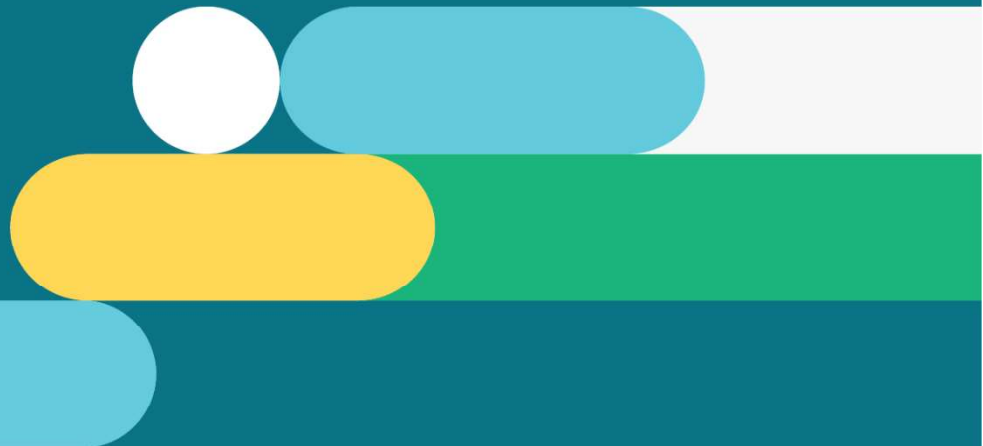


Community Communication Strategy

Albury to Illabo (A2I)




Document Control

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Revision History

REVISION	REVISION DATE	DESCRIPTION OF CHANGES
1	21/10/2024	Approved for Use
2	12/11/2024	Updates based on feedback from DPHI. Approved for Use.
3	28/11/2024	Updates based on additional feedback from DPHI. Approved for Use.
4	02/12/2024	Updates based on additional feedback from DPHI. Approved for Use.

Due for Revision: 2 years from Approved Date (or as required)

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Glossary

Specific terms and acronyms used throughout this strategy are listed and described in Table 1: Terminology below.

Table 1: Terminology

ACRONYM	DEFINITION
A2I	Albury to Illabo
ABS	Australian Bureau of Statistics
ACC	Albury City Council
ARTC	Australian Rail Track Corporation
CALD	Culturally and Linguistically Diverse
CCC	Community Consultative Committee
CSEMP	Communication and Stakeholder Engagement Management Plan
CSSI	Critical State Significant Infrastructure
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
The strategy	Community Communication Strategy
Construction Contractor or “the contractor”	Any contractor engaged by IRPL to undertake works on the project
DCCEEW	Department of Climate Change, Energy, the Environment and Water
DITRDCA	The Department of Infrastructure, Transport, Regional Development, Communications, and the Arts (formerly the Department of Infrastructure, Transport, Regional Development and Communications)
DPHI or “the Department”	NSW Department of Planning, Housing, and Infrastructure (formerly NSW Department of Planning and Environment)
EIS	Environmental Impact Statement
EP&A Act	<i>Environmental Planning and Assessment Act 1979</i> (NSW)
EPBC Act	<i>Environment Protection and Biodiversity Conservation Act 1999</i> (Cth)
EPL	Environmental Protection Licence
ER	The Environment Representative for the project
FAQs	Frequency asked questions
IAP2	International Association for Public Participation
JSC	Junee Shire Council
IRPL	Inland Rail Proprietary Limited
LALCs	Local Aboriginal Land Councils
LEMC	Local Emergency Management Committees
LGA	Local Government Area
LOTE	Language other than English

ACRONYM	DEFINITION
ONVR	Operational Noise and Vibration Review
OOHW	Out-of-hours work
PIR	Preferred Infrastructure Report
PLO	Public Liaison Officer
RAPs	Registered Aboriginal Parties
RtS	Response to Submissions
Planning Secretary or “the Secretary”	Secretary of the Department of Planning, Housing and Infrastructure
SEIFA	Socio-Economic Indexes for Areas
SSI	State Significant Infrastructure
TfNSW	Transport for NSW
Work	Any physical activity for the purpose of the A2I project including Construction and Low Impact Work
WWCC	Wagga Wagga City Council

Table 2: Compliance matrix

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE
B1	A Community Communication Strategy must be prepared to provide mechanisms to facilitate communication about construction and operation of the CSSI with: (a) the community (including adjoining affected landowners and businesses, LALC, RAPs, community representatives and others directly impacted by the CSSI); and (b) the relevant councils and relevant agencies.	This Strategy
B2	The Community Communication Strategy must:	
B2 (a)	<ul style="list-style-type: none"> identify people, organisations, councils, and agencies to be consulted during the design and work phases of the CSSI 	Section 5.2 Table 6
B2 (b)	<ul style="list-style-type: none"> identify details of the community and its demographics 	Section 5 and 5.1 Table 5
B2 (c)	<ul style="list-style-type: none"> identify timing of consultation 	Section 5.2 Table 6
B2 (d)	<ul style="list-style-type: none"> set out procedures and mechanisms for the regular distribution of accessible information including to CALD and vulnerable communities about or relevant to the CSSI 	Section 6 Table 7 Table 8
B2 (e)	<ul style="list-style-type: none"> identify opportunities for education within the community about construction sites 	Section 7 Table 8
B2 (f)	<ul style="list-style-type: none"> detail the measures for advising the community in advance of upcoming construction including upcoming track authorisations and possessions and out-of-hours work as required by Condition E73 	Section 7 and 7.1
B2 (g)	<ul style="list-style-type: none"> 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 7 and Table 8
B2 (h)	<ul style="list-style-type: none"> 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 	Section 8 Table 11
B2 (i)	<ul style="list-style-type: none"> to resolve any issues and mediate any disputes that may arise in relation to the 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 Table 12 Table 13
B2 (j)	<ul style="list-style-type: none"> address who will engage with the relevant stakeholders 	Section 5.2 Table 6
B2 (k)	<ul style="list-style-type: none"> detail the roles and responsibilities of the Public Liaison Officer(s) engaged under Condition B6 	Section 4 and 4.1 Table 4 Section 8.6 Table 11
B6	<ul style="list-style-type: none"> A Public Liaison Officer must be appointed to assist the public with questions and complaints they may have at any time during Work. The Public Liaison Officer must be available at all times that Work is occurring. 	Section 4 and 4.1 Table 4

1 Introduction

This Community Communication Strategy (the strategy) has been developed to support communication and engagement for works associated with the Inland Rail—Albury to Illabo (A2I) section (the project). This is an all-encompassing strategy that will cover all construction works including low impact works and 12 months following the completion of construction.

This strategy is informed by the definition of consultation outlined in B1 of the Conditions of Approval. The definition as per the condition is to provide information and actively engage with and obtain and consider feedback from stakeholders during development of post approval documents. How the feedback has been considered and whether any changes have been made in response to this feedback is then documented and communicated back to stakeholders. Consultation should not be limited to one-way notification about the project.

This strategy has been prepared in accordance with the NSW Minister for Planning and Public Spaces' Project Conditions of Approval (CoA) (Application Number: SSI-10055). As per Condition B2 of the CoA, this strategy seeks to:

- identify people, organisations, councils and agencies to be consulted during the design and work phases of the CSSI;
- identify details of the community and its demographics;
- identify timing of consultation;
- set out procedures and mechanisms for the regular distribution of accessible information including to CALD and vulnerable communities about or relevant to the CSSI;
- identify opportunities for education within the community about construction sites;
- detail the measures for advising the community in advance of upcoming construction including upcoming track authorisations and possessions and out-of-hours work as required by Condition E73;
- 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;
- set out procedures and mechanisms:
 - through which the community can discuss or provide feedback to the Proponent;
 - through which the Proponent will respond to enquiries or feedback from the community;
- to resolve any issues and mediate any disputes that may arise in relation to the environmental management and delivery of the CSSI, including timing for mediation to be undertaken once it has been escalated to the dispute resolution process;
- address who will engage with the relevant stakeholders; and
- detail the roles and responsibilities of the Public Liaison Officer(s) engaged under Condition B6.

Table 2: Compliance matrix demonstrates compliance of this document against the CoA B2.

1.1 Approval and review of this strategy

This strategy was submitted to the Secretary of the Department of Planning, Housing and Infrastructure (Planning Secretary) and approved in mid-2024. Refer to the document revision table for further information on the review of this document.

This strategy will be reviewed every 12 months, or as required. Details of any review and/or amendments made to the strategy will be provided to the Environmental Representative (ER) for review and approval, prior to submitting to the Planning Secretary (if deemed required by the ER).

2 Inland Rail Program overview

Inland Rail is a project that will enhance national freight and supply chain capabilities, connecting existing freight routes through rail, roads, and ports, to support Australia's growth. Inland Rail will transform the way we move freight around the country, connect regional Australia to markets more efficiently, drive substantial cost savings for producers and consumers, and deliver significant economic opportunities.

Comprising 12 individual sections and spanning approximately 1,600 kilometres (km), Inland Rail is the largest freight rail infrastructure project in Australia and one of the most significant infrastructure projects in the world.

2.1 Inland Rail Program 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 inlandrail.artc.com.au/what-is-inland-rail/using-inland-rail/.



Figure 1: Beveridge to Kagaru projects

2.2 The Albury to Illabo project

The A2I section is one of the 12 individual projects in the Inland Rail Program and will form a vital freight rail link in southern New South Wales (NSW). The project will make enhancements and/or modifications to specific sites along the existing 185 km of rail corridor from the Victorian–NSW border at Albury to Illabo in regional NSW. The enhancement and modification works are required to create height and width (horizontal and vertical) clearances to accommodate double-stacked freight trains, and include footbridges and road bridges, overhead structures, signal structures and level crossings. The A2I project area covers the five Local government areas (LGAs) of Albury, Greater Hume, Lockhart, Wagga Wagga and Junee. It also includes interface and connections with neighbouring Inland Rail sections: Illabo to Stockinbingal (I2S) and Beveridge to Albury (B2A).

Key components of the A2I project include:

- adjustments to approximately 44 km of track across 14 enhancement sites to accommodate the vertical and horizontal clearances according to Inland Rail specifications, comprising:
 - realignment of track within the rail corridor at 14 enhancement sites
 - lowering of track up to 1.6 metres (m) at three enhancement sites
 - changes to bridges and culverts at enhancement sites to allow track realignment as follows:
 - replacement of two road bridges and adjustment to adjoining intersections
 - replacement of three pedestrian bridges
 - demolition of two redundant pedestrian bridges
 - modifications to four rail bridges
 - ancillary works, including adjustments to nine level crossings, modifications to drainage and road infrastructure, signalling infrastructure, fencing, signage, and services and utilities.

Construction of the project would require:

- construction compounds (including laydown areas) and other areas needed to facilitate construction works
- temporary changes to the road network, including roads closures to undertake works on road bridges and level crossings
- other ancillary works.



Figure 2: Albury to Illabo corridor

2.3 Project timeline

Table 3: A2I project timeline

YEAR	MILESTONE
2015–2019	Pre EIS, preliminary engagement, and reference design was completed.
2020	In May 2020, the project was declared State Significant Infrastructure (SSI) and, as a result, commenced the Environmental Impact Statement (EIS) approvals pathway. In June 2020, the project was classified as not a “Controlled Action’ under <i>the Environment Protection and Biodiversity Conservation Act 1999</i> (Cth) (EPBC Act).
2021	In March 2021, the project was upgraded to Critical State Significant Infrastructure (CSSI)
2022	From Mid-2021 to the end of 2022, reference design was completed. The A2I EIS was on public exhibition between 17 August 2022 and 28 September 2022.
2023	In June 2023, Inland Rail appointed the main Construction Contractor to design and construct enhancement works on the Albury to Illabo (A2I) section of Inland Rail. On 2 November 2023 the Preferred Infrastructure Report (PIR) was submitted to the NSW Department of Planning, Housing, and Infrastructure (DPHI). The PIR was placed on public exhibition from 15 November 2023 to 6 December 2023.
2024	In February 2024, a PIR Response to Submission (RtS) Report was submitted to DPHI and published for public to view. In October 2024, the CSSI approval was granted by the NSW Minister for Planning and Public Spaces.

3 Engagement approach

3.1 Engagement approach and principles

In delivering the A2I project, Inland Rail seeks to:

- Build trust through quality engagement and open and ongoing interactions with stakeholders, including affected landowners, community groups, First Nations/Aboriginal and Torres Strait Islander peoples, 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 lifecycle of the project.
- 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 lifecycle of the project.
- 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. Inland Rail 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 that 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 strategy, consultation is defined as any element of public participation, or combination of elements, as outlined in Figure 3: IAP2 Spectrum of Public Participation below.

Figure 3: 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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4 Structure and accountabilities

The Inland Rail A2I Stakeholder Engagement team will have responsibility for stakeholder and community relations in partnership with the Construction Contractor’s communication and stakeholder engagement team. The Public Liaison Officer will also assist the public with questions and complaints that they may have at any time during work. The Inland Rail Project Director has overarching accountability for the implementation of engagement related matters.

The delivery of engagement and communication activities will also involve contributions from broader Inland Rail teams, including Media, Social Media, Corporate Affairs, Property, Social Performance, Sustainability, Engineering, Project Delivery and Environment.

The Construction Contractor, in collaboration with Inland Rail, will develop a Communication and Stakeholder Engagement Management Plan (CSEMP), which will be updated as required.

Inland Rail will remain responsible for the implementation of the communications strategy for the duration of the work and for 12 months following the completion of construction.

The following positions hold key responsibilities for the engagement activities, within Inland Rail, the construction contractor and externally.

Table 4: Position and responsibilities for the A2I project

POSITION	RESPONSIBILITIES
Inland Rail	
Head of Stakeholder Relations	Oversees all Inland Rail engagement teams from a program level.
Engagement Manager	Accountable for managing the A2I stakeholder engagement team and activities. The Manager will act as the interface with the Construction Contractor on community engagement matters.
Stakeholder Engagement Lead	Responsible for the delivery of engagement activities associated with the A2I project and leads engagement with key stakeholders.
Stakeholder Engagement Advisor	Provides support to the Inland Rail A2I Stakeholder Engagement Lead and undertakes engagement activities, planning, review and reporting requirements associated with the project.
First Nations Engagement Advisor	Responsible for leading and will retain primary relationships with Local Aboriginal Land Councils. Will lead engagement with key First Nations stakeholders, organisations and the wider First Nations community.
Senior Communication Advisor—NSW South	Oversees all communication activities on the A2I 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.
The Construction Contractor	
These responsibilities will align with the strategy articulated in the CSEMP.	
Communications and Stakeholder Engagement Manager	Co-ordinate and manage all communications and interactions with the Inland Rail communications and stakeholder engagement team, project stakeholders and the communities located in and adjacent to the project area. The Communications and Stakeholder Engagement Manager is responsible for making sure that the stakeholder engagement and communications activities meet the needs of all project stakeholders and adhere to the standards set by Inland Rail. Act as a key conduit for the flow of information to/from the Construction Contractor’s project team.

POSITION	RESPONSIBILITIES
Community and Stakeholder Leads/Advisors	The construction contractor will engage Stakeholder Engagement Leads/Advisors to be based in the regional offices in Wagga Wagga and Albury. They will be the 'on the ground' personnel. Responsible for liaising with stakeholders, landowners and the community regarding construction impacts and requirements as well as preparing community notifications, construction updates, plans and attending community events.
Indigenous Participation Manager	Responsible for implementation of social performance actions which require engagement with First Nations stakeholders. Responsible for implementation of Indigenous workforce development and industry participation actions.
Public Liaison Officer	Responsible for assisting the public with questions and complaints they may have at any time during work. This role will work collaboratively with the Community Complaints Mediator, acoustics advisor, ER and the wider engagement teams to address community concerns and will be available at all times while work is occurring.
External - Independent	
Community Complaints Mediator	As required, Independent personnel who will review unresolved disputes within the Complaints Management System to mediate and make recommendations to resolve issues and concerns when a member of the public is not satisfied by Inland Rail's handling of the complaint.
Environmental Representative	Receive and respond to communication from the Planning Secretary Report monthly to the Planning Secretary. Review documents identified by the Conditions of Approval and monitor their implementation. Other matters as requested by the Planning Secretary and as per the Conditions of Approval.

4.1 Public Liaison Officers

In accordance with CoA B6 the key roles and responsibilities of a Public Liaison Officer (PLO) include:

- Proactively communicate construction impacts with the community and engage with affected communities as required.
- Liaise with the Utility Coordination Manager and the public regarding upcoming utility works.
- Implementing the Project's complaints management system to effectively address complaints.
- Being available to receive and respond to calls while works are in progress from the Project's 1800 telephone number.
- Respond to telephone calls and written complaints and enquiries including undertaking investigations of complaints/enquiries.
- Assist community information sessions, public events and one on one stakeholder meetings as required.
- Encouraging community participation.
- Providing advice to the wider project team on matters relating to timely provision of information, engagement requirements, proactively identifying issues and promptly responding to concerns raised.
- Maintaining accurate records on community relation issues and recording all interactions with stakeholders and the community in the stakeholder management database (Consultation Manager).
- Identifying and initiating opportunities for community participation in a range of areas that have the potential to strengthen relationships with key project stakeholders and enhance the project's reputation.
- Implementing the project's Communications Strategy and involvement in other communication strategies and plans as required.

5 Stakeholders and community

Stakeholders of the A2I project are individuals or groups affected by, or with an interest in, Inland Rail between Albury and Illabo (see Table 6: A2I Key Stakeholders).

Inland Rail will consult with relevant stakeholders during the design and construction of the project and update/review our stakeholder list during these phases.

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 townships and communities, and by tailoring our communication and the tools we use to the requirements of individual stakeholders and their circumstance.

5.1 Community demographics

The following Table 5: Community demographics, provides an overview of some of the key community demographics of the A2I communities. These community demographics will be considered when determining communication methods and developing communication material to ensure the methods and materials are suitable for the audiences they are being targeted to.

Table 5: Community demographics

LOCAL GOVERNMENT AREA	POPULATION	ABORIGINAL AND/OR TORRES STRAIT ISLANDER	MEDIAN AGE	COMPLETED YEAR 12 OR EQUIVALENT	BORN IN AUSTRALIA	SEIFA
Albury	56,093	3.8%	39 years	33.1%	81.7%	968
Greater Hume	11,157	3.4%	44 years	32%	84.6%	999
Lockhart	3,119	3.4%	46 years	30.9%	85%	976
Wagga Wagga	67,609	6.6%	35 years	34.4%	83%	989
Junee	6,415	9.2%	41 years	28.8%	85%	934

Source: Australian Bureau of Statistics 2021

Socio-Economic Indexes for Areas (SEIFA) are developed by the Australian Bureau of Statistics (ABS), based on data from the five-yearly Census, to rank areas according to relative socio-economic advantages and disadvantages. SEIFA scores are compared to the standardised baseline (state) score of 1,000, with a low score indicating relatively greater disadvantages.

As an example, the SEIFA score for Greater Hume in 2016 was 999. Across Australia's local government areas SEIFA scores ranged from 1,110 (least disadvantaged) to 492 (most disadvantaged).

5.2 Key stakeholders to be consulted during design and work phases

A2I Key Stakeholders below (Table 6: A2I Key Stakeholders) identifies key stakeholders that will be consulted during the project. Other identified stakeholders will be informed, and provided with objective information that will assist them in understanding the project.

The level of engagement with these key stakeholders aligns with the IAP2 public participation spectrum highlighted in Section 3.2.

Table 6: A2I Key Stakeholders

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT (IAP2)	ENGAGEMENT TIMING	RESPONSIBILITY
Commonwealth Government	Department of Climate Change, Energy, the Environment and Water (DCCEEW)	Consult/Involve	During design, construction, and post construction	Inland Rail Project Delivery Team
	Elected Representatives	Inform	During design, construction, and post construction	Inland Rail Project Delivery Team
NSW Government	Department of Planning, Housing, and Infrastructure (DPHI)	Consult/Involve	During design, construction, and post construction	Inland Rail Project Delivery Team
	Environmental Protection Authority NSW (NSW EPA)	Consult/Involve	During design, construction, and post construction	Inland Rail Project Delivery Team
	Transport for NSW	Consult/Involve	During design, construction, and post construction	Inland Rail Project Delivery Team Construction Contractor
	Crown lands	Consult/Involve	During design, construction, and post construction	Inland Rail Project Delivery Team Construction Contractor
	Biodiversity, Conservation and Science Division of the Environment and Heritage Group of the NSW Department of Climate Change, Energy, the Environment and Water (BCS)	Consult/Involve	During design, construction, and post construction	Inland Rail Project Delivery Team Construction Contractor
	Heritage NSW	Consult/Involve	During design, construction, and post construction	Inland Rail Project Delivery Team Construction Contractor
	DPI Fisheries	Consult/Involve	During design, construction, and post construction	Inland Rail Project Delivery Team Construction Contractor
	NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW - Water)	Consult/Involve	During design, construction, and post construction	Inland Rail Project Delivery Team Construction Contractor
	Elected Representatives	Inform	During design, construction, and post construction	Inland Rail Project Delivery Team
Local government	Wagga Wagga City Council (WWCC)	Consult/Involve	During design, construction, and post construction	Inland Rail Project Delivery Team

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT (IAP2)	ENGAGEMENT TIMING	RESPONSIBILITY
				Construction Contractor
	Albury City Council (ACC)	Consult/Involve	During design, construction, and post construction	Inland Rail Project Delivery Team Construction Contractor
	Junee Shire Council (JSC)	Consult/Involve	During design, construction, and post construction	Inland Rail Project Delivery Team Construction Contractor
	Greater Hume Shire Council	Consult/Involve	During design, construction, and post construction	Inland Rail Project Delivery Team Construction Contractor
	Lockhart Shire Council	Consult/Involve	During design, construction, and post construction	Inland Rail Project Delivery Team Construction Contractor
	Mayors and Councillors (of above Councils)	Consult	During design, construction, and post construction	Inland Rail Project Delivery Team
First Nations/Aboriginal and Torres Strait Islander peoples	Registered Aboriginal Parties (RAPs)	Consult/Involve	During design and construction	Inland Rail Project Delivery Team
	Local Aboriginal Land Councils (LALCs)			Construction Contractor
Affected landowners	Directly impacted stakeholders including landowners, business operators and residents along the alignment	Consult/Involve	During design, construction, and post construction	Inland Rail Project Delivery Team Construction Contractor
Broader community	Community members residing in the Albury, Wagga Wagga, Junee, Lockhart and Greater Hume local government areas	Involve and Consult (as required)	During design and construction	Construction Contractor
Emergency services	NSW Police	Consult	During design and construction	Construction Contractor
	NSW Ambulance, stations located Wagga Wagga, Junee, Albury and Henty	Consult	During design and construction	Construction Contractor
	Fire and Rescue NSW	Consult	During design and construction	Construction Contractor
	Rural Fire Service	Consult	During design and construction	Construction Contractor
	State Emergency Services	Consult	During design and construction	Construction Contractor

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT (IAP2)	ENGAGEMENT TIMING	RESPONSIBILITY
	Local emergency management committees (LEMC)	Consult	During design and construction	Construction Contractor
Utilities	Essential Energy	Consult	During design, construction, and post construction	Construction Contractor
	NBN	Consult	During design, construction, and post construction	Construction Contractor
	Telstra	Consult	During design, construction, and post construction	Construction Contractor
	Australian Pipeline Authority (APA)	Consult	During design, construction, and post construction	Construction Contractor
	Goldenfields Water County Council	Consult	During design, construction, and post construction	Construction Contractor
	Riverina Water	Consult	During design, construction, and post construction	Construction Contractor
Educational Institutions	Kildare Catholic College	Consult	During design and construction	Construction Contractor
	South Wagga Public School	Consult	During design and construction	Construction Contractor
	Wagga Wagga High School	Consult	During design and construction	Construction Contractor
Hospitals	Wagga Wagga Base Hospital	Consult	During design and construction	Construction Contractor
	Calvary Riverina Hospital	Consult	During design and construction	Construction Contractor

6 Accessibility mechanisms and procedures

The table below identifies practices for achieving accessibility in the regular distribution of information, which will be delivered through the mechanisms listed in Table 7. The vulnerable community include people on low incomes, people living with disabilities, chronic medical conditions or in poor health requiring access to services, culturally and linguistically diverse (CALD) communities, people who are homeless or in insecure housing, people who are unable to represent themselves, or other vulnerable people such as elderly people, children or single-parent.

Table 7 Accessibility mechanisms and procedures

MECHANISM	PROCEDURE
English as a Second Language (ESL) disclaimer / footer	Inland Rail will include the following disclaimer on all works notifications provided to stakeholders and communities: <i>Please call our free translation and interpreter service on 131 450 (24 hours a day) if English is your second language and you need help reading this document.</i>
Website	Inland Rail is committed to providing a website that is easily accessible to the widest possible audience, regardless of ability or technology. The Inland Rail website will meet the Australian Government’s web accessibility requirements, including the World Wide Web Consortium’s Web Content Accessibility Guidelines version 2.1 (WCAG 2.1) (available at w3.org/TR/WCAG21/) at level A and AA.
Engagement	First Nations Community and stakeholders Engagement is undertaken with an understanding of historical, cultural and social complexity of specific local or regional First Nations contexts via First Nations Engagement Advisors in alignment with best practice Free, Prior and Informed consent framework.
	Vulnerable community For these stakeholders’ engagement will be via community noticeboards and other network groups. The preferred method of continuing engagement will be determined on a case-by-case basis.

7 Communication tools and engagement methods

Inland Rail and the Construction Contractor will keep stakeholders and the community up to date about the progress of the A21 project through a range of communication tools and engagement methods outlined in Table 8: Communication tools and engagement methods. These tools present an opportunity to educate the community about construction sites and will be used to inform the community about upcoming construction, impacts, milestones, and project achievements.

Table 8: Communication tools and engagement methods

TOOL/ACTIVITY	DESCRIPTION	AUDIENCE	TIMING	FREQUENCY	SPECIFICATIONS
Planning our engagement					
Communication Action Plan (CAPs)	These plans will be developed for specific packages or work, activities, and issues management	Internal	Preconstruction & construction Developed and endorsed for use prior to the start of contractor works.	As required.	Detailed communication action plans will be developed to guide the communications and stakeholder engagement to be undertaken for specific packages of work, activities, and issues management. These plans will be developed to be consistent with this communication strategy and will include, but not be limited to stakeholder to be engaged, engagement tools and activities to be utilised, roles and responsibilities.
Crisis communication plan	Crisis communication plan will be developed to clearly outline the process and procedures for communication which will be followed in the event of an emergency or crisis.	Internal	Preconstruction Developed and endorsed for use prior to the start of contractor works.	One month before start of contractor works. Updated as required.	The crisis communication plan will detail the method of managing communication response to an emergency or crisis. The strategy of the plan is to communicate the response promptly to mitigate or reduce the adverse impacts to stakeholder.
Keeping the community up to date – notifications and communication					
Community notifications	Community notification will be used regularly to distribute information to the surrounding residents of the upcoming works near them.	Impacted community as identified in the construction noise and vibration impact statement for the proposed works.	Construction Notification to impacted stakeholders will be sent out a minimum of 7 days before works commence or change comes into effect.	As required.	Notification will be used to advise the community of upcoming construction, traffic changes, track possessions and out-of-hours work. Works notifications will be sent via mail and will appear on the Inland Rail website and, depending on impact, will be advertised in the local newspapers.

TOOL/ACTIVITY	DESCRIPTION	AUDIENCE	TIMING	FREQUENCY	SPECIFICATIONS
Door knocking	Doorknocks will be used to facilitate face-to-face interactions with directly impacted residents and businesses where no other contact details such as phone or email are available, or the resident has nominated this as their preferred method of contact. Updates on site construction activities, schedule and key milestones will be provided during this engagement.	Community member impacted by construction works e.g. traffic diversions. Directly affected residents and businesses.	Unless otherwise stipulated by the EPL. Construction Doorknocks to notify and discuss general works will be carried out a minimum 5 to 7 days prior to the activity starting. Unless otherwise stipulated by the EPL. Doorknocks to notify of emergency situation or works are to be carried as soon as practical.	As required.	Doorknocks will be carried out as required and will focus on directly impacted residents and businesses. Doorknocks will be carried out in pairs.
Frequently asked questions (FAQs) and factsheets/information sheets	Frequently asked questions (FAQs) will be developed to capture and respond to the questions frequently asked by the community and stakeholders. Factsheets will be developed as needed to explain key parts of the project or specific issues or concerns raised.	Community and stakeholders, any interested parties.	Preconstruction and construction For the duration of the project.	As required.	These FAQs will be available on the Inland Rail website. Factsheets will be used to provide an overview of the project, its environment approvals/construction process and to support engagement on specific issues such as noise mitigation, managing dust during construction etc. Information sheets provide a more technical description of activities specifically undertaken by the Construction Contractor (e.g. track laying and environmental monitoring). Both fact sheets and information sheets will be displayed on the Inland Rail website and will

TOOL/ACTIVITY	DESCRIPTION	AUDIENCE	TIMING	FREQUENCY	SPECIFICATIONS
Advertising	<p>Press, social media and radio advertisements 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 raise awareness of project milestones, upcoming construction activity and timeframes support the Construction Contractor's recruitment and supplier engagement efforts 	Local community, stakeholder groups, residents and any interested parties	<p>Preconstruction and construction</p> <p>Between 5 and 14 days before works.</p> <p>Project milestones.</p> <p>As required for recruitment and supplier engagement.</p>	As required.	<p>include the projects 24/7 1800 number, email address, postal address and website address.</p> <p>Written advertisements will be placed in local papers relevant to the proposed works. Social media posts will be distributed via Inland Rail's existing channels</p> <p>Radio advertisements to be agreed based on impacts and specific activities.</p>
Media releases	To inform and raise awareness about the project among the project's Australian Government shareholders, government agency stakeholders, local communities and businesses, and broader industry, potentially leading to coverage in news and media channels.	Local community and businesses, government agencies, broader industries, stakeholder and community groups and any interested parties.	<p>Preconstruction and construction</p> <p>Project milestones, quarterly project updates.</p> <p>Issues of importance to Shareholding Ministers and the Department.</p>	As required.	<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 with the project that may attract media attention.</p>
Out-of-hours work (OOHW) notifications and notices	Community notifications will adhere to the requirements of the project specific Construction Noise and	Local community, directly impacted	<p>Construction</p> <p>Between 7 to 14 days prior to</p>	As required.	Consultation will be consistent with the CoA and any OOHV will identify a range of reasonable and feasible mitigation measures and respite options. These options will be

TOOL/ACTIVITY	DESCRIPTION	AUDIENCE	TIMING	FREQUENCY	SPECIFICATIONS
	<p>Vibration Impact Statements (CNVIS), Environmental Protection Licence (EPL) and Out of Hours Work (OOHW) protocol. These protocols will be developed in compliance with the CoA and appropriate levels of consultation carried out for all OOHW activities.</p>	<p>residents and businesses, emergency services.</p>	<p>commencement of the OOHW works. Unless otherwise stipulated by the EPL.</p>		<p>consulted with affected community members at each location.</p>
<p>Photographs, videography, timelapse and visualisations</p>	<p>Photos, video, drone and timelapse footage will be taken during construction to visually demonstrate progress.</p> <p>Visualisations will be used to demonstrate construction progress and design elements of key infrastructure assets throughout the delivery cycle to raise community awareness of what has changed.</p>	<p>Community and stakeholder groups, any interest parties.</p>	<p>Construction As required throughout the duration of the project.</p>	<p>As required.</p>	<p>Timelapse opportunities will be explored at all major construction sites, subject to site access and length of construction activity.</p> <p>Updated visualisations will be uploaded to the project website prior to and during construction.</p>
<p>Project signage and hoarding</p>	<p>Signage to include contact details and information about the project, gives the public easy access to the project team.</p> <p>Part of site signage and site protection. Hoarding and fencing wrap will identify the project, provide contact information and offer the opportunity to promote key project messages. Hoarding and site signage will be used in publicly visible areas such as roads and towns.</p>	<p>Community and stakeholder groups, any interested parties.</p>	<p>Preconstruction Before the commencement of construction and for the duration of the project.</p>	<p>Reviewed and updated as required.</p>	<p>Signposts notifying of changed conditions will be installed before changes are implemented. Wayfinding and directional signage will be installed to support any temporary detours.</p>

TOOL/ACTIVITY	DESCRIPTION	AUDIENCE	TIMING	FREQUENCY	SPECIFICATIONS
Getting in touch with the team – communications tools					
Community hotline	A 24-hour community hotline number (1800732 761) has been established for the community to ask questions, provide feedback or make complaints about the project.	Community and stakeholder groups, any interested parties.	Preconstruction, construction and post construction	Ongoing.	The hotline number will be included on all project communication material. Records of calls received and their responses will be captured in Consultation Manager.
Email address	An email address (InlandRailNSW@inlandrail.com.au) has and will continue to be maintained to provide a means for the community to contact the stakeholder and project teams and ask questions or make complaints about the project.	Community and stakeholder groups, any interested parties.	Preconstruction, construction and post construction	Ongoing.	The email address will be included on all project communication material. Records of received emails and their responses will be captured in Consultation Manager.
Project website	The project website (inlandrail.com.au/A2I) will provide access to digital material and provide reference point to obtain further information.	Community and stakeholder groups, any interested parties.	Preconstruction, construction and post construction	Ongoing. Content reviewed quarterly.	Information about the A2I project will be uploaded to the existing project website. The website is the single source of truth for all project information and will be updated throughout construction. All documentation required under the CoA and approvals will be uploaded to the site. Stakeholder and community members can submit enquiries, feedback and comment via the contact us feature (Contact Inland Rail: Enquiries, Information & Feedback - Inland Rail).
Online Interactive Map	The A2I Online Interactive Map (Albury to Illabo Social Pinpoint (inlandrail.com.au)) provides community and stakeholders with an avenue to engage with project in an online forum through an interactive map. The map shows the project and includes updated designs and	Community and stakeholder groups, any interested parties.	Preconstruction and construction	Ongoing. Content reviewed quarterly.	The A2I Online Interactive Map will continue to be updated throughout construction with updated information such as detours and construction timeframes.

TOOL/ACTIVITY	DESCRIPTION	AUDIENCE	TIMING	FREQUENCY	SPECIFICATIONS
	<p>visualisations. The public can drop a comment on the map to provide feedback or ask a question.</p>				
<p>How the community can learn more – digital tools</p>					
<p>Website and Online Interactive Map</p>	<p>As described above, the website has been developed to provide access to digital materials and to facilitate two-way communication. These tools are designed to increase community interaction and understanding of the project.</p> <p>The projects Online Interactive Map will continue to be utilised throughout construction to update community and stakeholder groups.</p> <p>Updated on site construction activities, schedules and key milestones will be provided.</p>	<p>Community and stakeholder groups, any interested parties.</p>	<p>Preconstruction, construction and post construction</p>	<p>Ongoing. Content reviewed quarterly.</p>	<p>Information about the A21 project will be uploaded to the existing project website.</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 upcoming works a copy of all required documents and any associated documentation related to modifications made to the CCSI 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 a copy of the Environment Protection Licence, EPBC approval (if relevant), any licenses and approvals under the Water Management Act 2000 (NSW), and any approvals to close level crossings copies of documents that are prepared before construction or on operational activity—these will be uploaded before work commences all community newsletters, notifications, and FAQs

TOOL/ACTIVITY	DESCRIPTION	AUDIENCE	TIMING	FREQUENCY	SPECIFICATIONS
A2I e-newsletter	To provide impacted stakeholders registered for emails regular updates on site construction activities, schedules, key milestones and rail safety messages.	Local community and businesses, stakeholder and community groups and any interest parties.	Preconstruction and construction	Quarterly (with the option to move to monthly as construction activity increases).	notification of upcoming events and forums copies of visualisations, videos and construction photos showing progress. Distributed prior to and during construction, the e-newsletter will be promoted through socials, emails, distributed at community meetings/events and displayed on the Inland Rail website. Community contact information will be provided in this communication.
Social media platforms	Various social media platforms such as Facebook, LinkedIn and Instagram assist in raising awareness and understanding of the project, support the Construction Contractor’s recruitment and supplier engagement efforts and share updates and achievements of both the project and the broader Inland Rail Program.	Community and stakeholder groups, any interested parties.	Preconstruction and construction As required during project milestones and key consultation periods including public information sessions.	As required,	Engagement through social media can be targeted and designed to engage with communities according to interests and concerns. As the project moves through construction, social media will assist in providing information to targeted communities, such as road detour notifications.
Opportunities for community to get involved					
Community information sessions/forums	These sessions will provide an opportunity for community members to find out more about the work, discuss environmental issues, and ask questions about the project and construction.	Community and stakeholder groups, any interested parties.	Preconstruction and construction As required throughout the duration of the project.	As required throughout the duration of the project.	Sessions will be held in public venues such as shopping centres, libraries or local events.
Community Consultative Committee (CCC)	Continuing to engage with the CCC will assist Inland Rail to further facilitate open and inclusive engagement on all aspects of the A2I project, beyond the EIS/PIR.	CCC members	Preconstruction and construction	To be held quarterly through the duration of the project.	The CCC will be used as a communication method throughout the delivery of the A2I project, and will ensure the community and stakeholder groups are:

TOOL/ACTIVITY	DESCRIPTION	AUDIENCE	TIMING	FREQUENCY	SPECIFICATIONS
<p>Meetings (one on one and small group forums)</p>	<p>Direct interaction with community members and stakeholders will be held to obtain feedback and raise or measure awareness of the project.</p> <p>Meetings may also be scheduled to address specific questions and issues in person.</p>	<p>Community and stakeholder groups, residents and businesses, any interested parties.</p>	<p>Preconstruction and construction</p> <p>Meeting with key stakeholders, nearby residents and businesses will proactively be offered for the duration of the project.</p>	<p>The frequency will be determined by the works being completed and the preferences to meet from the stakeholders/community.</p>	<ul style="list-style-type: none"> kept informed of the status of the project, any new initiatives, and the performance of Inland Rail consulted on the development of, management plans and proposed changes to A2I project able to provide feedback to Inland Rail on key issues that may arise during the implementation of the project. <p>The A2I CCC will be operated in accordance with the Department's CCC Guideline.</p> <p>Meetings may be formal or informal depending on the purpose of the meeting.</p> <p>Meetings minutes will be recorded in Consultation Manager.</p>
<p>Stakeholder presentations/briefings and forums</p>	<p>To provide technical or specific issue-related information for specific stakeholder groups and agencies. These forums may be targeted based on location and impacts on those communities.</p>	<p>Councils and agencies, local organisations, key stakeholder, community groups and any interested parties.</p>	<p>Preconstruction and construction</p> <p>Ahead of key milestones and as required.</p> <p>Meeting with key stakeholders and agencies will proactively be offered for the duration of the project.</p>	<p>As required.</p>	<p>Inland Rail and the Construction Contractor will provide update presentations to community groups. This may be at the request of Inland community groups or at the initiative of Inland Rail and/or the Construction Contractor. Records of engagement will be captured in Consultation Manager.</p>

TOOL/ACTIVITY	DESCRIPTION	AUDIENCE	TIMING	FREQUENCY	SPECIFICATIONS
Attendance at markets and events	Provide community with the opportunity to provide feedback, obtain project information and raise awareness of the project.	Community and stakeholder groups, any interested parties.	As required during construction.	As required.	Examples of local events include Farmers Markets and local annual shows.
Community and business capability workshops	These sessions will help regional businesses understand how to engage with buyers, to prepare compliant tender submissions, and to manage contracts for work on major projects and within regional supply chains.	Local businesses, stakeholder groups and any interest parties.	Preconstruction	As required.	Currently underway to build local businesses capability prior to works commencing.
Feedback surveys	A structured format for community feedback on the project includes written, web-based or telephone feedback. Feedback surveys will help measure awareness of and engagement with the project.	Community and stakeholder groups, residents and businesses, any interested parties.	Construction Survey to be conducted six months into construction	Frequency to be assessed after first survey results.	Feedback surveys may also be used to understand community attitudes towards noise barriers or other noise mitigation measures.
Education opportunities	Education campaign will be developed to increase community awareness around construction sites, this may include promoting safe travel through worksites/detours.	Community and stakeholder groups, residents and businesses, any interested parties.	Construction As required throughout the duration of the project.	As required.	Community education will include a variety of mediums to reach the community and may include social media, site signage and digital tools.
Engaging with culturally and linguistically diverse and vulnerable communities					
LOTE, CALD and other vulnerable and marginalised groups and communities	Information and engagement to be available for all members of the community including those in LOTE, CALD and other vulnerable and marginalised groups or communities.	LOTE, CALD and vulnerable and marginalised communities.	Preconstruction and construction	As required.	To provide for all members of the community, Inland Rail has adopted: <ul style="list-style-type: none"> • Disclaimer on all works communication materials for interpreting services. • Website is WCAG accessible. • First Nations Advisors to provide engagement with an understanding of historical, cultural and social complexity of

COMMUNITY COMMUNICATION STRATEGY – A2I

TOOL/ACTIVITY	DESCRIPTION	AUDIENCE	TIMING	FREQUENCY	SPECIFICATIONS
					specific local or regional First Nations contexts.

7.1 Community information for construction activities

Inland Rail will use a combination of measures, identified in Table 9: Communication tools and engagement methods, to advise the community in advance of upcoming construction activities, including track authorisations and possessions.

Key methods of communication with the community will vary depending on the work activity, duration, assessment of predicted impacts, and mitigation and management measures, including what, if any, respite requirements may need to be implemented. The main forms of communicating with the broader community of track authorisations and possessions and out-of-hours work are identified below and include:

- project e-newsletters
- project fact sheets/information sheets
- media (e.g. local newspapers advertisement)
- project website
- social media
- works notifications sent to impacted residents.

Where out-of-hours works (OOHW) are required to be completed, Inland Rail will undertake these works in accordance with the EPL and/or the approved OOHW protocol, where the works are not covered by an Environment Protection Licence (EPL), as required by Condition E73.

The Construction Contractor will undertake noise and vibration assessments to determine the impacts to affected residents and sensitive land users and will communicate and notify impacted residents where required by the assessment undertaken.

Additional communication tools will be utilised to communicate and notify impacted residents of the OOHW and respite requirements depending on predicted impacts associated with the work activities. These may include:

- works notifications sent to impacted residents
- media (e.g. local newspapers advertisements)
- letterbox drop
- website notifications displayed on the Inland Rail A2I webpage
- phone call
- door knock
- meetings with highly impacted residents
- negotiated agreements.

The Construction Contractor's Noise and Vibration Management Plan will set out the specific details relating to OOHW.

7.2 Consultation on documents and monitoring programs

The A2I Conditions of Approval specify documents and monitoring programs to be prepared or a review to be undertaken in consultation with identified parties. Table 9 below, lists the individual conditions of approval which relate to a deliverable (e.g. document, monitoring program, review with reference to the condition, the deliverable, stakeholders and level of engagement required. Some other conditions of approval also require consultation if the requirement is triggered, however, these conditions are not listed because the stakeholder (s) and level of engagement will be determined by the triggered circumstances.

Table 9: Key documents for stakeholder consultation

CONDITION	DELIVERABLE	STAKEHOLDERS	LEVEL OF ENGAGEMENT
C1, C2	Construction Environmental Management Plan (CEMP)	<ul style="list-style-type: none"> ER DPHI (Approve) 	Review
C6, (a)	CEMP Sub Plan – Traffic, Transport and Access	<ul style="list-style-type: none"> Transport for NSW Relevant Councils ER DPHI (Approver) 	Consult
C6, (c)	CEMP Sub Plan – Noise and Vibration	<ul style="list-style-type: none"> Relevant Councils ER DPHI (Approver) 	Consult
C6, (d)	CEMP Sub Plan – Biodiversity	<ul style="list-style-type: none"> BCS DPI Fisheries Relevant Councils ER DPHI (Approver) 	Consult
C6, (e)	CEMP Sub Plan – Non-Aboriginal Heritage	<ul style="list-style-type: none"> Heritage NSW Relevant Councils ER DPHI (Approver) 	Consult
C6, (f)	CEMP Sub Plan – Heritage	<ul style="list-style-type: none"> Heritage NSW RAPS Relevant Councils ER DPHI (Approver) 	Consult
C6, (b), (h), (k)	CEMP Sub Plan – Soil, Salinity and Water	<ul style="list-style-type: none"> BCS NSW EPA Relevant Councils DCCEEW Water Group ER DPHI (Approver) 	Consult
C6, (g)	CEMP Sub Plan – Flood and Bush Fire Emergency Management	<ul style="list-style-type: none"> Hume Zone and Riverina bushfire management committees DCCEEW NSW State Emergency Services Relevant Councils ER DPHI (Approver) 	Consult
C6, (i)	CEMP Sub Plan-Contamination and	<ul style="list-style-type: none"> Relevant Councils 	Consult

CONDITION	DELIVERABLE	STAKEHOLDERS	LEVEL OF ENGAGEMENT
	Hazardous Material plan	<ul style="list-style-type: none"> DPHI (Approver) 	
C6, (j)	CEMP Sub Plan-Waste Management plan	<ul style="list-style-type: none"> Relevant Councils DPHI (Approver) 	Consult
C6 (l)	CEMP Sub Plan-Social Impact management plan	<ul style="list-style-type: none"> DPHI (Approver) Relevant Councils 	Consult
C18	Site Establishment Management Plan	<ul style="list-style-type: none"> Relevant Councils Relevant Government Agencies ER Planning Secretary (Approver) 	Consult
C26 (a)	Construction Monitoring Programs – Traffic, Transport and Access	<ul style="list-style-type: none"> Transport for NSW Relevant Councils ER DPHI (Approver) 	Consult
C26 (b)	Construction Monitoring Programs – Noise and Vibration	<ul style="list-style-type: none"> Relevant Councils ER DPHI (Approver) 	Consult
C26 (c)	Construction Monitoring Programs – Biodiversity	<ul style="list-style-type: none"> BCS (NSW DCCEEW) ER DPHI (Approver) 	Consult
C26 (d)	Construction Monitoring Programs – Surface Water	<ul style="list-style-type: none"> Relevant Councils DCCEEW Water Group ER DPHI (Approver) 	Consult
D5 (a)	Operational Monitoring Programs – Air Quality	<ul style="list-style-type: none"> NSW EPA Relevant Councils Planning Secretary (Approver) 	Consult
D5 (b)	Operational Monitoring Programs – Operational Fauna Connectivity Monitoring, Predator Prevention and Adaptive Mitigation Program	<ul style="list-style-type: none"> BCS Planning Secretary (Approver) 	Consult
E4	Background Monitoring Plan	<ul style="list-style-type: none"> EPA 	Consult
E6	Operational Air Quality Review Report	<ul style="list-style-type: none"> EPA Planning Secretary (Approver) 	Consult

CONDITION	DELIVERABLE	STAKEHOLDERS	LEVEL OF ENGAGEMENT
E26	Sloane’s Froglet Management Plan	<ul style="list-style-type: none"> DCCEEW Affected landowners DPHI (Approver) 	Consult
E32	Fauna Connectivity Strategy	<ul style="list-style-type: none"> BCS DPI Fisheries Planning Secretary (Approver) 	Consult
E43	Flood Design Report	<ul style="list-style-type: none"> Relevant Councils Planning Secretary (Approver) 	Consult
E52	The Albury Railway Station and Yard Group Report	<ul style="list-style-type: none"> Heritage NSW, Planning Secretary (Approver) 	Consult
E55	Heritage Interpretation Plan	<ul style="list-style-type: none"> Heritage NSW Heritage Council of NSW Relevant Councils RAP’s 	Consult
E63	Aboriginal Archaeological Test Excavation Methodology	<ul style="list-style-type: none"> Heritage NSW RAPs LALC Planning Secretary (Approver) 	Consult
E63	Aboriginal Archaeological Salvage Excavation Methodology	<ul style="list-style-type: none"> Heritage NSW RAPs LALC Planning Secretary (Approver) 	Consult
E64	Aboriginal Cultural Heritage Excavation Report(s)	<ul style="list-style-type: none"> RAPs Planning Secretary (Approver) 	Consult
E66	Unexpected Heritage Finds and human Remains Procedure	<ul style="list-style-type: none"> Heritage NSW Heritage Council of NSW Planning Secretary (Approver) 	Consult
E72	Out-of-Hours Work Protocol	<ul style="list-style-type: none"> ER EPA AA Planning Secretary (Approver) 	Consult
E78	CNVIS	<ul style="list-style-type: none"> Affected sensitive land users 	Consult
E89	Operational Noise and Vibration Review (ONVR)	<ul style="list-style-type: none"> Relevant Councils EPA Planning Secretary (approver) 	Consult
E108	UDLP	<ul style="list-style-type: none"> SDRP 	Consult

CONDITION	DELIVERABLE	STAKEHOLDERS	LEVEL OF ENGAGEMENT
		<ul style="list-style-type: none"> Heritage NSW TfNSW Relevant Councils Community Planning Secretary (approver) 	
E137	Wagga Wagga Construction Traffic Transport and Access Mitigation Report	<ul style="list-style-type: none"> Relevant Road Authority Relevant Council TfNSW Planning Secretary (Approver) 	Consult
E146	Public Level crossing Report	<ul style="list-style-type: none"> TfNSW Relevant Councils Planning Secretary (Approver) 	Consult
E150	Private Level crossing Report	<ul style="list-style-type: none"> Affected landowners Planning Secretary (Approver) 	Consult
E153	Operational Level Crossing Performance Report	<ul style="list-style-type: none"> Transport for NSW Relevant Councils 	Consult
E155	Wagga Wagga Operational Road Network Performance Plan	<ul style="list-style-type: none"> Transport for NSW Relevant Council Emergency Services Wagga Wagga Health Service Planning Secretary (Approver) 	Consult
E156	Wagga Wagga Operational Road Network Performance Review	<ul style="list-style-type: none"> Transport for NSW Relevant Council Emergency Services Wagga Wagga Health Precinct 	Consult
E162	System for communication of train movements	<ul style="list-style-type: none"> Landowners Stock operators LLS 	Consult
E175	Water Pollution Impact Assessment	<ul style="list-style-type: none"> EPA 	Consult

The process for managing the review of documents and monitoring programs as outlined in Table 9 above is outlined in Table 10 below.

Table 10: Process for managing document review

STEP	APPROACH
1	Stakeholders will be informed prior to the sending of document(s) for review. This notice may be through ongoing engagement channels such as monthly meetings or through other means such as email or phone call.
2	The relevant document will be provided to the respective stakeholder. The document will be sent via email or Aconex with a request for comments by a specified date and requesting a response even if the stakeholder has nil comments.
3	A review period will be established unless specified otherwise in the CoA. Stakeholders will be encouraged to communicate early with any limitation to meet timeframes, and requests for additional time will be duly considered.
4	Where necessary and where requested by a stakeholder, a briefing will be held.
5	Where no response is received within the communicated review period provided, a follow up phone call and/or email will be made. If no response is received within a further five to seven (5 - 7) days outside the communicated review period, a further effort will be made to contact the stakeholder. If there is still no response, the document will be progressed, and it will be assumed that the stakeholder has no comments to provide.
6	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 considered and addressed where relevant.
7	Records of engagement (including follow-up engagement) and outcomes will be kept. An associated comments register will be kept recording issues raised, how they were addressed (with associated explanation/reasoning as applicable). These records will be provided to DPPI as required to demonstrate consultation undertaken in accordance with the Conditions of Approval. All engagement is also registered in the Consultation Manager database.

8 Feedback channels 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 interactions.

8.1 Definitions

8.1.1 Complaints

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

8.1.2 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”.

8.1.3 Enquiry

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

8.2 Feedback channels

Inland Rail will use the following channels to maintain contact with the community and other stakeholders throughout the life of the A2I project.

Table 11: Feedback channels

CHANNEL	WHERE CAN IT BE FOUND
Email address: inlandrailnsw@inlandrail.com.au	All communication materials and the website display this email address.
Community information line, toll free: 1800 732 761 (24 hours, 7 days a week)	The community information line number is displayed on all communication material (signage, project updates and calling cards, etc.) and on the Inland Rail website (inlandrail.artc.com.au/A2I). 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 proponent will also run a 24/7 on-call roster to respond to complaints.
Postal address and Reply-Paid facility: Inland Rail Engagement Team GPO Box 14 Sydney NSW 2000 Reply Paid 89629 SYDNEY NSW 2001	This central postal address is displayed and included on all the communication material and the Inland Rail website. 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.
Project information Centres: Albury and Wagga Wagga.	The Construction Contractor will establish a physical presence in the communities and ensure all stakeholders have easy access to face-to-face engagement with representatives from the contractor.

CHANNEL	WHERE CAN IT BE FOUND
	<p>The Construction Contractor will ensure that relevant community engagement personnel are available to assist with enquiries at project information centres during business hours. The Public Liaison Officer will also be available to assist the public with questions and complaints that they may have at any time during work.</p> <p>The location of these project information centres will be available on the Inland Rail website.</p>

8.3 Responsibilities

The Inland Rail Stakeholder Engagement team and the Construction Contractor will work closely to respond to all complaints, feedback, and enquiries. Whoever receives the complaint will gather details of the complaint and the complainant’s contact details and will immediately pass the details onto the Stakeholder Engagement team to resolve as per the Complaint Management System. All details of complaints will be recorded in Consultation Manager.

Complaints will be managed in accordance with the CoA and other relevant conditions or licences, such as the EPL.

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

8.4 Complaints management process

All complaints received during the A2I project will be 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.

Table 12: Complaints Management Process

PROCESS FOR MANAGING COMPLAINTS		
ACTION	TIMEFRAME	TEAM MEMBER RESPONSIBLE
Interaction acknowledged with stakeholder and recorded in Consultation Manager (CM) If received via email, file into the relevant inbox folder	Day of receipt	Receiver
Complaint assigned to responsible team member via CM	Day of receipt	Complaints to be assigned to Project Stakeholder Engagement Lead in the first instance. The lead will allocate responsibility for preparing a response as appropriate and also advise any other team members who may need to be aware of the interaction, including the Stakeholder Engagement Manager, Environment Manager, Public Liaison Officer, and relevant Project Manager.
Prepare and send simple responses (e.g. project details)	1-2 days	Team member assigned to response
Information gathered for a more complex response	1-2 days	Team member assigned to response
Draft response	1 day	Team member assigned to response
Response reviewed and approved	1-4 days	Draft to be reviewed/approved by relevant Stakeholder Engagement Lead in the first instance (content of phone call discussed, if responding to an 1800 hotline contact). Lead to secure approvals from Project Manager, Environment Manager

PROCESS FOR MANAGING COMPLAINTS		
		and Head of Stakeholder Relations as required. Head of Stakeholder Relations to advise if additional approvals are required.
Response sent	Upon approval being received	Team member assigned to response
Response recorded in CM and action closed out	Day of reply	Team member assigned to response
Document any lessons learned and issues that may need to be followed up	2–3 days after response sent	Relevant Stakeholder Engagement Lead Advisor
Assist the public with questions and complaints	As required throughout the works	Public Liaison Officer
Unresolved issue where a member of the public requests the Community Complaints Mediator to review Inland Rail’s response	28 days	Community Complaints Mediator.

8.5 Response times to complaints and enquiries

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

8.5.1 Feedback and enquiries:

- provide verbal response to telephone enquiries within two hours if received during work hours or during out of hours construction works; for other times, a response will be provide the next business day
- provide written response to emails and written enquires within 24 hours or on the next business day if received outside of work hours
- follow-up calls, emails and letters will be made where required to close out the enquiry.

8.5.2 Complaints and issues:

- provide verbal response to telephone enquires within two hours if received during work hours or during out of hours construction works, for other times a response will be provide the next business day
- provide written response 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 three business days. Where responses require technical assistance, responses may take up to five business days.

8.6 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, Housing and Infrastructure (DPHI), a Complaints Register will be provided, within the timeframe stated in the request.

At the request of the Environment Representative, the details of complaints on the A2I 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 the A2I project.

A complaint register will also be provided to the Acoustics Advisor on a weekly basis where complaints have been received, or as otherwise requested.

The Complaints Register provided to the Secretary, Environmental Representative and Acoustic Advisor will include the number of complaints received, the date and time of the complaint, the method by which the complaint was made, the nature of the complaint, any personal details of the complainant which were provided or, if no such details were provided, the number of people affected in relation to complaint, means by which the complaint was addressed and whether resolution was reached, with or without mediation and if no action was taken, the reason(s) why no action was taken.

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

In addition to the information collected in the register, complainants will be advised of the following before, or as soon as practicable after, providing personal information:

- the Complaints Register may be forwarded to Government Agencies such as DPHI to allow them to undertake their regulatory duties
- by providing personal information, the complainant authorises Inland Rail to provide that information to government agencies
- the supply of personal information by the complainant is voluntary
- the complainant has the right to contact government agencies to access personal information held about them and to correct or amend that information (Collection Statement).

A Collection Statement will be included on the project website to make prospective complainants aware of their rights under the *Privacy and Personal Information Protection Act 1998* (NSW).

8.7 Mediation process

Inland Rail has engaged a Community Complaints Mediator that is independent of the design and construction and accredited under the National Mediator Accreditation System, administered by the Mediator Standards Board. The nomination of the Community Complaints Mediator is required to be submitted to the Planning Secretary for approval within one month before commencement of Work (refer to Conditions of Approval B13 – B17) The role of the Community Complaints Mediator is to address any complaint where a member of the public is not satisfied with Inland Rail's response to issues raised through the Complaints Management System. The mediation process will review unresolved disputes relating to the environmental management and delivery of the A2I project where an acceptable resolution to both parties has not been achieved.

Escalation of issues to independent mediation will be in accordance with the Complaint Escalation and Mediation Process (see Table 121: Complaints escalation and mediation process).

Any member of the public that has lodged a complaint that is registered within the Complaints Management System may ask the Community Complaints Mediator to review Inland Rail's response. The application must be submitted in writing and the Community Complaints Mediator must respond within 28 days of the request being made, or other specified timeframe, as agreed between the Community Complaints Mediator and the member of the public.

The Community Complaints Mediator will:

- review unresolved disputes where the complaints escalation procedure and mechanisms have not been able to satisfactorily address the complaint
- make recommendations to Inland Rail to address complaints, resolve disputes or mitigate against the occurrence of future complaints and disputes
- provide a copy of the recommendations, and Inland Rail's response to the recommendations, to the Planning Secretary within one month of the recommendations being made.

Inland Rail must implement the recommendations made by the Community Complaints Mediator outlined above, in accordance with Condition B15 and within a timeframe agreed with the Community Complaints Mediator, unless otherwise agreed with the Planning Secretary.

The Community Complaints Mediator will not act before the Complaints Management System has been executed for a complaint and will not consider issues, such as property acquisition, where other dispute processes exist to manage those issues in accordance with Condition B17.

The Environmental Representative will assist in the resolution of community complaints as may be requested by the Planning Secretary.

This mediation process will be available at the commencement of work, maintained for the duration of construction and for 12 months following the completion of construction.

Table 13: Complaints escalation and mediation process

STEPS	PROCEDURE	TIMEFRAME
1	Complaint will be referred to Inland Rail A2I 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 business days
2	If not resolved at Step 1, details of the investigation and complaint will be escalated by Inland Rail A2I Stakeholder Engagement Lead to the A2I Senior Project Manager and/or HSE 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 business days.	Three business days
3	If not resolved at Step 2, details of the investigation and complaint will be escalated to Inland Rail Head of Stakeholder Relations and Inland Rail A2I Area Director. The relevant level of management will subsequently complete an investigation of the complaint and advise the complainant of the outcome within five business days.	Five business days
4	If not resolved at Step 3, the complainant may request (in writing) the Community Complaints Mediator to review Inland Rail’s response to the issue where they are not satisfied with the response. The Community Complaints Mediator must respond within 28 days of the request being made, or other specified timeframe, as agreed between the Community Complaints Mediator and the member of the public. Inland Rail must implement the recommendations made by the Community Complaints Mediator within a timeframe agreed with the Community Complaints Mediator, unless otherwise agreed with the Planning Secretary.	Within 28 days of receiving written application by the complainant, or as agreed by the Community Complaints Mediator