existing rail line	Stakeholder feedback prompted the creation of a strategy around the re-use of timber sleepers removed from the existing rail line.
Project-wide	Community wide discussions around specific industry tender opportunities and construction activity	Inland Rail hosted 'Meet the Contractor' events to introduce local businesses to the N2NS Phase 1 Contractor. Discussions around the project included tender opportunities, key contacts and general information
Project-wide	Increased presence of Inland Rail along N2NS Phase 1 alignment	Inland Rail Narrabri office will be in operation end 2021