



# North Star to NSW/Qld Border low Impact Works

## Communications Strategy

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## **COVER IMAGE**

A visualisation created by ARTC of the proposed alignment crossing the Macintyre River, looking north from NSW towards Queensland.

Visualisations are for illustrative purposes and not to scale. Please note, the reference design may change as a result of further investigations, government approvals or during detailed design.

## **ACKNOWLEDGEMENT OF COUNTRY**

Inland Rail acknowledges the Traditional Custodians of the land on which we work and, pay our respect to their Elders past, present and emerging.

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# Document control record

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## Revision History

REVISION	REVISION DATE	DESCRIPTION OF CHANGES
1	20/08/2022	Project team initial draft
2	25/11/2022	Revision with updates from DPHI
3	23/02/2023	Communications Strategy, incorporating Conditions of Approval issued by the Department of Planning, Housing and Infrastructure
4	February 2024	Annual review of plan approved by Project Director and Head of Stakeholder Relations
5	14/05/2024	Revision with updates from DPHI
6	February 2025	Internal review of NS2B Low Impact Works Communications Strategy
7	August 2025	Annual review of NS2B Low Impact Works Communications Strategy

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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
CALD	Cultural and Linguistic Diversity
CSEMP	Communication and Stakeholder Engagement Management 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.
CPHR	Conservation Programs Heritage and Regulation
CoA	Conditions of Approval set by the Minister for Planning for the North Star to Border project
LOTE	Languages Other Than English
MCoA	Minister's Conditions of Approval for the NS2B project
Construction contractor (or Proponent)	TBC
CSSI	Critical State Significant Infrastructure
DITRDCA	The Department of Infrastructure, Transport, Regional Development, Communications and the Arts (formally the Department of Infrastructure, Transport, Regional Development and Communications)
DPHI or Department	NSW Department of Planning, Housing and Infrastructure (formally the Department of Planning 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
IRPL	Inland Rail Pty Ltd
NS2B	North Star to NSW/Queensland Border
ONVR	Operational Noise and Vibration Review
RAPs	Registered Aboriginal Parties
RMS	Roads and Maritime Services (now Transport for NSW)
SEMP	Site Establishment Management Plan
SPIR	Submissions Preferred Infrastructure Report
SSI	State Significant Infrastructure
TfNSW	Transport for NSW (formally Roads and Maritime Services)
TSR	Travelling Stock Route



# 1. Introduction

The North Star to NSW/Queensland Border (NS2B) project section is one of 12 projects that completes the Inland Rail. The NS2B project includes upgrading approximately 25 kilometres (km) of existing rail track and building approximately 5 km of new rail track.

This NS2B communication plan for low impact works (the Plan) has been developed to support communication and engagement during the planning and implementation stages of low-impact work activities of the NS2B project.

The Plan will be relevant for low-impact works (as defined under the Conditions of Approval) and will be superseded by an NS2B communications plan for construction, which will be prepared to facilitate communication about construction and operation of the NS2B project. The NS2B communication plan for construction will be approved as part of the suite of management plans as required by condition C4. Both plans will include communication with:

- ▶ the community (including adjoining affected landowners, businesses and community organisations, Registered Aboriginal Parties (RAPs), Toomelah Local Aboriginal Land Council (TLALC), Traditional Owners and others directly impacted by the Critical State Significant Infrastructure (CSSI))
- ▶ relevant agencies and councils.

This low-impact works plan seeks to:

- ▶ identify individuals, organisations and government authorities to be consulted during the low impact works
- ▶ identify community demographics and approaches to address the needs of LOTE, CALD and vulnerable communities
- ▶ outline engagement objectives, approach and principles; this includes the provision of regular, inclusive and accessible information regarding low-impact works 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, 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 Handing Process
- ▶ clear and transparent interactions between ARTC and the project contractor.

## 1.1 Accountabilities

Community engagement for the project is being led by the Inland Rail Stakeholder Engagement team, which includes the Stakeholder Engagement Lead, Manager of Stakeholder Engagement and Communications and Head of Stakeholder Relations. This team is supported by the Inland Rail Communications team and the First Nations Engagement team.

The low-impact works activities will be delivered by Inland Rail and various contractors. These activites will include site-based community engagement and communication representatives.

Inland Rail is responsible for coordinating the low-impact works activities for the NS2B project and for the development and implementation of the Strategy, in conjunction with the Inland Rail contractors and their respective teams. Final accountability for community engagement lies with the Head of Stakeholder Relations.

## 1.2 Objectives

The communication and engagement objectives for the development and low-impact works 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
- ▶ ensure 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
- ▶ ensure all stakeholders, including relevant First Nations parties and bodies, are aware of the consultation process and opportunities to provide feedback

- ▶ involve the community in negotiable decision points to build trust and buy-in with Inland Rail about the design and ensure the community is aware of what is negotiable and what is not
- ▶ ensure 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 low-impact works of the project include:

**TABLE 1: NEGOTIABLES**

AREA	DETAIL
Detailed design	The detailed design phase will enable stakeholders to have input where possible into the final detailed design.
Access to private property	Inland Rail recognises that access to and from properties during the low-impact works/early works investigation stage is an important community issue. Inland Rail will continue to consult with landowners and the community to ensure suitable land access outcomes for the region and individual landowners.
Mitigation measures	Inland Rail recognises that the mitigation requirements for various environmental impacts will need to be determined in consultation with the affected landowner.
Land access arrangements	Inland Rail is committed to having a productive and positive relationship with landowners and we will respect the landowner's right to say 'yes' or 'no' to activities occurring on their land.
Timing of the low-impact works investigations	Inland Rail is committed to consulting with the NS2B community to ensure low-impact works activities do not impact on property owners' farming operations.
Fencing requirements	Inland Rail recognises that the fencing requirements for different landowners across the project will need to be determined in consultation with individual landowners.

Project non-negotiables in relation to the design and construction of the project include:

**TABLE 2: NON-NEGOTIABLES**

AREA	DETAIL
Proposed alignment and reference design	The proposed alignment is now finalised together with the reference design and EIS. Inland Rail has undertaken significant consultation and incorporated community feedback where appropriate.
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 Australian Government.
Inland Rail study area	The study area was determined by the Australian Government and provided to Inland Rail to investigate.

### 1.4 Regulations and requirements

Engagement will be carried out in accordance with:

- ▶ approvals documents
- ▶ the *Privacy ACT 1988* (Cth)
- ▶ NSW Department of Planning, Housing and Infrastructure—Draft Environmental Impact Assessment Guidance Series, Community and Stakeholder Engagement guidelines—Undertaking Engagement Guidelines for State Significant Projects ([nsw.gov.au](http://nsw.gov.au))
- ▶ International Association for Public Participation (IAP2)
- ▶ Accountability AA1000 Stakeholder Engagement Standard (AA1000SES) 2015
- ▶ Infrastructure Sustainability Council (ISC) Standards.

## **1.5 Approval and review of this strategy**

This plan will be reviewed at a minimum every twelve (12) months until replaced by the NS2B communications plan for construction and will be submitted to the Planning Secretary one month prior to any low-impact works commencing for approval or ease otherwise agreed by the Planning Secretary. This plan has been prepared in accordance with the NSW Minister for Planning's Project Conditions of Approval (CoA) (Application Number: SSI 9371). Appendix A demonstrates compliance of this document against the CoA relating to low-impact works. Appendix B lists mitigation measures from the NS2B Submissions Preferred Infrastructure Report (SPIR) and notes where these matters have been addressed in the plan.

In accordance with condition B3, 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, Regional Development, Communications and the Arts (DITRDCA) 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 1,600km line is the largest freight rail infrastructure project in Australia, 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.

Since the Program delivery schedule was first released in 2015, the schedule has been updated and land access and acquisition discussions and site investigations are being prioritised to provide the Australian Government with more certainty about the full scope and cost of Inland Rail.

### 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 [inlandrail.artc.com.au/inland-rail-service-offering/](http://inlandrail.artc.com.au/inland-rail-service-offering/).

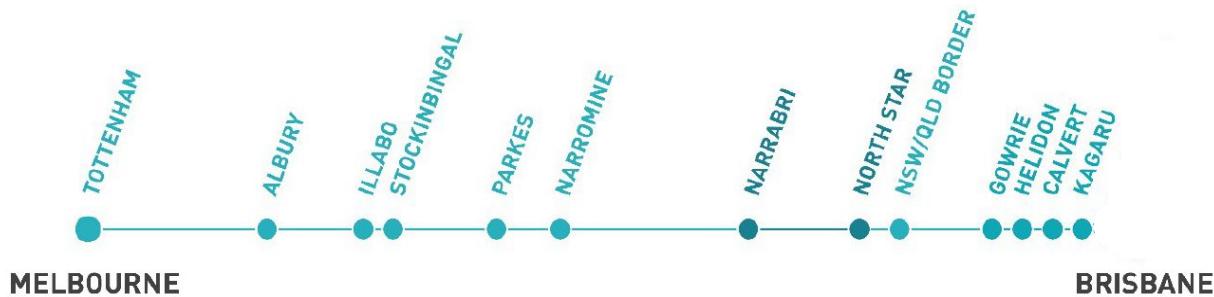


FIGURE 1: OVERVIEW OF THE INLAND RAIL PROGRAM

### 2.2 The North Star to Border Project

The North Star to NSW/Queensland border section of Inland Rail is approximately 30 km in length, comprising of 25 km of upgrade to existing track from a point approximately 900 metres (m) north of North Star. The project follows the existing non-operational Boggabilla rail corridor for around 25 km north towards Whalan Creek and then continues along a 5 km section of greenfield rail corridor towards the NSW/Queensland border.



FIGURE 2: THE NORTH STAR TO NSW/QUEENSLAND BORDER PROJECT MAP

## 2.3 Scope

Inland Rail has approved the delivery of the following low-impact works associated with investigation works along and within the NS2B rail corridor:

- a) survey works including carrying out general alignment surveys, installing survey controls (including installation of global positioning system (GPS)), installing repeater stations, carrying out surveys of existing and future utilities, and road dilapidation surveys
- b) investigations including investigative drilling, contamination investigations and excavation
- c) site establishment work approved under a Site Establishment Management Plan (SEMP) in accordance with Condition A20
- d) operation of ancillary facilities if the Environment Representative (ER) for the project has determined the operational activities will have minimal impact on the environment and community
- e) treatment of contaminated sites subject to the recommendations of a Remediation Report prepared in accordance with Condition E147
- f) minor clearing and relocation of native vegetation, as identified in the documents listed in Condition A1
- g) installation of mitigation measures including erosion and sediment controls, temporary exclusion fencing for sensitive areas and acoustic treatments
- h) property acquisition adjustment work including installation of property fencing
- i) relocation and connection of utilities where the relocation or connection has been determined by the ER to have a minor impact to the environment
- j) establishing minor ancillary facilities in accordance with Condition A24
- k) archaeological testing under the *Code of Practice for Archaeological Investigation of Aboriginal Objects in NSW* (Department of Environment Climate Change and Water, 2010) or archaeological monitoring undertaken in association with low impact work to ensure that there is no impact on heritage items
- l) archaeological and cultural salvage undertaken in accordance with a strategy or salvage operation required by the conditions of this approval
- m) maintenance work to existing buildings and structures as required to facilitate the carrying out of the CSSI
- n) other activities determined by the ER to have minimal environmental impact, which may include construction of minor access roads, temporary relocation of pedestrian paths and the provision of property access.

In addition to works defined as low-impact works within the CSSI Projects CoA, works and the operation for the workers accommodation camp will form part of the scope covered by this plan.

Notwithstanding the above, the following works are not low-impact works:

- ▶ where heritage items, or threatened species or their habitat, or threatened ecological communities (within the meaning of the *Biodiversity Conservation Act 2016* (NSW)), are adversely affected or potentially adversely affected by any low-impact works as defined in (a) to (n) above, that work is construction, unless otherwise determined by the Planning Secretary in consultation with Heritage NSW, DCCEEW or NSW Department of Primary Industries (in the case of impact upon fish, aquatic invertebrates or marine vegetation)
- ▶ any night-time works that exceed noise management levels as defined in the *Interim Construction Noise Guideline* (ICNG, DECC, 2009).

The low impact work described in this definition becomes Construction with the approval of a CEMP. Where low impact work has already commenced, this is considered to remain as low impact work and is managed in accordance with the framework under which it commenced.

## 2.4 Delivery mode

The NS2B low-impact works will be delivered by IRPL in partnership with various Consultants and Contractors under a self-performed model.

## 2.5 Project timeline

TABLE 3: PROJECT TIMELINE

YEAR	ACTIVITY
2015	Preliminary consultation
Apr 2017	ARTC lodged a State Significant Infrastructure (SSI) application and a scoping report to the NSW Department of Planning, Housing and Infrastructure (DPHI).
Jul 2018	The project was determined to be a controlled action and required assessment and approval under the <i>Environment Protection and Biodiversity Conservation Act 1999</i> (Cth) (EPBC Act).
Aug 2018	Secretary's Environmental Assessment Requirements (SEARs) issued.
Sept 2018	30% reference design
Nov 2018	Refined study area
Dec 2018	70% reference design
Mid-2019	Final draft EIS
Oct 2019	100% reference design
Mar 2020	100% EIS
Apr 2020	DPHI adequacy review
Mid-2020	Primary approval documentation—EIS
Jun 2020	The Australian and Queensland governments established an Independent International Panel of Experts for flood studies in Queensland to provide advice to the Australian and Queensland governments on the flood models and structural designs developed by ARTC for Inland Rail in Queensland.
Aug 2020	The draft EIS was submitted to DPHI in August 2020
Aug–Oct 2020	The NS2B draft EIS was released for public exhibition by DPHI on 26 August 2020 for 42 days. The draft EIS public exhibition closed on 6 October 2020.
Oct 2020	During the response to submissions phase, ARTC received collated community and key stakeholder submissions from DPHI on 19 October 2020. This included 10 community, two interest groups and 15 agency submissions.
Mar 2021	The project was declared Critical State Significant Infrastructure (CSSI).
Jun 2021	As part of the 'Response to Submissions' phase, ARTC developed several reports for submission to DPHI, including a Preferred Infrastructure Report to detail proposed updates and sensitivity testing of the Macintyre River floodplain model and a Biodiversity Development Assessment Report. These reports were submitted to DPHI on 7 June 2021 and are now publicly available on the major projects website.
Jun 2021	The PIR was prepared in June 2021 to address the issues raised in submissions and to complete environmental assessments of the finalised design. DPHI accepted submissions on the PIR in late 2021.
Aug 2021	NSW Transport Minister—approval to commence property acquisitions was received.
Aug 2021	The draft North Star to NSW/Queensland Border Preferred Infrastructure Report Models Review (supplementary report on review of Border to Gowrie EIS) was publicly released via the NSW Department of Transport's website.
Oct 2022	The final results of the International Panel of Experts for flood studies were released on the QLD Transport and Main Roads website.
Feb 2022	The DPHI and the Minister for Planning set the CoA under the EP&A Act (Application no: SSI 9371)—20 Feb 2022.
July 2023	EPBC approval issued in July 2023.

## 2.6 Project benefits

The following outcomes are expected to be achieved as a result of the NS2B 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. Inland Rail and the construction contractor will develop programs to assist with capacity building for individuals, 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.
- ▶ Transport:
  - ▶ reduce heavy vehicle traffic on both the Bruxner Highway and North Star Road, helping to ease future 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 Moree Plains and Gwydir Shire residents and visitors.

## 3. Engagement approach

### 3.1 Engagement approach and principles

In delivering the NS2B 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; this includes being available to the community, playing an active role in supporting local business and regional community events, as well as broader industry engagements.

The engagement approach is founded on the following principles:

- ▶ timing: ensure regular engagement throughout 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 including 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.

The IAP2 spectrum and core values help 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. Inland Rail's engagement will operate in accordance with the IAP2 Spectrum of Public Participation and, for the purpose of this plan, consultation is defined as any element of public participation, or combination of elements, as outlined in Figure 3 below.

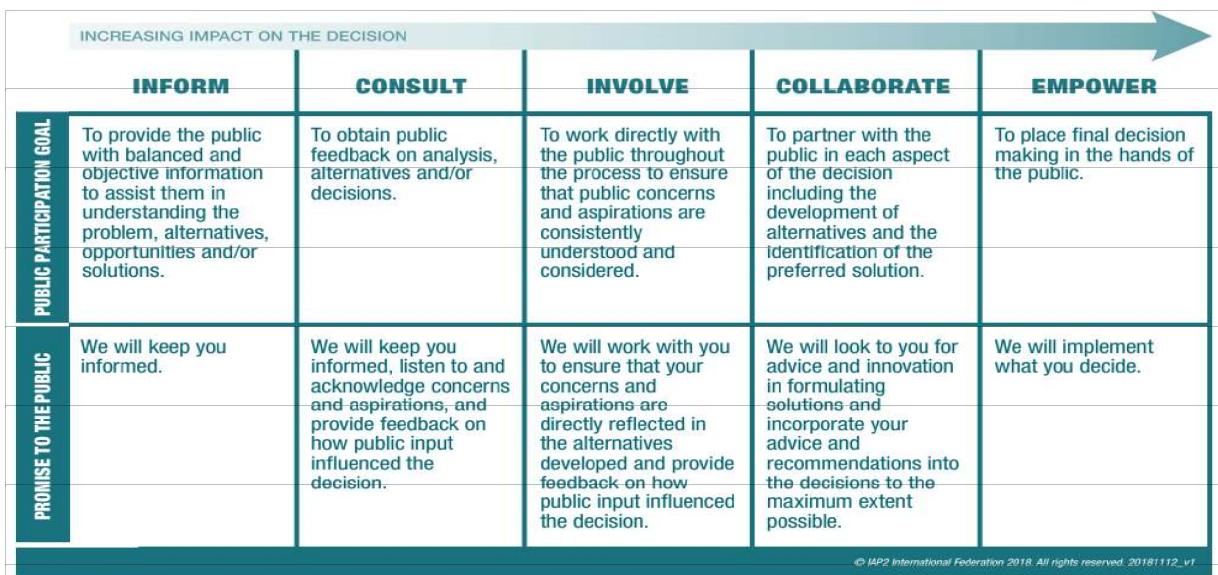


FIGURE 3: IAP2 SPECTRUM OF PUBLIC PARTICIPATION

### 3.3 Consultation completed to date

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

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

TABLE 4: KEY ENGAGEMENT ACTIVITIES

#### PROJECT PHASE: REFERENCE DESIGN AND EXHIBITION OF EIS

<b>TIMING</b>	<b>ENGAGEMENT OBJECTIVES</b>
2016	Initial face-to-face meetings with directly affected landowners to capture contact details and complete Land Access Agreements
2016	Meetings with Moree Plains Shire Council, Gwydir Shire Council, Goondiwindi Regional 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	Field investigations commenced to narrow the focused area of investigation
2018/20	Community Consultative Committee (CCC) was established with representatives from GRC, GSC, MPSC, Toomelah LALC and directly affected landowners. Five meetings were held prior to EIS submission
2018	100 m study corridor was determined, and field investigations continued, to inform the reference design
2018	Established Goondiwindi office and employed fulltime staff member
2019/21	Hydrology working group was established and representatives included TfNSW, Toomelah LALC, DITRDC, GRC, GSC, MPSC, local flood specialists and directly affected landowners. Six meetings were held
2019	Completed field investigations, community engagement and design work associated with the development of the project EIS
2020	100% EIS consultation undertaken with CCC, LGAs, TfNSW, elected representatives, DITRDC and directly affected landowners
2020	Completed engagement activities for the EIS public exhibition, including development of the Summary of Findings and hosting of five virtual information sessions with attendance from DPHI representatives
2020	Facilitation of the 'Peer Review of Flood Modelling undertaken for the Macintyre River Floodplain' Inland Rail, NS2B delivered to Goondiwindi Regional Council from WRM Water & Environment
2020	Supported the commencement of an Independent Panel of Experts review of the Macintyre River Floodplain in consultation with the local LGAs, local flood specialist, impacted landowners and interested community members

## PROJECT PHASE: REFERENCE DESIGN AND EXHIBITION OF EIS

2020/21	Sent letters and conducted face-to-face meetings with 11 landowners to renew Land Access Agreements
2020	Commenced preliminary property acquisition conversations
Ongoing	Website, 1800 number, monthly e-newsletters, and community presence through Goondiwindi office

## PROJECT PHASE: PROJECT ASSESSMENT AND PRE-CONSTRUCTION

TIMING	ENGAGEMENT OBJECTIVES
2021	Regular monthly engagement with LGAs
2021	Undertook consultation on public and private level crossing designs
2021	Provided the community and landowners with project updates via phone calls, newsletters and letters
2021	Participated in local community events: Goondiwindi Show, Warialda Show, Chamber events and AgQuip
2021	Sent hard-copy and e-newsletters, notifications, advertising, project updates and other communications to impacted stakeholders and the community
2021	Continued promoting and delivering the Inland Rail Sponsorship and Donations Program in NS2B
2021	Completed additional consultation with affected landowners on final private level crossing and drainage designs
2021	Completed hydrology consultation with affected landowners, LGAs, CCC, and interested community members
2021	Continued property acquisition conversations with affected landowners
2022	Regular monthly engagement with LGAs
2022	Undertook consultation on public and private level crossing designs
2022	Provided the community and landowners with project updates via phone calls, newsletters and letters
2022	Participated in local community events: Goondiwindi Show, Warialda Show and Goondiwindi Chamber of Commerce events
2022	Sent hard-copy and e-newsletters, notifications, advertising, project updates and other communications to impacted stakeholders and the community
2022	Continued promoting and delivering the Inland Rail Sponsorship and Donations Program throughout NS2B alignment area
2022	Continued property acquisition discussions with impacted landowners
2022	Commenced workforce development presentations and business capabilities workshops
2023	Regular monthly engagement with LGAs
2023	Undertook consultation on public and private level crossing designs
2023	Sent hard-copy and e-newsletters, community notifications, advertising, project updates and other communications to impacted stakeholders and the community
2023	Provided the community and landowners with project updates via phone calls, newsletters and letters
2023	Continued property acquisition discussions with impacted landowners
2023	Ministers' CoA consultation undertaken with CCC, LGAs, TfNSW, elected representatives, DITRDCA and directly affected landowners
2024 & 2025	Continued property acquisition discussions with impacted landowners

#### **PROJECT PHASE: REFERENCE DESIGN AND EXHIBITION OF EIS**

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2024 & 2025 Provided the community and landowners with project updates via phone calls, newsletters and letters

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## 4. Structure and accountabilities

The Inland Rail NS2B 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 communications, marketing, media, government relations, property and environment.

The following positions hold key responsibilities for the engagement activities.

**TABLE 5: POSITION AND RESPONSIBILITIES**

POSITION	RESPONSIBILITIES
<b>Regional Director Northern NSW</b>	Manages and oversees all activities on the project and ensures alignment of all engagement and communication activities with project requirements and broader program priorities.
<b>Area Director N2NS and NS2B</b>	Manages and oversees all activities on the project and provides approval of all engagement and communication activities, ensuring clear communication and effective issue management.
<b>Senior Project Manager</b>	Manages and oversees all activities on the project and provides approval of all engagement and communication activities, ensuring clear communication and effective issue management.
<b>Project Manager</b>	Manages and oversees all activities on the project and provides approval of all engagement and communication activities, ensuring clear communication and effective issue management.
<b>Head of Stakeholder Relations</b>	Responsible for oversight of engagement activities associated with the delivery of the project.
<b>Stakeholder Engagement Lead</b>	Responsible for the delivery of all engagement activities associated with the delivery of the project, including the implementation of the communications strategy.
<b>Stakeholder Engagement and Communications Manager</b>	Responsible for the management of engagement activities associated with the delivery of the project.
<b>First Nations Engagement Advisor</b>	Responsible for leading engagement with key First Nations stakeholders and the implementation of social performance actions which require engagement with First Nations stakeholders
<b>Communication Lead</b>	Oversees all communications activities on the project, including the provision of input and advice to the Inland Rail Stakeholder Engagement team relating to engagement and project material.
<b>Digital Engagement Advisor</b>	Manages and implements all activities associated with online engagement opportunities on Inland Rail and the project.
<b>Corporate Affairs Manager</b>	Responsible for engagement and communication activities related to federal and state government stakeholders.
<b>Social Media Advisor</b>	Manages all online and social media enquiries, with the support of the Inland Rail stakeholder engagement and communication teams, and the contractor's communication/engagement representatives.
<b>Senior Environment Advisor</b>	Oversees and supports the execution of environmental management, approval and compliance objectives associated with the delivery of the project. The Senior Environment Advisor also provides support to the Inland Rail Stakeholder Engagement team concerning queries and/or provision of information related to environmental management-related matters.

## 5. Stakeholders and community

Stakeholders of the NS2B project are individuals or groups affected by, or with an interest in, Inland Rail between Goondiwindi, Boggabilla and North Star (see Table 6). Inland Rail will consult with all noted stakeholders before, during and after any works being completed on the project.

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.

Inland Rail 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 communication and the tools used to the requirements of individual stakeholders and their circumstances.

### 5.1 Community demographics

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 advantage and disadvantage. (ABS 2016). SEIFA scores are compared to the standardised baseline (state) score of 1,000, with a low score indicating relatively greater disadvantage.

The SEIFA scores for the three relevant LGAs rank within the bottom 50 percentile of Australia, indicating that communities in the proposal region, except for North Star, have a higher potential of socio-economic disadvantage compared to other LGAs in Australia. At the local level, Boggabilla's score indicates a very high potential for disadvantage, while North Star's score indicates low potential for disadvantage. A SEIFA score for the urban locality of Toomelah was not available, but it would be safe to assume it would be similar to or less than Boggabilla's score, as it is known that disadvantage in Toomelah is very high. Consultation identified high levels of unemployment as a central, contributing factor to many other complex social issues identified within the Toomelah community.

Due to this relative disadvantage, tailored methods of communication are provided for the communities of Toomelah, and Boggabilla as indicated in Table 8.

TABLE 6: NS2B KEY STAKEHOLDERS

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT	LEVEL OF INTEREST	KEY TOPICS OF ENGAGEMENT	KEY Interests
The Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA)	Regional Liaison Officer	Involve	High	<ul style="list-style-type: none"> <li>▶ Project updates</li> <li>▶ Community information sessions and industry briefings</li> <li>▶ Coordination of Department initiatives/activities with Inland Rail work (e.g. Interface Improvement Program)</li> </ul>	<ul style="list-style-type: none"> <li>▶ Policy responsibility for program</li> </ul>
Department of Climate Change, Energy, the Environment and Water (DCCEEW) Commonwealth	Federal Environment Regulator	Consult	High	<ul style="list-style-type: none"> <li>▶ Biodiversity management</li> <li>▶ Impact management and mitigation</li> <li>▶ Soil and water management</li> <li>▶ Flooding management</li> <li>▶ Project updates</li> </ul>	<ul style="list-style-type: none"> <li>▶ Federal approval authority</li> </ul>
NSW Government	Department of Planning, Housing and Infrastructure (DPHI)	Consult	High	<ul style="list-style-type: none"> <li>▶ CSSI document review and approval</li> <li>▶ All matters pertaining to environmental management as captured in the CoA</li> <li>▶ Project reporting (general)</li> <li>▶ Non-conformance or incident reporting</li> <li>▶ Project updates</li> </ul>	<ul style="list-style-type: none"> <li>▶ Minimise impact on Country Rail Network and ARTC rail network</li> <li>▶ Improve the safety of the road/rail interfaces</li> <li>▶ Mitigate issues associated with the use of Crown land</li> <li>▶ Identify impacts that construction will have on TSR's and will work through challenges with LLS</li> </ul>
	NSW Premier's Department	Consult	High	<ul style="list-style-type: none"> <li>▶ Project updates</li> <li>▶ Legislative frameworks and changes</li> </ul>	

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT	LEVEL OF INTEREST	KEY TOPICS OF ENGAGEMENT	KEY Interests
	NSW Environment Protection Authority (EPA)	Consult	High	<ul style="list-style-type: none"> <li>▶ CSSI document review and approval</li> <li>▶ Soil and water management</li> <li>▶ Hazardous and contaminated materials management</li> <li>▶ Noise and vibration management</li> <li>▶ Construction contractor's Environment Protection Licence</li> <li>▶ Project updates</li> </ul>	
	Transport for NSW (TfNSW)	Involve	High	<ul style="list-style-type: none"> <li>▶ Public level crossings</li> <li>▶ Traffic, transport and access management</li> <li>▶ Permanent and temporary property acquisition</li> <li>▶ Project updates</li> <li>▶ Flood impact management</li> </ul>	
	Department of Primary Industries and Regional Development	Consult	High	<ul style="list-style-type: none"> <li>▶ Special Activation Precincts (SAPs)</li> <li>▶ Travelling Stock Routes</li> <li>▶ Project updates</li> </ul>	
	Crown lands	Consult	High	<ul style="list-style-type: none"> <li>▶ Soil and water management</li> <li>▶ Permanent and temporary property acquisition</li> <li>▶ Project updates</li> </ul>	
	Water Group/Natural Resources Access Regulator	Consult	High	<ul style="list-style-type: none"> <li>▶ Soil and water management</li> </ul>	<ul style="list-style-type: none"> <li>▶ Hydrology</li> <li>▶ Construction impacts</li> </ul>

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT	LEVEL OF INTEREST	KEY TOPICS OF ENGAGEMENT	KEY Interests
	Registered Aboriginal Parties (RAPs). Full details in Appendix C	Consult	Moderate	<ul style="list-style-type: none"> <li>▶ Aboriginal cultural heritage</li> <li>▶ Project update</li> </ul>	<ul style="list-style-type: none"> <li>▶ Impacts to all traditionally owned land</li> <li>▶ Construction impacts to sacred sites</li> <li>▶ Potential changes in community values and identity</li> <li>▶ Opportunities to maximise indigenous participation</li> <li>▶ Potential to support community programs as part of social legacy</li> </ul>
	Local Land Services (LLS)	Inform	High	<ul style="list-style-type: none"> <li>▶ Travelling Stock Routes</li> <li>▶ Project updates</li> </ul>	<ul style="list-style-type: none"> <li>▶ Mitigate issues associated with the use of Crown land</li> <li>▶ Identify impacts that construction will have on TSRs and work through challenges with LLS</li> </ul>

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT	LEVEL OF INTEREST	KEY TOPICS OF ENGAGEMENT	KEY Interests
Local Government	Moree Plains Shire Council (Boggabilla, Toomelah)	Consult	High	<ul style="list-style-type: none"> <li>▶ Level crossing</li> <li>▶ Traffic, transport and access management</li> <li>▶ Noise and vibration management</li> <li>▶ Biodiversity management</li> <li>▶ Air quality management</li> <li>▶ Soil and water management</li> <li>▶ Service re-location</li> <li>▶ Community events and engagement</li> <li>▶ Business engagement</li> <li>▶ Permanent and temporary land acquisitions</li> <li>▶ Project updates</li> <li>▶ Flood impact management</li> </ul>	<ul style="list-style-type: none"> <li>▶ Any approvals</li> <li>▶ Potential for industry growth and development</li> <li>▶ Connection to other regional centres</li> <li>▶ Potential severance and changes access</li> <li>▶ Increased noise, dust and decreased visual amenity</li> <li>▶ Changes in community values and identity</li> <li>▶ Changed demographic profile during construction</li> <li>▶ Changes traffic conditions</li> <li>▶ Changes in road safety</li> </ul>

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT	LEVEL OF INTEREST	KEY TOPICS OF ENGAGEMENT	KEY Interests
	Gwydir Shire Council (North Star, Boonal)	Consult	High	<ul style="list-style-type: none"> <li>▶ Level crossing</li> <li>▶ Traffic, transport and access management</li> <li>▶ Noise and vibration management</li> <li>▶ Biodiversity management</li> <li>▶ Air quality management</li> <li>▶ Soil and water management</li> <li>▶ Service re-location</li> <li>▶ Community events and engagement</li> <li>▶ Business engagement</li> <li>▶ Permanent and temporary land acquisitions</li> <li>▶ Project updates</li> <li>▶ Flood impact management</li> </ul>	<ul style="list-style-type: none"> <li>▶ Floodplain risk management strategies</li> </ul>
	Goondiwindi Regional Council (Goondiwindi, Kurumbul, Yelarbon)	Consult/inform	High	<ul style="list-style-type: none"> <li>▶ Flood impact management</li> <li>▶ Project updates</li> <li>▶ Business engagement</li> <li>▶ Traffic, transport and access management</li> <li>▶ Noise and vibration management</li> <li>▶ Biodiversity management</li> <li>▶ Air quality management</li> <li>▶ Soil and water management</li> <li>▶ Service re-location</li> <li>▶ Community events and engagement</li> </ul>	

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT	LEVEL OF INTEREST	KEY TOPICS OF ENGAGEMENT	KEY Interests
Federal Government—elected representatives	The Hon. Jamie Chaffey MP, Federal Member for Parkes	Inform	High	<ul style="list-style-type: none"> <li>▶ Project updates</li> <li>▶ Key project milestones</li> </ul>	<ul style="list-style-type: none"> <li>▶ Minimise impacts on community</li> </ul>
	Senator The Hon. Katy Gallagher, Federal Minister for Finance	Inform	High	<ul style="list-style-type: none"> <li>▶ Project updates</li> <li>▶ Key project milestones</li> </ul>	
	The Hon. Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government, Member for Ballarat	Inform	High	<ul style="list-style-type: none"> <li>▶ Project updates</li> <li>▶ Key project milestones</li> </ul>	
	The Hon. David Littleproud MP; Leader of the Nationals, Member for Maranoa	Inform	Medium	<ul style="list-style-type: none"> <li>▶ Project updates</li> <li>▶ Key project milestones</li> </ul>	
State Government—elected representatives	The Hon Brendan Moylan MP, State Member for Northern Tablelands	Inform	High	<ul style="list-style-type: none"> <li>▶ Project updates</li> <li>▶ Key project milestones</li> </ul>	<ul style="list-style-type: none"> <li>▶ Minimise impacts on community</li> </ul>
	Member for Southern Downs, James Lister	Inform	Medium	<ul style="list-style-type: none"> <li>▶ Project updates</li> <li>▶ Key project milestones</li> </ul>	
Government organisations	Local Emergency Management Committee, Moree	Consult	High	<ul style="list-style-type: none"> <li>▶ Flood impact management</li> <li>▶ Traffic, transport and access management</li> </ul>	<ul style="list-style-type: none"> <li>▶ Any approvals</li> <li>▶ Potential for industry growth and development</li> <li>▶ Connection to other regional centres</li> <li>▶ Potential severance and changes access</li> </ul>
	Local Emergency Management Committee, Gwydir	Consult	High	<ul style="list-style-type: none"> <li>▶ Flood impact management</li> <li>▶ Traffic, transport and access management</li> </ul>	

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT	LEVEL OF INTEREST	KEY TOPICS OF ENGAGEMENT	KEY Interests
	Local Disaster Management Committee, Goondiwindi	Consult	High	<ul style="list-style-type: none"> <li>▶ Flood impact management</li> <li>▶ Traffic, transport and access management</li> </ul>	<ul style="list-style-type: none"> <li>▶ Increased noise, dust and decreased visual amenity</li> <li>▶ Changes in community values and identity</li> <li>▶ Changed demographic profile during construction</li> <li>▶ Changes traffic conditions</li> <li>▶ Changes in road safety</li> <li>▶ Floodplain risk management strategies</li> </ul>
Adjacent and affected landowners	Directly impacted stakeholders including landowners, business operators, primary producers and town residents along the alignment within North Star, Boonal, Toomelah and Boggabilla	Consult/collaborate	High	<ul style="list-style-type: none"> <li>▶ Project updates</li> <li>▶ Private property access</li> <li>▶ Fencing</li> <li>▶ Temporary leasing of land</li> <li>▶ Permanent acquisition of land</li> <li>▶ Traffic, transport and access management</li> <li>▶ Flood impact management</li> <li>▶ Construction dust, noise, vibration and land degradation</li> <li>▶ Operation noise and vibration</li> <li>▶ Road and infrastructure dilapidation</li> </ul>	<ul style="list-style-type: none"> <li>▶ Safety and avoidance of rail corridor</li> <li>▶ Hydrology</li> <li>▶ Increased noise, dust and decreased visual amenity</li> <li>▶ Access changes</li> <li>▶ Business and operation impact</li> <li>▶ Increased fire risk, weed and other corridor issues</li> <li>▶ Changes in property operation</li> <li>▶ Changes in travelling stock reserves (amenity and operational impacts)</li> </ul>

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT	LEVEL OF INTEREST	KEY TOPICS OF ENGAGEMENT	KEY Interests
Broader community	Community members residing in the Moree Plains, Gwydir and Goondiwindi Local Government areas	Inform/collaborate	Moderate	<ul style="list-style-type: none"> <li>▶ Supply chain opportunities</li> <li>▶ Construction project work and impacts</li> <li>▶ Community events and engagement</li> <li>▶ Traffic, transport and access management</li> <li>▶ Project updates</li> <li>▶ Construction noise and vibration</li> <li>▶ Operation noise and vibration</li> <li>▶ Road and infrastructure dilapidation</li> </ul>	<ul style="list-style-type: none"> <li>▶ Noise, dust and impacts on visual amenity</li> <li>▶ Impact on community values and identity</li> <li>▶ Hydrology</li> <li>▶ Business and employment opportunities</li> </ul>
Local road users	Users of local roads and level crossings within the alignment	Inform	Moderate	<ul style="list-style-type: none"> <li>▶ Level crossings</li> <li>▶ Traffic, transport and access management</li> </ul>	<ul style="list-style-type: none"> <li>▶ Connectivity</li> <li>▶ Changes in traffic conditions</li> </ul>
Emergency services	NSW Police station located in Boggabilla, Goondiwindi and Moree	Consult	Moderate	<ul style="list-style-type: none"> <li>▶ Project updates</li> <li>▶ Traffic, transport and access management</li> </ul>	<ul style="list-style-type: none"> <li>▶ Additional resourcing preparation (e.g. during construction)</li> <li>▶ Input into crime prevention throughout design process (e.g. structures)</li> </ul>
	NSW Ambulance stations located in Moree, Goondiwindi and Warialda	Consult	High	<ul style="list-style-type: none"> <li>▶ Project updates</li> <li>▶ Traffic, transport and access management</li> </ul>	<ul style="list-style-type: none"> <li>▶ Connectivity</li> <li>▶ Changes in traffic conditions</li> </ul>
	Fire and Rescue NSW, stations located in Moree, Goondiwindi and Warialda	Consult	High	<ul style="list-style-type: none"> <li>▶ Project updates</li> <li>▶ Traffic, transport and access management</li> </ul>	
	Rural Fire Services, stations Namoi-Gwydir, North Star and Moree	Consult	High	<ul style="list-style-type: none"> <li>▶ Project updates</li> <li>▶ Traffic, transport and access management</li> </ul>	

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT	LEVEL OF INTEREST	KEY TOPICS OF ENGAGEMENT	KEY Interests
Utilities	State Emergency Services, Border Rivers and Gwydir regions	Consult	High	<ul style="list-style-type: none"> <li>▶ Project updates</li> <li>▶ Traffic, transport and access management</li> <li>▶ Flooding impact management</li> </ul>	
	Essential Energy	Consult	High	<ul style="list-style-type: none"> <li>▶ Service relocation of poles (pole raising) outside the rail corridor</li> </ul>	<ul style="list-style-type: none"> <li>▶ Connectivity</li> <li>▶ Access changes</li> <li>▶ Road/rail interfaces</li> </ul>
	NBN	Consult	High	<ul style="list-style-type: none"> <li>▶ Service relocation of NBN cabling outside the rail corridor</li> </ul>	<ul style="list-style-type: none"> <li>▶ Impacts from construction and operations</li> <li>▶ Construction timeframes</li> </ul>
Educational Institutions	Telstra	Consult	High	<ul style="list-style-type: none"> <li>▶ Service relocation of Telstra services outside the rail corridor</li> </ul>	
	Boggabilla Central School	Inform	Low	<ul style="list-style-type: none"> <li>▶ Project updates</li> <li>▶ Road closures</li> <li>▶ Construction impacts</li> </ul>	<ul style="list-style-type: none"> <li>▶ Safety messages</li> <li>▶ Changes in traffic conditions</li> <li>▶ Access changes</li> <li>▶ Noise and visual impacts during construction and operations</li> </ul>
	Toomelah Public School	Inform	Low	<ul style="list-style-type: none"> <li>▶ Project updates</li> <li>▶ Road closures</li> <li>▶ Construction impacts</li> </ul>	
	Boggabilla TAFE NSW	Inform	Low	<ul style="list-style-type: none"> <li>▶ Project updates</li> <li>▶ Road closures</li> <li>▶ Construction impacts</li> </ul>	
	North Star Public School	Inform	Low	<ul style="list-style-type: none"> <li>▶ Project updates</li> <li>▶ Road closures</li> <li>▶ Construction impacts</li> </ul>	
	Tharawonga Day Care (North Star Community Hall)	Inform	Low	<ul style="list-style-type: none"> <li>▶ Project updates</li> <li>▶ Road closures</li> <li>▶ Construction impacts</li> </ul>	

## 6. Key issues

Several issues and challenges were identified through the community consultation undertaken during the EIS and detailed design phase of the NS2B project. The table below details the key issues faced on the project during the EIS phase, 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. The listed issues in Table 7 are relevant only to the NS2B pre-construction low-impact works activities and will be updated in the NS2B communications plan for low-impact works to include construction issues.

**TABLE 7: KEY ISSUES OF NS2B LOW-IMPACT WORKS AND HOW THEY WILL BE ADDRESSED**

ISSUE	DETAILS	TOOLS	STAKEHOLDER ENGAGEMENT OUTCOME
Temporary private land access	<p>Private land access may be required to enable low-impact works.</p> <p>If access to private property is required as part of the works, impacted landowners will be consulted in accordance with the agreed conditions of their Land Access Agreement.</p> <p>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.</p> <p>If council, affected residents, and business operators do not grant permission to use their land, Inland Rail will continue to attempt to negotiate access voluntarily, however may amend the scope of works to investigate alternate locations.</p> <p>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.</p>	<ul style="list-style-type: none"> <li>▶ One-on-one meetings (as required)</li> <li>▶ Land Access Agreement</li> <li>▶ Property Land Licence Agreements</li> </ul>	<ul style="list-style-type: none"> <li>▶ All impacted parties to provide written acceptance of Land Access Agreement</li> <li>▶ Councils, effected residents and business operators to provide written acceptance of Licence Agreement</li> </ul>
Water Usage (e.g. private bores and surface water)	<p>Appropriate water sources needed for any works on the project are required to be determined by the construction contractor, prior to works commencing with relevant stakeholders, and any required approvals/agreements be obtained.</p>	<ul style="list-style-type: none"> <li>▶ One-on-one meetings (as required)</li> <li>▶ Newsletters</li> <li>▶ Q&amp;As</li> <li>▶ Inland Rail website</li> <li>▶ Property Licence deed</li> <li>▶ Property Land Access Agreements</li> </ul>	<ul style="list-style-type: none"> <li>▶ Where applicable, stakeholders provide agreement to access water structure</li> <li>▶ Stakeholders provide Written Acceptance of Works transfer deed and/or licence agreement</li> <li>▶ Construction contractor must engage a suitably experienced and consultant to undertake further investigations regarding water availability/impacts</li> </ul>

ISSUE	DETAILS	TOOLS	STAKEHOLDER ENGAGEMENT OUTCOME
Low-impact works impacts	<p>Low-impact works have the potential to generate some environmental impacts.</p> <p>Where impacts cannot be avoided or eliminated, Inland Rail will implement controls to minimise impacts. ARTC and the construction contractor work under requirements specified by the approved CEMP (and relevant sub-plans), environmental protection licence and documents such as out of hours works protocols (OOHWP).</p> <p>Land temporarily disturbed by the project will be returned to its pre-construction low impact works condition or better, or to the satisfaction of landowners consistent to the rehabilitation strategy.</p> <p>Complaints lodged as per the processes outlined in this strategy are to be managed following the complaint management process.</p>	<ul style="list-style-type: none"> <li>▶ One-on-one meetings (as required)</li> <li>▶ Newsletters</li> <li>▶ Q&amp;As</li> <li>▶ Inland Rail website</li> <li>▶ Community reference group</li> <li>▶ Survey</li> <li>▶ Communications methods provided outlined in Section 7</li> <li>▶ Complaints Management Register</li> </ul>	<ul style="list-style-type: none"> <li>▶ Stakeholders provide no objection to community notification</li> <li>▶ Scheduling of any out of hours works will be arranged through relevant stakeholder consultation and agreements being arranged, coupled with EPA and Environmental Representative (acting on behalf of DPHI) approval where applicable. Out of hours work will need to be within the definition and scope of low-impact works.</li> </ul>
Biodiversity and heritage impacts	<p>Impacts to native flora and fauna will be managed and mitigated by those processes outlined in the CoA and CEMP (specifically the Flora and Fauna Management Sub-Plan).</p> <p>Impacts to heritage items will be managed and mitigated by those process outlined in the CoA and CEMP (specifically the Cultural Heritage Management Sub-Plan).</p>	<ul style="list-style-type: none"> <li>▶ Field assessments and engagement with RAPS</li> <li>▶ Biodiversity assessment reports</li> <li>▶ Stakeholder meetings with potential offset area holders</li> <li>▶ Engagement with relevant government agencies</li> <li>▶ Communications methods provided outlined in Section 7</li> <li>▶ Complaints Management Register</li> </ul>	<ul style="list-style-type: none"> <li>▶ Identification of potentially unknown Aboriginal artefacts with support from RAPs</li> <li>▶ Agreement to and safe salvage of Aboriginal artefacts with RAPs and Heritage NSW, where necessary</li> <li>▶ Reduction in biodiversity offset obligations</li> <li>▶ Biodiversity stewardship agreements signed with relevant stakeholders</li> <li>▶ Approval of Credit Retirement Report</li> <li>▶ Acceptance of potential impacts and modification of TfNSW assets, by TfNSW (regarding heritage sites)</li> </ul>
Fencing	<p>Temporary fencing may be used on some sections of the low-impact works. Permanent fencing is also required on some sections of the railway corridor.</p> <p>Temporary construction fencing: Fencing that incorporates screening will be erected around low-impact works ancillary facilities that are within 500 m of sensitive land users, if required. If 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.</p> <p>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.</p>	<ul style="list-style-type: none"> <li>▶ Site hoarding</li> <li>▶ Site signage</li> <li>▶ Inland Rail website</li> <li>▶ Project newsletter</li> <li>▶ One-on-one meetings (as required)</li> <li>▶ Inland Rail fencing factsheet</li> <li>▶ Communications methods provided outlined in Section 7</li> </ul>	<ul style="list-style-type: none"> <li>▶ Site signage and site protection solutions, with hoarding to provide visible site contact information and key messages</li> <li>▶ Councils, affected residents and business operators to provide written acceptance of fencing solution in their licence agreement</li> </ul>

ISSUE	DETAILS	TOOLS	STAKEHOLDER ENGAGEMENT OUTCOME
Access	<p>Low-impact works of NS2B may impact access to private and public property. During low-impact works, access to properties will always be maintained.</p> <p>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.</p>	<ul style="list-style-type: none"> <li>▶ Project newsletter</li> <li>▶ Site signage (7 days prior)</li> <li>▶ Traffic alerts (7 days prior)</li> <li>▶ VMS signs</li> <li>▶ Advertisements in local papers</li> <li>▶ Social media</li> <li>▶ Letterbox drops</li> <li>▶ Inland Rail website</li> <li>▶ Communications methods provided outlined in Section 7</li> <li>▶ Complaints Management Register</li> </ul>	<ul style="list-style-type: none"> <li>▶ Inland Rail will consult with affected stakeholders to attain written agreement prior access being granted</li> <li>▶ 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</li> <li>▶ 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</li> </ul>
Dirt/mud on roads	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"> <li>▶ Meeting with relevant councils and road users</li> <li>▶ Pre-dilapidation surveys and rectification works</li> <li>▶ Project newsletter</li> <li>▶ Contact details provided to affected landowners outlined in Section 7</li> <li>▶ Complaints Management Register</li> </ul>	<ul style="list-style-type: none"> <li>▶ Report provided to relevant road authority 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</li> </ul>
Traveling Stock Routes (TSR)	If a TSR is impacted by the low-impact works, Inland Rail will consult with Local Land Services to mitigate any impacts.	<ul style="list-style-type: none"> <li>▶ Meeting with relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▶ Inland Rail will consult with affected stakeholders to minimise impacts on TSRs</li> </ul>
Local employment opportunities and expectations	<p>Inland Rail is committed to using local suppliers, skills and labour wherever possible, as well as ensuring environmental, community and economic issues are considered throughout the procurement process.</p> <p>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.</p> <p>Multiple options for registering interest as a supplier and contractor to the project have been made available throughout the planning of the project and will remain available up to and during low impact works (e.g. <a href="http://gateway.icn.org.au/project/4548/inland-rail">gateway.icn.org.au/project/4548/inland-rail</a>). These channels provide updated information on current opportunities.</p> <p>ARTC will support local employment through the Inland Rail Skills Academy to leverage training programs, upskill local residents, educate young people and connect businesses with Inland Rail opportunities and key regional industries.</p>	<ul style="list-style-type: none"> <li>▶ Supplier and community briefings</li> <li>▶ Project newsletter</li> <li>▶ Inland Rail website</li> <li>▶ Social media</li> <li>▶ ICN Inland Rail website</li> <li>▶ Advertising</li> </ul>	<ul style="list-style-type: none"> <li>▶ The contractor will use local suppliers, skills and labour, where possible, and ensure environmental, social and economic considerations are embedded in all procurement process</li> <li>▶ 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</li> </ul>

ISSUE	DETAILS	TOOLS	STAKEHOLDER ENGAGEMENT OUTCOME
Accommodation camp	<p>Inland Rail will prepare an accommodation camp management plan (condition A19) in consultation with Council, NSW Police and NSW Ambulance. The Plan must be submitted to the Planning Secretary for approval one month before occupation of the accommodation camp by construction personnel. The Plan must include:</p> <ul style="list-style-type: none"> <li>▶ site layout including building locations, vehicle access and movement, site servicing and utilities infrastructure including the requirements of conditions E115 and E120</li> <li>▶ management and emergency provisions including staff roles and responsibilities, provision of security and paramedic staff required by condition E116, communication procedures with emergency services, and community consultation and complaints processes consistent with the communication strategy required by condition B1 and the complaints management system required by condition B6</li> <li>▶ measures to minimise noise amenity impacts on North Star residents, including limitations on use of outdoor recreation areas required by condition E118 and minimising through traffic in North Star</li> <li>▶ arrangements for servicing the camp (e.g. food, water, wastewater, waste collection and cleaning and maintenance)</li> <li>▶ outline the provisions for and anticipated frequency and timing of servicing including food and water deliveries and waste collection</li> <li>▶ location and facilities to store waste</li> <li>▶ cleaning and maintenance provisions, including frequency and range of duties</li> <li>▶ measures to support local suppliers in servicing the accommodation camp.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Meetings with NSW Police</li> <li>▶ Meetings with NSW Ambulance</li> <li>▶ One-on-one meetings with relevant stakeholders</li> <li>▶ Supplier and community briefings</li> <li>▶ Project newsletter</li> <li>▶ Inland Rail website</li> <li>▶ Social media</li> <li>▶ ICN Inland Rail website</li> <li>▶ Advertising</li> </ul>	<ul style="list-style-type: none"> <li>▶ Inland Rail will consult with affected stakeholders to minimise impacts on the NS2B community</li> <li>▶ The contractor will engage with emergency services during the planning and development of an accommodation facility</li> <li>▶ The contractor will negotiate with the landowner to arrange a commercial arrangement</li> </ul>

ISSUE	DETAILS	TOOLS	STAKEHOLDER ENGAGEMENT OUTCOME
Ancillary facility for low-impact works	<p>Inland Rail will only establish and use ancillary facilities if:</p> <ul style="list-style-type: none"> <li>▶ they are located within or adjacent to the construction boundary</li> <li>▶ they are not located next to a sensitive land use(s) including where an access road is between the facility and the receiver, unless the landowner and occupier have given written acceptance to the carrying out of the relevant facility in the proposed location</li> <li>▶ they have no impacts on heritage items, including areas of archaeological sensitivity, threatened species, populations or ecological communities beyond the impacts approved under the terms of this approval</li> <li>▶ the establishment and use of the facility can be carried out and managed within the performance outcomes set out in the terms of this approval, including in relation to environmental, social and economic impacts.</li> </ul> <p>Where ancillary facilities are classified as minor, Inland Rail will establish these facilities if they:</p> <ul style="list-style-type: none"> <li>▶ are located within the construction boundary</li> <li>▶ have been assessed by the ER to have: <ul style="list-style-type: none"> <li>▶ minimal amenity impacts to surrounding residences and businesses, after consideration of matters such as compliance with the <i>Interim Construction Noise Guideline</i> (DECC, 2009), traffic and access impacts, dust and odour impacts, and visual (e.g. light spill) impacts, and minimal environmental impact with respect to waste management and flooding, and no impacts on biodiversity, soil and water, and heritage items beyond those already approved under other terms of this approval.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▶ Meetings with NSW Police</li> <li>▶ Meetings with NSW Ambulance</li> <li>▶ One-on-one meetings with relevant stakeholders including local councils</li> <li>▶ Supplier and community briefings</li> <li>▶ Project newsletter</li> <li>▶ Inland Rail website</li> <li>▶ Social media</li> </ul>	<ul style="list-style-type: none"> <li>▶ Inland Rail will consult with affected stakeholders to minimise impacts on NS2B community</li> <li>▶ The contractor will engage with emergency services during the planning, development, and operation of any ancillary facility</li> <li>▶ The contractor will negotiate with the landowner to arrange a commercial arrangement if required</li> </ul>
Low-impact noise impacts	<p>Inland Rail will consult with sensitive receivers in accordance with condition E2 to minimise the impact of low-impact works. Sensitive receiver will be provided with various communication methods and contact details outlined in Section 7.1. Enquiries and complaints will be handled in accordance with Section 8.</p>	<ul style="list-style-type: none"> <li>▶ Meetings with sensitive receivers</li> <li>▶ Communication methods provided and outlined in Section 7</li> <li>▶ Complaints Management Register</li> </ul>	<ul style="list-style-type: none"> <li>▶ Inland Rail will consult with affected stakeholders to minimise impact of low impact works</li> </ul>
Out-of-hours low-impact works impacts	<p>Inland Rail will consult with sensitive receivers in accordance with condition E5 to minimise the impact of low-impact works. Sensitive receiver will be provided with various communication methods and contact details outlined in Section 7.1. Enquiries and complaints will be handled in accordance with Section 8.</p>	<ul style="list-style-type: none"> <li>▶ Meetings with sensitive receivers</li> <li>▶ Communication methods provided and outlined in Section 7</li> <li>▶ Complaints Management Register</li> </ul>	<ul style="list-style-type: none"> <li>▶ Inland Rail will consult with affected stakeholders prior to undertaking Out-of-hours low-impact works, and where applicable, implement appropriate mitigation measures during Out-of-hours low-impact works.</li> </ul>

## 7. Communication principles and 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 NS2B project. These channels will remain active for at least 12 months after the NS2B project is completed.

TABLE 8: COMMUNICATION METHODS

CHANNEL	PURPOSE
Email address: <a href="mailto:inlandrailnsw@inlandrail.com.au">inlandrailnsw@inlandrail.com.au</a>	<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 the construction contractor's Stakeholder Engagement Team.</p> <p>Emails are monitored and answered by a team member and recorded in Consultation Manager.</p> <p>Complaints and enquiries will be responded to in the following timeframes:</p> <p><b>Enquiries:</b></p> <ul style="list-style-type: none"><li>▶ provide written response to emails within 24 hours</li><li>▶ follow-up emails will be made where required to close out the enquiry.</li></ul> <p><b>Feedback:</b></p> <ul style="list-style-type: none"><li>▶ where required, follow-up emails will be issued acknowledging the feedback</li><li>▶ feedback is registered in Consultation Manager and passed onto the relevant business unit.</li></ul> <p><b>Complaints and incidents:</b></p> <ul style="list-style-type: none"><li>▶ provide written acknowledgement to emails and written complaints within 24 hours or on the next business day if received outside of work hours</li><li>▶ where possible, all complaints will be resolved within three business days.</li></ul>
Community information line, toll free: 1800 732 761 (24 hours, 7 days a week)	<p>Allows stakeholders to access project personnel 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 updated and calling cards, etc.) and on the Inland Rail website (<a href="http://inlandrail.inlandrail.com.au/NS2B">inlandrail.inlandrail.com.au/NS2B</a>).</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 in Consultation Manager. The construction contractor will also run a 24 hour/7 day on-call roster to respond to complaints.</p> <p>Complaints and enquiries will be responded to in the following timeframes:</p> <p><b>Enquiries:</b></p> <ul style="list-style-type: none"><li>▶ provide verbal response to telephone enquiries within two hours</li><li>▶ follow-up calls, emails and letters will be made where required to close out the enquiry.</li></ul> <p><b>Feedback:</b></p> <ul style="list-style-type: none"><li>▶ where required, follow-up communication will be issued acknowledging the feedback</li><li>▶ feedback is registered in consultation manager and passed onto the relevant business unit.</li></ul> <p><b>Complaints and incidents:</b></p> <ul style="list-style-type: none"><li>▶ provide verbal response to telephone enquiries within two hours, 24 hours/7 days a week</li><li>▶ where possible, all complaints will be resolved within three business days.</li></ul>
Postal address and Reply-Paid facility: Inland Rail Engagement Team 116 Marshall Street Goondiwindi QLD 4390  Reply Paid 89629 SYDNEY NSW 2001	<p>This central postal address is displayed and included on all the communications 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 enquiries will be responded to in the following timeframes:</p> <p><b>Enquiries:</b></p>

CHANNEL	PURPOSE
	<ul style="list-style-type: none"> <li>▶ provide written response to written enquiries within 24 hours</li> <li>▶ follow-up emails, calls and letters will be made where required to close out the enquiry.</li> </ul> <p><b>Feedback:</b></p> <ul style="list-style-type: none"> <li>▶ where required, follow-up communication will be issued acknowledging the feedback</li> <li>▶ feedback is registered in Consultation Manager and passed onto the relevant business unit.</li> </ul> <p><b>Complaints and incidents:</b></p> <ul style="list-style-type: none"> <li>▶ provide written acknowledgement to written complaints within two days if received outside of work hours</li> <li>▶ where possible, all complaints will be resolved within three business days.</li> </ul>
Physical presence at:	The shopfront provides a physical location for stakeholders and the wider community to come and learn more about the project.
Inland Rail Office 116 Marshall Street, Goondiwindi, QLD, 4390	<p>The shopfront will be open during business hours.</p> <p>The project team, subject matter experts and the Inland Rail Stakeholder Engagement Team members will routinely work from the shopfront 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 project and the broader Inland Rail program.</p> <p>Feedback, enquiries and complaints received from the community through the shopfront will be registered in Consultation Manager and passed onto the relevant business unit.</p>

## 7.2 How Inland Rail will communicate with the community

Inland Rail will keep stakeholders and the community up to date about the progress of the NS2B 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 low impact works stages, milestones and project achievements. Community contact details (e.g. 1800 telephone number, postal address and email address) will be available through printed and online collateral.

**TABLE 9: COMMUNICATION TOOLS**

TOOL	PURPOSE	FREQUENCY
Print, radio and TV advertising	<p>These tools will be used to:</p> <ul style="list-style-type: none"> <li>▶ raise awareness and understanding of the project</li> <li>▶ provide information and promote channels through which stakeholders can communicate their views, issues and concerns</li> <li>▶ celebrate project milestones publicly</li> <li>▶ support the construction contractor's recruitment and supplier engagement efforts.</li> </ul>	<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 Governments shareholders, department and government agency stakeholders, local communities, businesses and broader industry.</p> <p>Potentially leading to coverage in news and media channels.</p> <p>Inland Rail is a highly visible and strategically significant national infrastructure project. As such, it carries a high level of reputational and political risk.</p> <p>By working collaboratively across teams and maintaining consistent, transparent communication, Inland Rail aims to reduce reputational risk and manage any media attention that may arise throughout the project lifecycle.</p>	<p>Project milestones</p> <p>Issues of importance to Shareholding Ministers and the Department</p>
Briefing papers	Provided to government stakeholders to outline key issues and strategies.	As required
Project launch newsletter	<p>To announce the start of the project to the wider community, share project team contact information and details about the NS2B 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>	One month before site establishment

TOOL	PURPOSE	FREQUENCY
Quarterly project e-newsletter	<p>E-newsletters will be sent 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>	Quarterly
Project factsheet/information sheets	<p>Fact sheets will be used to provide stakeholders with an overview of the project and its environmental approvals/construction process.</p> <p>Information sheets provide a more technical description of activities specifically undertaken by the construction contractor (e.g. track laying and environmental monitoring).</p> <p>Both fact and information sheets will be displayed on the Inland Rail website.</p>	Reviewed as required, a minimum of quarterly
Project FAQs	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.	Reviewed as required, a minimum of quarterly
Site hoarding	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	Signage, including contact details and information about the project, gives the public easy access to the project team. Site signage will be used in publicly visible areas such as roads and towns.	Project lifespan where there is an impact on public use, signage to be installed seven days before any work commences
Inland Rail website	<p>The project-specific page is North Star to Border - Inland Rail (<a href="http://inlandrail.com.au">inlandrail.com.au</a>) and an interactive map can be viewed at Inland Rail: North Star to NSW/QLD Border   Social Pinpoint.</p> <p>This page can also be accessed via the 'Menu &gt; Where we go &gt; Sections &gt; North Star to Border' tabs on the main Inland Rail website at <a href="http://inlandrail.com.au">inlandrail.com.au</a>.</p> <p>The website will include:</p> <ul style="list-style-type: none"> <li>▶ copies of documents that are prepared before low-impact works, construction or on operational activity will be uploaded before work commences, and will be available 12 months following the completion of construction</li> <li>▶ information on the current implementation of the low-impact works, CSSI and updates on the proposed works to be undertaken in the coming month</li> <li>▶ a copy of each statutory approval, licence or permit required and obtained in relation to low-impact works</li> <li>▶ where conditions/s of the CoA requires a document to be prepared before work or operational activity, a current copy of the relevant document/s before the work is undertaken</li> <li>▶ a copy of each document required to be made publicly available under the CoA, will be published within 14 days of the finalisation or approval of the relevant documentation (unless an alternative timeframe has been agreed by another CoA)</li> <li>▶ all community newsletters, notifications and FAQs</li> <li>▶ notification of upcoming events and forums</li> <li>▶ up-to-date community contact information and program contact details.</li> </ul>	Reviewed monthly
Social media	To raise awareness and understanding of the project, and to share updates and achievements of both the project and the broader Inland Rail program.	As required

TOOL	PURPOSE	FREQUENCY
Support for local events and initiatives	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.	As required
Community workshops and information sessions	<p>Workshops and information sessions will be held at various locations for small groups of key/interested stakeholders as representatives from diverse groups within the project area.</p> <p>These sessions will provide an opportunity for community members to find out more about the work, opportunities to tender for construction 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 scheduled to address specific questions and issues in person, and to build relationships and trust.</p>	As required
Seven-day works notification	Community notification will be sent to all residents and businesses within two kilometres of pre-construction low impacts works about specific early works impacts seven days prior to activities commencing. These works will be completed in accordance with Condition E5 Out-of-hours work protocol.	As required
Group presentations and forums	To provide technical or specific issue-related information for specific stakeholder groups and agencies.	As required
Councils and TfNSW	To provide technical or specific issue-related information about project details and upcoming works.	As required
Inland Rail office (Goondiwindi)	To provide an accessible location for the community to interact with the project team, and to inform the community and stakeholders about project milestones.	As required
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 requirement 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"> <li>▶ each attendee to complete a visitor induction</li> <li>▶ all visitors will be provided with the required personal protective equipment to enter the site</li> <li>▶ group may be escorted onsite, or tours may be conducted on a bus, with stops at designated viewing points</li> <li>▶ site visits will be managed so white cards and rail safety cards will not be required for people entering the site.</li> </ul>	As required
Feedback surveys	To provide a structured format for community feedback on the project. This 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 months into low-impact works, with the frequency to be assessed after first results

## 7.3 Consultation on documents and monitoring programs

The NS2B Condition A5 stipulates that mandated documents and monitoring programs be prepared, or a review to be undertaken, in consultation with identified parties before submitting to DPHI 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.

This plan will inform the development of these plans prior to the approval of the NS2B communication strategy.

**TABLE 10: KEY DOCUMENTS FOR STAKEHOLDER CONSULTATION**

CONDITION	DELIVERABLE	TIMING	STAKEHOLDERS	LEVEL OF ENGAGEMENT	RESPONSIBLE
<b>Part A—Administrative</b>					
A20	Site Establishment Management Plan (SEMP)	One month before the establishment of any ancillary facilities or accommodation camp	Transport for NSW Moree Plains Shire Council Gwydir Shire Council ER DPHI (Approver)	Consult and approve	The Construction Contractor will prepare the SEMP and Inland Rail will seek approval from the Planning Secretary
A24	Minor construction ancillary facilities (low impact works)		ER DPHI	Consult	The Construction Contractor will establish minor construction ancillary facilities for low impact works
A29	Environmental representative	One month prior to the commencement of works (or else otherwise approved by the Planning Secretary)	DPHI (Approver)	Consult and approve	Inland Rail is responsible for seeking the Planning Secretary's approval of the ER
A43	Notification of incidents	Immediately upon becoming aware of the incident	DPHI	Information	Inland Rail is responsible for notifying any incident of which it becomes aware, including any incident which the contractor has notified to Inland Rail in sufficient detail to enable Inland Rail to comply with the condition
A45	Written notification of non-compliance	Non-compliance notification required in writing within seven days of the Proponent becomes aware of the non-compliance	DPHI	Information	Inland Rail is responsible for notifying any incident of which it becomes aware, including any incident which the contractor has notified to Inland Rail in sufficient detail to enable Inland Rail to comply with the condition
<b>Part B—Communication information and reporting</b>					

CONDITION	DELIVERABLE	TIMING	STAKEHOLDERS	LEVEL OF ENGAGEMENT	RESPONSIBLE
B3	Low-Impact Communications Strategy	One month before the commencement of any work	DPHI (Approver)	Approval	Inland Rail is responsible for discharging this condition
B9	Complaints Register	Upon request of the Planning Secretary	DPHI	Information	Inland Rail is responsible for providing the complaints register, which must be prepared by the contractor, to the relevant regulator

#### Part C – Construction environmental management

NA

#### Part D – Operation environmental management

NA

#### Part E – Key issues

NA

#### Part E – Noise and vibration

E2, E3	Variation to work hours	Agreed and finalised before the commencement of work affecting the sensitive land uses	DCCEEW NSW EPA Potentially affected sensitive receivers ER (Approver) DPHI (Approver)	Approval or agreement	The construction contractor
E5	Out-of-hours work protocol	The protocol must be approved by the Planning Secretary before the commencement of out-of-hours work	DCCEEW NSW EPA Potentially affected sensitive receivers ER (Approver) DPHI (Approver)	Consult and approve	The construction contractor

#### Part E – Biodiversity

E22	Impacts to threatened ecological communities and threatened species	On the discovery of potential or actual impacts to any threatened communities or species not listed in Conditions of Approval, Tables B1–B4, <b>SCHEDULE 2 – APPENDIX B</b> , all work in the associated location must stop to prevent further impact and the Planning Secretary and BCD (and DAWE, where relevant) notified in writing. Work is not to recommence until appropriate approvals have been obtained	DPHI Conservation Programs Heritage and Regulation (CPHR) DCCEEW (Cth)	Consult and approve	ARTC/construction contractor
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CONDITION	DELIVERABLE	TIMING	STAKEHOLDERS	LEVEL OF ENGAGEMENT	RESPONSIBLE
E30	Five-clawed Worm Skink Management Plan	The Proponent must prepare a Five-clawed Worm Skink Management Plan (the FCWS Management Plan) to detail how impacts on the Five-clawed Worm Skink and its habitat will be managed and minimised during the construction and operation of the CSSI	DPHI CPHR DCCEEW (Cth)	Consult and approve	Inland Rail /construction contractor
E37	Consider and consult with stakeholders regarding reuse of timber	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	Community groups Landcare groups Government agencies Councils	Consult	Inland Rail /construction contractor

#### Part E – Flooding

NA

#### Part E – Water quality and drainage

NA

#### Part E – Traffic, transport and access

NA

#### Part E – Social impacts

NA

#### Part E – Visual amenity and landscape impacts

NA

#### Part E – Heritage

E133	Aboriginal archaeological test excavation methodology	Must be prepared by a suitable qualified expert in consultation with Heritage NSW and RAPs and provided to the Planning Secretary for information at least one month prior to test excavation	RAPs Heritage NSW Moree Plains Shire Council Gwydir Shire Council Toomelah LALC DPHI	Consult and approve	Inland Rail / Contractor
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CONDITION	DELIVERABLE	TIMING	STAKEHOLDERS	LEVEL OF ENGAGEMENT	RESPONSIBLE
E134	Aboriginal archaeological salvage excavation methodology	Must be prepared by a suitable qualified expert in consultation with Heritage NSW and RAPs and provided to the Planning Secretary for information at least one month prior to salvage excavation	RAPs Heritage NSW Moree Plains Shire Council Gwydir Shire Council Toomelah LALC DPHI	Consult and approve	Inland Rail / Contractor
E135	Aboriginal cultural heritage excavation report/s	The RAPs must be given a minimum of 28 days to consider the report and provide comments and the final report must be provided to the Planning Secretary, Heritage, NSW, Councils, Toomelah LALC and RAPs within 24 months of the completion of excavations	RAPs Heritage NSW Moree Plains Shire Council Gwydir Shire Council Toomelah LALC DPHI	Consult	Inland Rail / Contractor
E137	Unexpected heritage finds and human remains procedure	Prior to the commencement of work	Heritage NSW DPHI NSW Police NSW State Coroner	Consult	Inland Rail / Contractor

#### Part E – Soils

E150	Unexpected finds procedure for contamination	Prior to the commencement of work and must be implemented throughout construction	NSW EPA Accredited site auditor DPHI	Consult	Inland Rail / Contractor
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## 7.4 Process for managing document review

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 with the document in accordance with Department's *Post Approval Guidance: Defining Engagement Terms (DPIE, 2020)*. The evidence must include:

- ▶ documentation of the engagement with the party identified in the condition of approval that has occurred before submitting the document for approval
- ▶ a log of the dates of engagement or attempted engagement with the identified party
- ▶ 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
- ▶ outline of the issues raised by the identified party and how they have been addressed
- ▶ a description of the outstanding issues raised by the identified party and the reasons why they have not been addressed.

Target timeframes have been agreed to for managing document review and are outline in Table 11.

**TABLE 11: DOCUMENT REVIEW TIMELINE**

Activity	Existing Statutory or Policy Timeframe	Target Timeframes
Planning Approval assessment and determination period	90 days	75 days
For modifications classified as Major, provide a completed Assessment Report to the decision-maker		37 days
For modifications classified as Regular, provide a completed Assessment Report to the decision-maker	No existing statutory timeframes for Planning Approval modification and are subject to a lot of variability	28 days
For modifications classified as Minor, provide a completed Assessment Report to the decision-maker		14 days
Approval of post planning approval documents, including design reports, Construction Environmental Management Plans and associated sub-plans requiring DPHI approval on behalf of the Planning Secretary are required to commence construction or within certain timeframes of construction commencing	60 days (as per the DPHI Major Projects Portal policy)	14 days for provision of comments from first review 28 days for completion of approval

**TABLE 12: PROCESS FOR MANAGING DOCUMENT REVIEW**

STEP	APPROACH
1	Relevant document provided to respective stakeholder. The document will be sent via email 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	Table 11 outlines review timeframes. Stakeholders will be encouraged to communicate any limitations around meeting timeframes early, and requests for additional time will be duly considered. Where comments are received and responded to, an additional two business days will be provided for review.
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 days, further efforts will be made to contact that stakeholder. This will include additional phone calls, emails and a visit to the stakeholder's 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	The following will be provided as a separate attachment to the regulator, as required, to demonstrate consultation undertaken in accordance with the CoA A5: a comments register outlining the comments raised and the Inland Rail response to each comment a copy of the original email request a copy of meeting minutes, where applicable a copy of a follow up email where this has been required.

## 8. Enquiry and complaints management

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

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 recording 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 onsite toolbox sessions) ensuring complaints management and resolution remains central to the project success.

### 8.1 Description of complaints

Complaints may include the expression of dissatisfaction, verbally or in writing, about the policies, operations, activities, and all projects of Inland Rail, its staff, or contractor. This relates to communication received from a member of the public which expresses dissatisfaction about an issue for which Inland Rail is responsible. For example, Inland Rail is not responsible for the route of Inland Rail, the need for Inland Rail or the adequacy of environmental legislation. However, Inland Rail is responsible for design and consultation. Similarly, any contractor working on the project is responsible for their construction activities.

### 8.2 Description of feedback

Inland Rail will classify feedback in accordance with Australian Standard AS/NZS ISO 10002:2014 *Guidelines for Complaint Management in Organisations*. This 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's Stakeholder Engagement team will respond to all complaints, feedback and enquiries in the first instance, and manage complaints relating to Inland Rail's low-impact work activities until the matter is resolved. Complaints relating to the construction contractor's low-impact activities will be provided to the contractor to manage, respond to and resolve, with oversight of the Inland Rail's Stakeholder Engagement team. All complaints including 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 complainants' contact details and will immediately pass these details on to the Inland Rail Stakeholder Engagement team to resolve as per the complaints management process.

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

### 8.5 Complaints management system

All complaints received during the NS2B 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 system in the lead up to low-impact works commencing on the project. This is to be maintained for the duration of construction and for a minimum of 12 months following completion of construction.

## **8.6 Response times to complaints and enquiries**

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

Enquiries:

- ▶ provide verbal response to telephone enquiries within two hours
- ▶ 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.

Complaints and incidents:

- ▶ provide verbal response to telephone complaints within two hours, 24 hours/7 days a week
- ▶ provide written response to emails and written complaints within two hours
- ▶ where possible, all complaints will be resolved within three business days. If that is not possible, the timeframe for response will be discussed with the complainant
- ▶ provide timeframe to complainant for resolution.

## **8.7 Complaints register**

All complaints will be tracked and recorded in Inland Rail's Consultation Manager system. Upon the request of the Secretary of the Department of Planning, Housing and Infrastructure, 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 NS2B project will be provided in a report format within the agreed time frame. The Environment Representative will also have access to Inland Rail's Consultation Manager system to see all complaints related to the NS2B project.

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 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.

## 8.8 Complaints management process

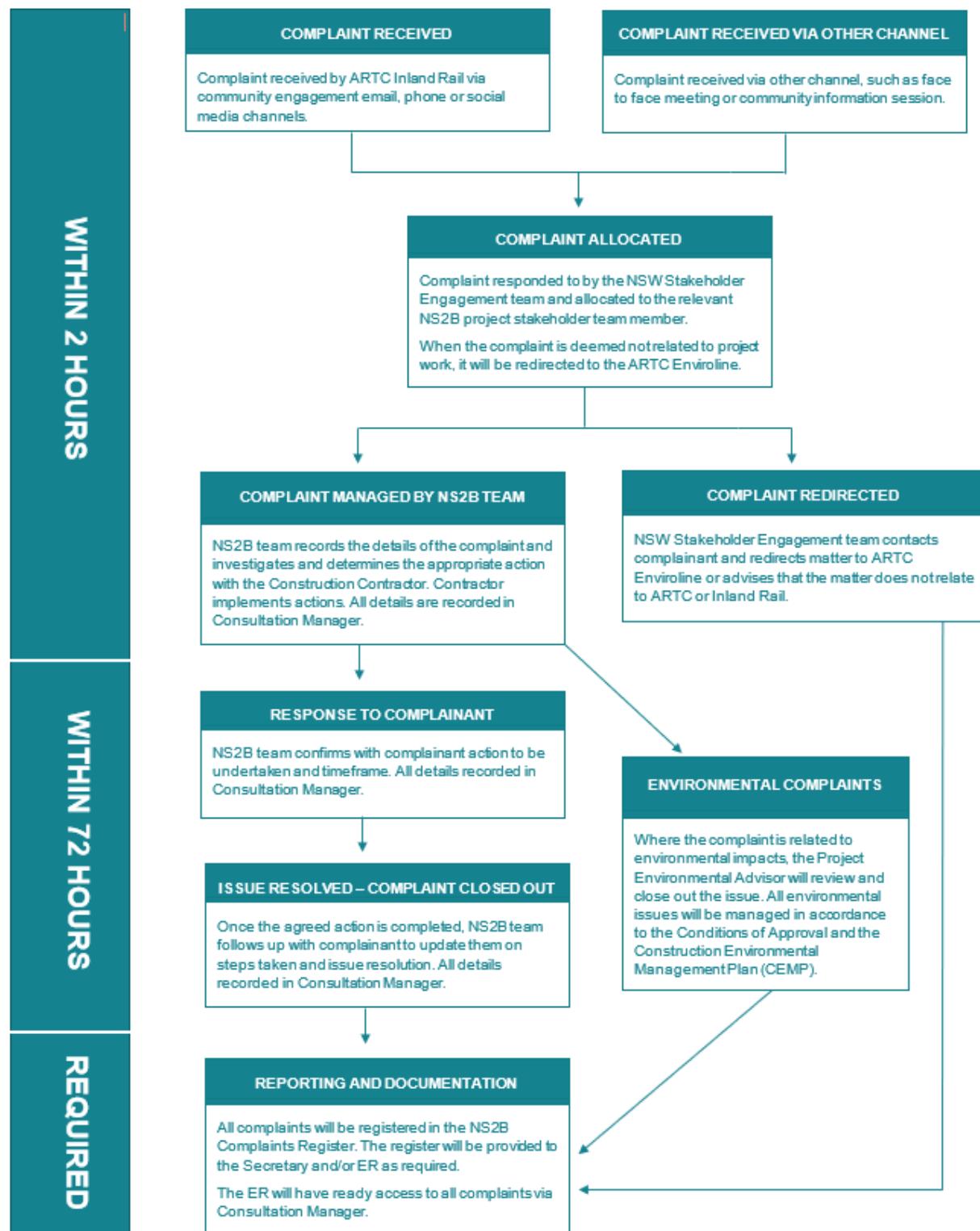


FIGURE 4: COMPLAINTS MANAGEMENT MATRIX

## 8.9 Escalation process

Where complaints cannot be resolved as outlined above, the escalation process in Table 13 below will be implemented.

The Inland Rail NS2B Stakeholder Engagement Lead will remain the key point of contact for the complainant unless the complaint relates directly to the conduct of the Stakeholder Engagement Lead. The details of the complaint will be reviewed by the relevant level of management to ensure the complaint has been managed appropriately.

## 8.10 Mediation process

Inland Rail has put in place a mediation process. 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 Table 13).

When a complaint is made either directly or indirectly to Inland Rail, Inland Rail will direct the complainant to the Enquiries and Complaints Management factsheet which is available on the Inland Rail website, if not resolved immediately.

If a complaint cannot be resolved within five business days, the complainant will be made aware of the mediation process to resolve the complaint independent of Inland Rail. This would apply to complaints that do not require additional time to resolve (greater than five business days) and are unlikely to be resolved.

In the first instance, an 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 sourcing both 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 month prior to the commencement of site establishment and construction works and will be maintained for 12 months following the completion of construction.

**TABLE 13: COMPLAINT ESCALATION AND MEDIATION PROCESS**

STEP	PROCEDURE	TIMEFRAME
1	Complaint will be referred to Inland Rail NS2B 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 business days.	Three business days
2	If not resolved at step 1, details of the investigation and complaint will be escalated by Inland Rail NS2B Stakeholder Engagement Lead to the NS2B Senior Project Manager and/or Senior Environment Advisor. 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

STEP	PROCEDURE	TIMEFRAME
3	<p>If not resolved at step 2, details of the investigation and complaint will be escalated to the Inland Rail Stakeholder Engagement and Communications Manager and Inland Rail Area 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 business days.</p>	Five 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 the 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> <p>Should an agreement not be reached in accordance with condition E56(d), either the affected landowner or the Proponent may, at any time, refer unresolved matters arising from potential and/or actual property impacts resulting from flooding exceeding the Quantitative Design Limits to an Independent Flood Impact Assessment Panel (IFIAP) for expert advice and recommendations to address the impacts of the non-compliance with the QDL.</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 (e.g. Project Team, Inland Rail Leadership Team, Inland Rail Board) and to external stakeholders (e.g. DITCRDA, Federal Government ministers, Treasury) as required. Reports prepared, and frequency are summarised below:

- ▶ weekly reporting from contractor/s, including on complaints management
- ▶ monthly project report
- ▶ media and social media reporting: weekly media summaries are prepared by the Inland Rail 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 ISC stakeholder engagement criteria.

In addition, this plan will be reviewed every six months by the Stakeholder Engagement and Communications 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 and Communications Manager's responsibility to ensure this is undertaken, in consultation with their team.

Alongside the Stakeholder Engagement reporting mentioned above, weekly localised reporting is completed by the NS2B Stakeholder Engagement team.

### 9.1 Community surveys

Inland Rail will undertake two surveys on an annual basis, in order to gain insight into how stakeholders and community members perceive the project, evaluate Inland Rail's approach and make amendments as required.

#### 9.1.1 Metro audience

It is in this context that Inland Rail is looking to objectively understand awareness of the NS2B project and prevailing attitudes and perceptions amongst metropolitan east coast (e.g. Melbourne, Sydney and Brisbane) populations. This quantitative methodology has the following research objectives:

- ▶ benchmark awareness of the project and quantify community attitudes, perceptions and understanding of the supply chain and rail sectors, ARTC and the Inland Rail
- ▶ explore perceived advantages/disadvantages of Inland Rail, both direct impact and as part of the supply chain
- ▶ measure the reputation of the rail/freight industry, ARTC and the Inland Rail as organisations responsible for the program of works
- ▶ identify the key drivers of reputation to inform ongoing community engagement
- ▶ understand the impact of the Inland Rail on the reputation of ARTC and the rail/freight industry.

#### 9.1.2 Alignment survey

Inland Rail is using a survey of residents living in post codes in close proximity to the project's alignment to objectively understand awareness of the project and prevailing attitudes and perceptions. This quantitative methodology has the following research objectives:

- ▶ benchmark awareness of the Inland Rail and quantify community attitudes, perceptions and understanding of the Inland Rail, the need for it and the benefits it will create the supply chain and freight rail sectors, ARTC and the Inland Rail
- ▶ explore key concerns for the community regarding the planning, construction and operation of Inland Rail
- ▶ measure depth and strength of both positive and negative community perceptions of Inland Rail
- ▶ understand satisfaction with community consultation to date and expectations for future consultation
- ▶ explore perceived advantages/disadvantages of Inland Rail; both direct impact and as part of the supply chain
- ▶ measure impact of vocal minorities in communities and impact of news/media attention
- ▶ understand the relative impact of various lines of messaging on the community—both positive and negative.

# 10. Consultation action plan

## 10.1 Consultation for low-impact works activities

This consultation action plan provides a high-level outline of the consultation activities that need to be undertaken to enable low impact works activities associated with the NS2B project to commence and continue occurring, along with who is responsible for fulfilling each requirement. Note that the consultation requirements listed in Table 14 will need to be fulfilled in advance of the commencement of low-impact works or continue to occur throughout construction, where applicable.

**TABLE 14: CONSULTATION ACTION PLAN FOR LOW-IMPACT WORKS ACTIVITIES**

ACTIVITY	REQUIREMENT TO ENABLE ACTIVITY	ACTIVITY REFERENCE	CONSULTATION REQUIREMENTS	STAKEHOLDERS	RESPONSIBLE FOR CONSULTATION
Land Access—temporary access	Executed LAAs	N/A	Land access agreements (LAAs) must be established with and agreed to by relevant stakeholders (e.g. landowners).	▶ Landowners	Inland Rail Stakeholder Engagement teams
Land Access—temporary access	Forced access (last resort)	N/A	Where a LAA cannot be reached, and for critical works, forced entry may be considered. It is highly unlikely forced entry will be used for low-impact works for the NS2B project.	▶ Landowners	Inland Rail Stakeholder Engagement teams
Establishing workers' accommodation facility	Approval of Accommodation Camp Management Plan (ACMP)	A19	An ACMP must be prepared in consultation with Council, NSW Police and NSW Ambulance. The plan must be submitted to the Planning Secretary for approval one month before occupation of the accommodation camp by construction personnel.	▶ Council ▶ NSW Police ▶ NSW Ambulance ▶ North Star community	Civil works contractor
Establishing low impact ancillary facilities	Approval of Site Establishment Management Plan (SEMP)	A20	A SEMP must be prepared in consultation with the relevant council/s and TfNSW and approved by DPHI one month prior to the development of construction ancillary facilities or accommodation camp.	▶ TfNSW ▶ Gwydir Shire Council ▶ Moree Plains Shire Council ▶ DPHI	Construction contractor/s
Establishing minor construction ancillary facilities (low-impact works)	Facility locations agreed to by the ER	A24	Minor construction ancillary facilities to be assessed by ER to fulfil relevant criteria presented in CoA A24.	▶ ER	Construction contractor/s

ACTIVITY	REQUIREMENT TO ENABLE ACTIVITY	ACTIVITY REFERENCE	CONSULTATION REQUIREMENTS	STAKEHOLDERS	RESPONSIBLE FOR CONSULTATION
Commencement of work	Approval of ER Approval of Low Impact Communications Strategy	A29, B3	The ER on the project must be appointed, and approval must be sought no later than one month before the commencement of work.  The Low Impact Communications Strategy must be submitted for approval no later than one month before the commencement of any work.	<ul style="list-style-type: none"> <li>▶ DPHI</li> <li>▶ Landowners</li> <li>▶ Businesses</li> <li>▶ RAPs</li> <li>▶ Toomelah LALC</li> <li>▶ Traditional Owners</li> <li>▶ Councils</li> <li>▶ Government agencies</li> </ul>	Inland Rail Project Delivery team (environment and stakeholder engagement function)
Notification of commencement of low-impact works	Written notification to DPHI	A34	The department must be notified in writing of the dates of the commencement of work (in relation to low-impact works), construction and operation at least one month before those dates.  If the construction is in stages, the department must be notified at least one month before the commencement of each stage.	<ul style="list-style-type: none"> <li>▶ DPHI</li> </ul>	Inland Rail Project Delivery team/Construction contractor/s
Incident notification	Notification to DPHI	A43	The Planning Secretary must be notified via the major projects website immediately after the Proponent becomes aware of an incident.	<ul style="list-style-type: none"> <li>▶ DPHI</li> </ul>	Inland Rail Project Delivery team/Construction contractor/s
Non-compliance notification	Notification to DPHI	A45	The Planning Secretary must be notified within seven days after the Proponent becomes aware of any non-compliance.	<ul style="list-style-type: none"> <li>▶ DPHI</li> </ul>	Inland Rail Project Delivery team/Construction contractor/s
Facilitate community enquiries and manage complaints	Provide public access to communication channels	B7	The following information must be available one month before the commencement of work and for 12 months following the completion of construction:  (a) a 24-hour telephone number for the registration of complaints and enquiries (b) a postal address to which written complaints and enquiries may be sent (c) an email address to which electronic complaints and enquiries may be transmitted (d) a mediation system for complaints unable to be resolved.	<ul style="list-style-type: none"> <li>▶ Landowners</li> <li>▶ Community members</li> </ul>	Construction contractor Inland Rail Project Delivery team (stakeholder engagement and environment function)

ACTIVITY	REQUIREMENT TO ENABLE ACTIVITY	ACTIVITY REFERENCE	CONSULTATION REQUIREMENTS	STAKEHOLDERS	RESPONSIBLE FOR CONSULTATION
Commencement of works	Development of webpage	B10	<p>A website or webpage providing information in relation to the CSSI must be established before the commencement of work and maintained for the duration of construction and for a minimum of 12 months following the completion of construction. Up-to-date information (excluding confidential commercial information) must be published before the relevant work commencing and maintained on the website or dedicated pages including:</p> <p>(a) a current copy of each document required under the terms of this approval must be published before the commencement of any work to which they relate or before their implementation</p> <p>(b) a copy of the compliance and audit reports required under this approval. 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.</p>	<ul style="list-style-type: none"> <li>▶ Landowners</li> <li>▶ Community members</li> <li>▶ Community groups</li> <li>▶ DPHI</li> </ul>	Construction contractor/ Inland Rail Project Delivery team (environment/communications function)
Work hours	7-day works notification	E1	<p>Work must be undertaken during the following hours:</p> <p>(a) 7:00 am to 6:00 pm Mondays to Fridays</p> <p>(b) 7:00 am to 6:00 pm Saturdays</p> <p>(c) at no time on Sundays or public holidays.</p>	<ul style="list-style-type: none"> <li>▶ Landowners</li> <li>▶ Community members</li> </ul>	Construction contractor
Variation to work protocol	Consultation with relevant sensitive receiver	E2, E3	<p>Consultation must occur at least every 3 months unless a negotiated agreement is reached with the affected receiver.</p> <p>Inland Rail requires a five day environmental hold point for assessment.</p>	<ul style="list-style-type: none"> <li>▶ Sensitive receivers</li> <li>▶ DPHI</li> </ul>	Construction contractor

ACTIVITY	REQUIREMENT TO ENABLE ACTIVITY	ACTIVITY REFERENCE	CONSULTATION REQUIREMENTS	STAKEHOLDERS	RESPONSIBLE FOR CONSULTATION
Low-impact works outside of hours specified in CoA	Agreement with relevant sensitive receivers	E2, E3	<p>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.</p> <p>All negotiated agreements with owners and occupiers of sensitive land uses to carry out work in accordance with condition E3C (iii) and must be in writing, include the hours, duration and likely noise levels.</p>	<ul style="list-style-type: none"> <li>▶ Sensitive receivers</li> </ul>	Construction contractor
Works outside of hours specified in CoA	Development of an OOHWP	E5, E6	OOHWP must be developed in consultation with the EPA and approved by the Planning Secretary before the commencement of out-of-hours work.	<ul style="list-style-type: none"> <li>▶ EPA</li> <li>▶ DPHI</li> </ul>	Construction contractor
Works generating vibration	Notification to owners and occupiers	E7, E8	<p>Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage must be notified before works that generate vibration commences in the vicinity of those properties.</p> <p>Owners and occupiers must be provided with a schedule of potential exceedances if the potential exceedance is to occur more than once or extend over a period of 24 hours.</p>	<ul style="list-style-type: none"> <li>▶ Landowners and occupiers</li> </ul>	Construction contractor
Vegetation clearing	Discovery of any threatened communities or species	E22	<p>All work which may impact the identified species or community must stop to prevent further impact and the Planning Secretary and CPHR (and DCCEEW where relevant) notified in writing.</p> <p>Work must not recommence until the relevant agencies have been consulted and any required management plans or approvals have been obtained.</p>	<ul style="list-style-type: none"> <li>▶ DPHI</li> <li>▶ CPHR</li> <li>▶ DCCEEW</li> </ul>	Construction contractor
Vegetation clearing	Develop a Five-clawed Worm Skink Management (FCWS) Plan	E30	The FCWS Management Plan must be prepared in consultation with BCS and DCCEEW. The FCWS Management Plan must be submitted to and approved by the Planning Secretary prior to Work. The approved FCWS Management Plan must be implemented.	<ul style="list-style-type: none"> <li>▶ DPHI</li> <li>▶ CPHR</li> <li>▶ DCCEEW</li> </ul>	Construction contractor

ACTIVITY	REQUIREMENT TO ENABLE ACTIVITY	ACTIVITY REFERENCE	CONSULTATION REQUIREMENTS	STAKEHOLDERS	RESPONSIBLE FOR CONSULTATION
Vegetation clearing	Consider and consult with stakeholders regarding reuse of timber	E37	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.	<ul style="list-style-type: none"> <li>▶ Community groups</li> <li>▶ Landcare groups</li> <li>▶ Government agencies</li> <li>▶ Councils</li> </ul>	Inland Rail Project Delivery team (environment function) and Construction contractor/s
Archival recording	Transmission of archival recording	E129, E130	<p>Archival recording must be undertaken by a suitably qualified heritage specialist and prepared in accordance with the NSW Heritage Office's <i>How to Prepare Archival Records of Heritage Items</i> (1998) and <i>Photographic Recording of Heritage Items Using Film or Digital Capture</i> (2006).</p> <p>A copy must be provided to Heritage NSW and the relevant council.</p>	<ul style="list-style-type: none"> <li>▶ Heritage NSW</li> <li>▶ Gwydir Council</li> </ul>	Construction contractor/s
Commencement of low-impact works	Development of archaeological test excavation methodology and Aboriginal archaeological salvage excavation methodology	E134, E135	Must be prepared by a suitably qualified expert in consultation with Heritage NSW and RAPs and provided to the Planning Secretary for information at least one month prior to test or salvage excavation.	<ul style="list-style-type: none"> <li>▶ Heritage NSW</li> <li>▶ RAPs</li> <li>▶ Government agencies</li> <li>▶ Councils</li> </ul>	Inland Rail Project Delivery team (environment function) and construction contractor/s
Contaminated soil	Unexpected contaminated soil finds	E150	An Unexpected Finds Procedure for Contamination must be prepared before the commencement of work and must be followed should unexpected contamination or asbestos or suspected contamination be excavated or otherwise discovered. The procedure must include details of who will be responsible for implementing the unexpected finds procedure and the roles and responsibilities of all parties involved. The procedure must be submitted to the Planning Secretary for information.	<ul style="list-style-type: none"> <li>▶ DPHI</li> <li>▶ ER</li> </ul>	Construction contractor/s

## 10.2 General consultation to be completed during low-impact works

This action plan provides a general overview of the communication activities that will occur during low-impact works. It is anticipated that the majority of low-impact works will be conducted within the standard work hours. The frequency of the communication activities will be reviewed internally quarterly and externally annually.

**TABLE 15: GENERAL CONSULTATION PLAN**

FREQUENCY	ACTIVITY	DETAILS	RESPONSIBLE
Quarterly	Project newsletter—hard copy	Project newsletter—hard copy to impacted stakeholders to provide an update on work and rail safety messages.	Inland Rail Communications team Construction contractor
Quarterly	Project E-newsletter	E-newsletter to impacted stakeholders to provide an update on work and rail safety messages included in the hard-copy newsletter.	Inland Rail Communications team Construction contractor
As required	Project update	Advertisements in local newspapers to update stakeholders who are not on the email distribution list.	Inland Rail Communications team
As required	Notification of works	Directly impacted stakeholders will be notified about specific low-impact works as defined in Section 2.3 via email, phone call or letter depending on preferred contact method. Notifications will also be available on the Inland Rail website prior to the commencement of construction activities. Table 16 provides an overview of notification timelines depending on the triage of impacts associated with the works.	Construction contractor—approved by Inland Rail

FREQUENCY	ACTIVITY	DETAILS	RESPONSIBLE
<b>As required</b> <ul style="list-style-type: none"><li>Forums will be triggered, if feedback from the community determine there is need for one. This could include information about sharing the project.</li></ul>	Community forums	<p>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.</p> <p>All community members will have the option to attend a forum at a relevant and accessible venue and/or online venue.</p>	Inland Rail Stakeholder Engagement team Construction contractor Inland Rail Communications team
<b>As required</b> <ul style="list-style-type: none"><li>Community briefings will be triggered on request from the community.</li></ul>	Community briefings	Forums specifically requested by community groups and members will be held as requested.	Inland Rail Stakeholder Engagement team Construction contractor
<b>As required</b> <ul style="list-style-type: none"><li>Land Access Agreements will be triggered in line with access requirements and timeframes for investigations outlined in <b>Table 14</b> and <b>16</b>.</li></ul>	Property land access agreements	<p>Work with landowners to agree on property land access agreements as required.</p> <p>Inland Rail will work with the contractor to ensure sufficient notice is given to the landowner.</p>	Inland Rail Stakeholder Engagement team Inland Rail Property team
<b>As required</b> <ul style="list-style-type: none"><li>Updates to the website will be triggered when there is new project information to communicate to stakeholders. This could include updates to low impact works activities, project timelines.</li></ul>	<b>Review monthly</b> and update Inland Rail website as required.	NS2B project page on the Inland Rail website to be reviewed monthly and updated as required.	Inland Rail Communication team Construction contractor
<b>Ongoing</b>	Host and support community events	Inland Rail will support and attend other community events including the Moree, Goondiwindi and Warialda annual shows and if relevant business chamber events.	Inland Rail Stakeholder Engagement team Construction contractor

FREQUENCY	ACTIVITY	DETAILS	RESPONSIBLE
An annual external review and quarterly internal review	Review Communications Strategy	Inland Rail will review and update the Communications Strategy until 12 months after construction has been completed as outlined in B5.	Inland Rail Stakeholder Engagement and Communications team

Works notification timeframes will be dependent on the triage of impact associated with those works. Table 16 provides an overview of timeframes required for low-impact works notifications. Further information about the proposed low-impact works is outlined in Section 2.3.

**TABLE 16: LOW-IMPACT WORKS NOTIFICATION TIMEFRAMES**

ACTIVITY	NOTIFICATION TIMEFRAME	RESPONSIBLE
<b>Survey work</b>	7-days works notification	Construction contractor—approved by Inland Rail
<b>Investigation drilling, contamination drilling and excavation</b>	14-days works notification	Construction contractor—approved by Inland Rail
<b>Site establishment works</b>	7-days works notification	Construction contractor—approved by Inland Rail
<b>Establishment of minor ancillary facilities</b>	7-days works notification	Construction contractor—approved by Inland Rail
<b>Operation of ancillary facilities</b>	7-days works notification	Construction contractor—approved by Inland Rail
<b>Treatment of contaminated sites</b>	7-days works notification	Construction contractor—approved by Inland Rail
<b>Minor clearing and relocation of native vegetation</b>	7-days works notification	Construction contractor—approved by Inland Rail
<b>Installation of mitigation measures</b>	7-days works notification	Construction contractor—approved by Inland Rail
<b>Property acquisition adjustment works</b>	7-days works notification	Construction contractor—approved by Inland Rail
<b>Relocation and connection of utilities</b>	14-days works notification	Construction contractor—approved by Inland Rail
<b>Archaeological testing</b>	7-days works notification	Construction contractor—approved by Inland Rail
<b>Archaeological and cultural salvage</b>	7-days works notification	Construction contractor—approved by Inland Rail
<b>Maintenance of existing buildings</b>	7-days works notification	Construction contractor—approved by Inland Rail
<b>Other low-impact works approved by ER</b>	7-days works notification	Construction contractor—approved by Inland Rail
<b>Low-impact works outside of standard work hours</b>	14-30 days works notification	Construction contractor—approved by Inland Rail

Works defined as annoying activities by the Interim Construction Noise Guidelines (ICNG) will require additional notification periods to allow to arrange alternatives for work, accommodation and the like. Works defined as ICNG will have a 14 to 30 day works notification timeframe, depending on the triage of impact. Annoying activities as defined by the ICNG include:

- ▶ use of power saws, such as used for cutting timber, rail lines, masonry, road pavement or steel work
- ▶ grinding metal, concrete or masonry
- ▶ rock drilling

- ▶ line drilling
- ▶ vibratory rolling
- ▶ bitumen milling or profiling
- ▶ jackhammering, rock hammering or rock breaking
- ▶ impact piling
- ▶ tamping.

## 11. Lessons learned

TABLE 17: OVERVIEW OF LESSONS LEARNED

FEEDBACK/ISSUE	EXPLANATION AND RESULT
<b>Staff turnover</b>	Changes in project staffing during the project development and EIS period have reduced efficiencies and caused reputational damage between stakeholders and Inland Rail. Inland Rail have established a regionally-based community engagement team and have established a community office within close proximity to the alignment. This has created stability in the team and has helped achieve consistency when engaging with the NS2B project landowners and community.
<b>More resources for engagement</b>	The Senate Standing Committees on Rural and Regional Affairs and Transport report into the Management of the Inland Rail Program by the ARTC and the Commonwealth Government identified that there was not adequate consultation in the early years of the Inland Rail. 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> All of the North Star to Border engagement team is regionally based.
<b>Community presence</b>	While the project is regionally based, there were limited opportunities for the communities within the NS2B project alignment to seek information and ask questions about the project. In 2019, an office opened in Goondiwindi and was staffed with a Stakeholder Engagement Advisor who was based in the local community.
<b>Collaborative engagement</b>	Inland Rail established a hydrology working group, made up of representatives from TfNSW, Toomelah LALC, DITRDCA, GRC, GSC, MPSC, local flood specialists and directly affected landowners, which assisted in developing a flood model. The process provided the community with a better understanding of the NS2B project and the associated hydrology modelling and provided an improved level of transparency around the process.
<b>Indigenous engagement</b>	In the second half of 2021, feedback was received to indicate some members of the Moree Indigenous community were not being consulted. As a result, an Indigenous engagement event was held in February 2022. The event will be assessed, and a plan will be developed for future engagement with the Indigenous community.
<b>COVID-19 adaption</b>	During the onset of the COVID-19 health pandemic, the NS2B project team was required 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 later to provide better access for participants who were unable to join the live online streaming.

## 12. Infrastructure Sustainability Council (ISC)

This category focuses on developing a strategic and planned approach to stakeholder participation. The NS2B project is targeting a minimum 'excellent' ISC 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 the achievement of these targets will be supported 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 ISC 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 ISC requirements. Inland Rail will engage an independent auditor to audit the project against the ISC stakeholder engagement criteria annually once construction commences.

**TABLE 18: ADDRESSING ISC STAKEHOLDER ENGAGEMENT REQUIREMENTS**

ISC CREDIT	APPROACH	ISC 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 NS2B project:</p> <ul style="list-style-type: none"> <li>▶ 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.</li> <li>▶ Visual impacts—involve: Where landowners are identified as potentially highly impacted, Inland Rail will work with them to develop a solution.</li> <li>▶ Level crossings—involve: Inland Rail will not relocate, move or modify a level crossing without coming to an agreement with a landowner first.</li> </ul>	Level 2
Sta- 3	Effective communication	<p>Inland Rail will provide the community with information:</p> <ul style="list-style-type: none"> <li>▶ in a timely manner</li> <li>▶ that supports community participation</li> <li>▶ that is meaningful and relevant</li> <li>▶ that is accessible.</li> </ul> <p>The activities to be undertaken are outlined in Section 8. 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 NS2B project. During the construction phase, stakeholders' concerns and feedback will be considered.	Level 2

# Appendix A Compliance Matrix

TABLE 19: COMPLIANCE MATRIX

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
<b>A5</b>	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 Post Approval Guidance: Defining Engagement Terms (DPIE, 2020).	Section 7.3	Inland Rail will consult with relevant stakeholders in accordance with Condition B3
<b>A5(a)</b>	Documentation of the engagement with the party identified in the condition of approval that has occurred before submitting the document for approval.	Section 7.3	Inland Rail will document engagement with relevant parties prior to submitting documents for approval
<b>A5 (b)</b>	A log of the dates of engagement or attempted engagement with the identified party.	Section 7.3	Inland Rail will document engagement and attempted engagement with relevant parties including a summary of issues raised
<b>A5 (c)</b>	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 7.3	Inland Rail will document engagement and attempted engagement with relevant parties including a summary of issues raised
<b>A5 (d)</b>	Outline of the issues raised by the identified party and how they have been addressed.	Section 7.3	Inland Rail will document engagement and attempted engagement with relevant parties including a Summary of issues raised
<b>A5 (e)</b>	A description of the outstanding issues raised by the identified party and the reasons why they have not been addressed.	Section 7.3	Inland Rail will detail the issues raised and if they have not been addressed, provide reasoning for this

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
A18	<p>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:</p> <ul style="list-style-type: none"> <li>▶ they are located within or adjacent to the construction boundary</li> <li>▶ they are not located next to a sensitive land use(s) including where an access road is between the facility and the receiver, unless the landowner and occupier have given written acceptance to the carrying out of the relevant facility in the proposed location</li> <li>▶ they have no impacts on heritage items (e.g. areas of archaeological sensitivity), threatened species, populations or ecological communities beyond the impacts approved under the terms of this approval</li> <li>▶ the establishment and use of the facility can be carried out and managed within the performance outcomes set out in the terms of this approval, including in relation to environmental, social and economic impacts.</li> </ul>	Section 7.3	Inland Rail will consult with all affected landowners regarding any proposed ancillary facilities and will attain written acceptance prior to commencing any work
A19	The Proponent must prepare an Accommodation Camp Management Plan in consultation with Council, NSW Police and NSW Ambulance. The Plan must be submitted to the Planning Secretary for approval one month before occupation of the accommodation camp by construction personnel.	Section 10.1	Inland Rail will consult with relevant stakeholders in accordance with Condition B3
A20	Inland Rail will oversee the development of a SEMP in consultation with the relevant council/s and TfNSW and approved by DPHI one month prior to the development of construction ancillary facilities or accommodation camp.	Section 7.3 & Section 10.1	A SEMP will be developed and submitted to DPHI for approval one month prior to any work commencing
A24	Inland Rail will oversee the installation of minor ancillary facilities in consultation with ER.	Section 7.3 & Section 10.1	Establishing minor construction ancillary facilities for low-impact works to be assessed by ER to fulfil relevant criteria presented in Condition A24
A29	Inland Rail will appoint a suitably qualified and experienced Environmental Representative who has not been involved in the preparation of the documents listed in condition A1.	Section 7.3	Inland Rail will consult with DPHI in accordance with Condition A29
A33 (a)	The complaints register (to be provided on a weekly basis, where complaints have been recorded, or as requested).	Section 7.3 & Section 8.7	<p>Inland Rail will provide the ER with all documentation required as per Condition A32, including a complaint register on a weekly basis.</p> <p>Inland Rail will manage complaints in accordance with condition B9</p>
B2 (a)	Identify people, organisations, councils and government authorities to be consulted, during the design and work phases of the CSSI.	Section 5	Inland Rail has identified the relevant stakeholders with an interest in Inland Rail

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
<b>B2 (b)</b>	Identify community demographics and approaches to address the needs of LOTE, CALD and vulnerable communities.	Section 5.1	Inland Rail has assessed community demographics and has developed tailored communication principles accordingly
<b>B2 (c)</b>	Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the CSSI including use of construction hoardings, to provide information regarding construction. The information to be distributed must include information regarding current site construction activities, schedules and milestones at each construction site.	Section 7	Inland Rail will ensure that all critical project information—including communication channels—are made accessible to all community members
<b>B2 (d)</b>	Consider opportunities and make provision for the community to visit construction sites (taking into consideration workplace, health and safety requirements).	Section 7.2	Site visits and tours have been incorporated as a potential method of keeping the community up to date on the progress of NS2B
<b>B2 (e)</b>	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).	Section 10.2	Forums for the community to learn about the project, provide feedback and raise environmental management issues of concern outlined
<b>B2 (f)</b>	Set out the procedures and mechanisms for consulting with relevant councils and government authorities required by Condition A5.	Section 6	Key issues involving councils and government authorities and communicative tools detailed
<b>B2 (g)</b>	Describe the method for broadcasting the 24-hour toll-free telephone complaints number and postal and email addresses for enquiries, as required by Condition B8.	Section 7	Method for broadcasting the toll-free line outlined
<b>B2 (h)</b>	Set out the procedures and mechanisms: <ul style="list-style-type: none"> <li>(i) through which the community can discuss or provide feedback to the Proponent</li> <li>(ii) through which the Proponent will respond to enquiries or feedback from the community</li> <li>(iii) to resolve any issues and mediate any disputes that may arise in relation to construction of the CSSI, including timing for mediation to be undertaken once it has been escalated to the dispute resolution process</li> <li>(iv) to resolve any issues and mediate any disputes that may arise in relation to property and infrastructure impacts, including but not limited to Individual Property Management Plans required by Condition E95.</li> </ul>	Section 7, Section 7.2, Section 8, Section 8.10	Inland Rail have outlined the approach to the management of complaints, feedback and mediation
<b>B7</b>	The following information must be available to facilitate community enquiries and manage complaints one month before the commencement of works and for 12 months following the completion of construction.	Section 1.5 Section 10.1	As per below: B7 (a)–(d)
<b>B7 (b)</b>	A postal address to which written complaints and enquiries may be sent.	Section 7.1 Section 8	Postal address provided

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
B7 (c)	An email address to which electronic complaints and enquiries may be transmitted.	Section 7.1	Email address provided
B7 (d)	A mediation system for complaints unable to be resolved.	Section 8.10	Inland Rail will instigate a clear complaints management process which will make provision for independent mediation undertaken by a recognised mediator accreditation body
B7	This information must be accessible to all in the community regardless of age, ethnicity, disability or literacy level.	Section 7.1	Inland Rail will ensure that all critical project information—including communication channels—are made accessible to all community members
B9	The complaints register must be provided to the Planning Secretary upon request, within the timeframe stated in the request.	Section 7.3 Section 8.7	Inland Rail will provide the complaints register to the Planning Secretary as requested
B10	A website or webpage providing information in relation to the CSSI or low-impact works must be established before commencement of work and maintained for the duration of construction, and for a minimum of 12 months following the completion of construction. Up-to-date information (excluding confidential commercial information) must be published before the relevant work commencing and maintained on the website or dedicated pages.	Section 7.1	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
B10 (e)	A current copy of each document required under the terms of this approval must be published before the commencement of any work to which they relate or before their implementation.	Section 10.1	Relevant document(s) as per condition B10 (e) will be uploaded on Inland Rail's website
B10 (f)	A copy of the compliance and audit reports required under this approval. 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 10.1	Relevant document(s) as per condition B10 (f) will be uploaded on ARTC's website within 14 days of the finalisation or approval of the relevant document
E1	Work must be undertaken during the following hours: <ul style="list-style-type: none"> <li>▶ 7:00 am to 6:00 pm Mondays to Fridays</li> <li>▶ 7:00 am to 6:00 pm Saturdays</li> <li>▶ at no time on Sundays or public holidays.</li> </ul>	Section 10.1	Standard work hours will be as per condition E1
E2	Despite Condition E1, work (excluding the use of Borrow Sites and establishment of the accommodation camp) may be undertaken during the hours of 6:30 am to 6:00 pm each day provided:	Section 10.1	If longer working hours are required Inland Rail will follow condition E2
E2 (a)	No work affects any given receiver between the hours of 6:00 pm on a Saturday and 7:00 am on a Monday every second week.	Section 10.1	Inland Rail will ensure no work is carried out as per condition E2 (a)

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
E2 (b)	<p>Consultation with affected receivers occurs at least every three months to determine respite or additional mitigation measures. In consulting with the affected receivers, the following must be provided:</p> <ul style="list-style-type: none"> <li>(i) a progressive schedule of anticipated hours of works beyond those permitted by Condition E1 for periods of no less than three months</li> <li>(ii) a description of the anticipated construction activities, location and duration of the work</li> <li>(iii) the noise characteristics and likely noise levels of the work</li> <li>(iv) likely mitigation and management measures which aim to achieve the relevant noise management levels identified in the documents listed under Condition A1 including the circumstances in which respite or other offers will be available and details about how the affected receivers can access these.</li> </ul>	Section 10.1	Inland Rail will consult with affected receivers at least every three months as per condition E2 (b)
E3	<p>Despite conditions E1 and E2, work may be undertaken outside the hours specified in the following circumstances:</p> <ul style="list-style-type: none"> <li>▶ safety and emergencies</li> <li>▶ low-impact noise activities</li> <li>▶ by approval or agreement.</li> </ul>	Section 7.3 Section 10.1	Where a need arises to work out of hours as outlined in condition E3, Inland Rail will notify potentially impacted stakeholders at least seven days before the work starts
E3	<p>All negotiated agreements with owners and occupiers of sensitive land uses to carry out work in accordance with condition E3 (c) must be in writing, include the hours, duration and likely noise levels compared to the Noise Management level defined in the ICNG. The negotiated agreement must be agreed and finalised before the commencement of work affecting the sensitive land uses.</p>	Section 7.3 Section 10.1	Inland Rail will seek written agreement with owners and occupiers with details included under condition E3
E4	<p>Except as permitted by an EPL or approved through an OOHWP (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"> <li>a) between the hours of 8:00 am to 6:00 pm Monday to Friday</li> <li>b) between the hours of 8:00 am to 1:00 pm Saturday</li> <li>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</li> </ul> <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 7.3 Section 10.1	Noted

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
E5	<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 out-of-hours work. The protocol must be prepared in consultation with the EPA. The protocol must:</p> <ul style="list-style-type: none"> <li>▶ justify why out-of-hours work need to occur</li> <li>▶ 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</li> <li>▶ 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</li> <li>▶ identify procedures to facilitate the coordination of out-of-hours work approved by an EPL to ensure appropriate respite is provided</li> <li>▶ identify an approval process that considers the risk of activities, proposed mitigation, management, and coordination, including where: <ul style="list-style-type: none"> <li>▶ low-risk activities can be approved by the ER</li> <li>▶ high-risk activities that are approved by the Planning Secretary</li> <li>▶ identify department, EPA and community notification arrangements for approved out-of-hours work, which maybe detailed in the communication strategy.</li> </ul> </li> </ul>	Section 7.3 Section 10.1	Inland Rail will consult with the NSW EPA and the ER in creating an OOWHP, which will be referenced in this strategy
E22	<p>On the discovery of potential or actual impacts to any threatened communities or species not listed in Tables B1–B4, SCHEDULE 2 APPENDIX B, all work which may impact the identified species or community must stop to prevent further impact and the Planning Secretary and BCD (and DAWE where relevant) notified in writing. Work must not recommence until the relevant agencies have been consulted and any required approvals have been obtained.</p>	Section 7.3	Inland Rail will consult with DCCEEW, CPHR, the ER and DPHI on the discovery of any threatened species
E30	<p>The Proponent must prepare a Five-clawed Worm Skink Management Plan (the FCWS Management Plan) to detail how impacts on the Five-clawed Worm Skink and its habitat will be managed and minimised during the construction and operation of the CSSI. The FCWS Management Plan may be adapted from an existing FCWS Management Plan prepared by the Proponent.</p>	Section 7.3	<p>The FCWS Management Plan must be prepared in consultation with BCS and DCCEEW. The FCWS Management Plan must be submitted to and approved by the Planning Secretary prior to Work. The approved FCWS Management Plan must be implemented.</p>

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE	COMPLIANCE COMMENT
E133	Prior to the commencement of any work within areas identified as requiring archaeological investigation or salvage identified in documents listed in condition A1, the Proponent must prepare an Aboriginal archaeological test excavation methodology. Following analysis of the test excavation results, the Proponent must prepare an Aboriginal archaeological salvage excavation methodology.	Section 7.3	Inland Rail will perform, consult and report on the findings of the archaeological assessments as per the requirements of condition E133
E134, E135	The Aboriginal archaeological test excavation methodology and Aboriginal archaeological salvage excavation methodology must be prepared by a suitably qualified expert in consultation with Heritage NSW and RAPs and provided to the Planning Secretary for information at least one month prior to test or salvage excavation.	Section 7.3	Inland Rail will share with the Planning Secretary the methodology and report developed in accordance with conditions E133, E134 and E135
E137	An unexpected heritage finds and human remains procedure must be prepared to manage unexpected heritage finds in accordance with any guidelines and standards prepared by Heritage NSW and submitted to the Planning Secretary for information before the commencement of work.	Section 7.3	Inland Rail will consult with Heritage NSW and DPHI in accordance with condition E137
E150	An unexpected finds procedure for contamination must be prepared before the commencement of work and must be followed should unexpected contamination or asbestos (or suspected contamination) be excavated or otherwise discovered. The procedure must include details of who will be responsible for implementing the unexpected finds procedure and the roles and responsibilities of all parties involved. The procedure must be submitted to the Planning Secretary for information.	Section 10.1	Inland Rail will consult with NSW EPA and DPHI in accordance with condition E150

## Appendix B Commitment Register

These commitments are expectations expressed by stakeholders and the community in relation to the delivery of Inland Rail in their area and how we meet the expectations on the NS2B project. 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.

TABLE 20: COMMITMENTS REGISTER NS2B

AREA	STAKEHOLDER EXPECTATION	HOW WE MEET THIS ON NS2B
Project-wide	Materials and labour to be sourced locally	The NS2B Stakeholder Engagement team has been advising local businesses on how to become a preferred supplier for the contractor on NS2B
Project-wide	Landowners are having an input towards level crossings on their properties. Team has gathered requests and is evaluating	Landowners are having an input towards level crossings on their properties
Project-wide	All vehicles are branded	All vehicles are branded
Project-wide	Early acquisition policy developed	An early acquisition policy has been developed and communicated to landowners
Project-wide: rail/road interface	Stakeholder feedback to be included into design	The NS2B Stakeholder Engagement team conducted extensive engagement around rail/road interface throughout the approvals process and will continue to engage during low impact works and construction Feedback from the stakeholders has been incorporated into the design and approvals process
Project-wide	Community requested access to a mental health provider	Inland Rail has identified mental health providers relevant to the NS2B project alignment who we can refer stakeholders to if/when they need mental health assistance
Project-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 (NS2B)	STAKEHOLDER EXPECTATION	HOW WE MEET THIS
Project-wide	Exploring opportunities to deliver improved mobile telecommunications	Discussions with stakeholders along the NS2B project alignment led to the delivery of improved telecommunications for residents near North Star
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 NS2B project alignment to inform local businesses in supplying to the NS2B project Inland Rail has also helped supply workshop materials for Indigenous residents along the alignment to upskill the community in fencing
Project-wide	Community wide discussions around specific project tender opportunities and construction activity	Inland Rail will host 'Meet the Contractor' events to introduce local businesses to the NS2B project contractor Discussions around the project will include tender opportunities, key contacts and general information
Project-wide	Presence along the NS2B project alignment	The NS2B Stakeholder Engagement team work from the Inland Rail office located in Goondiwindi