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**SOCIAL IMPACT
MANAGEMENT PLAN**

**A2I | Albury to
Illabo**


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GLOSSARY

TERM	DEFINITION
A2I	Albury to Illabo (the project)
ABS	Australian Bureau of Statistics
ARTC	Australian Rail Track Authority
CCHMP	Construction Cultural Heritage Management Plan
CCS	Community Communications Strategy
CCTAMP	Construction Traffic, Transport and Access Management Plan
CEMP	Construction Environmental Management Plan
CNVMP	Construction Noise and Vibration Management Plan
CoA	Conditions of Approval
CSSI	Critical State Significant Infrastructure
CSWMP	Construction Soil and Water Management Plan
Division 5.2 Approval	Approval issued by the NSW Minister for Planning for the Albury to Illabo project
DPHI	Department of Planning, Housing and Infrastructure
EAD	Per CoA A1, Environmental Assessment Documentation that includes: <ul style="list-style-type: none"> ▪ Inland Rail – Albury to Illabo Environmental Impact Statement (ARTC, August 2022); ▪ Albury to Illabo Response to Submissions (ARTC, November 2023); ▪ Albury to Illabo Preferred Infrastructure Report (ARTC, November 2023); ▪ Albury to Illabo Preferred Infrastructure Report Response to Submissions (ARTC, February 2024); ▪ Inland Rail – Albury to Illabo (SSI-10055) Response to request for additional information – Air Quality Assessment (letter dated 1 May 2024); ▪ Part 1 - Revised Technical Paper 8: Biodiversity Development Assessment Report (WSP, February 2024); ▪ Part 2 - Revised Technical Paper 8: Biodiversity Development Assessment Report (WSP, February 2024); ▪ Albury to Illabo Kemp Street Bridge Enhancement Site Modification (Inland Rail, June 2025); ▪ Albury to Illabo Kemp Street Bridge Enhancement Site Modification Clarification (July 2025); ▪ Albury to Illabo Kemp Street Bridge Modification Noise and Vibration Impact Assessment (August 2025).
EIS	Environmental Impact Statement
EP&A Act	Environmental Planning and Assessment Act 1979
EPL	Environment Protection Licence
IRPL	Inland Rail Pty Ltd

TERM	DEFINITION
Km	Kilometre
Km/h	Kilometres per hour
LALC	Local Aboriginal Land Council
LGA	Local Government Area
m	Metre
Modification Report	Documents that include: <ul style="list-style-type: none"> Albury to Illabo Kemp Street Bridge Enhancement Site Modification (June 2025); Albury to Illabo Kemp Street Bridge Enhancement Site Modification Clarification (July 2025); Albury to Illabo Kemp Street Bridge Modification Noise and Vibration Impact Assessment (August 2025).
NSW	New South Wales
PIR	Preferred Infrastructure Report
Project, the	Inland Rail – Albury to Illabo (SSI 10055)
SEARs	Secretary’s Environmental Assessment Requirements
SIA	Social Impact Assessment
SIMP	Social Impact Management Plan (this plan)
SSI	State Significant Infrastructure

1 INTRODUCTION

1.1 Project overview

Inland Rail is an approximate 1,600 kilometres (km) freight rail network that will connect Melbourne and Brisbane via regional Victoria, New South Wales (NSW) and Queensland. The Inland Rail route would involve using approximately 1,000 km of existing track (with enhancements and upgrades where necessary) and 600 km of new track, passing through 30 local government areas (LGAs). Inland Rail will accommodate double-stacked freight trains up to 1,800 metres (m) long and 6.5 m high.

The Australian Government has confirmed that Inland Rail is an important project to meet Australia's growing freight task, improve road safety and help decarbonise the economy. Inland Rail will enhance our national freight and supply chain capabilities, connecting existing freight routes through rail, roads and ports, and supporting Australia's growth. Inland Rail is being delivered by Australian Rail Track Corporation (ARTC) and Inland Rail Pty Ltd (IRPL).

Comprising 12 sections, a staged approach is being undertaken to deliver Inland Rail. Each of these projects can be delivered and operated independently with tie-in points to the existing railway. Work south of Parkes has been prioritised, which will enable Inland Rail to initially connect to existing rail networks between Melbourne, Sydney, Perth and Adelaide via Parkes and Narromine. The Parkes to Narromine and Narrabri to North Star Phase 1 sections are complete.

The Inland Rail project will enable enhancement works to structures and sections of track along 185 km of the existing operational standard-gauge railway in the Albury to Illabo (A2I) section (the project) of the Inland Rail program. Enhancement works are required to provide the increased vertical and horizontal clearances required for double-stacked freight trains. Works would include track realignment, lowering and/or modification within the existing rail corridor, modification, removal or replacement of bridge structures (rail, road and/or pedestrian bridges), raising or replacing signal gantries, level-crossing modifications and other associated works.

The alignment passes through two regional cities - Albury and Wagga Wagga in New South Wales (NSW) - and several smaller regional towns. Works are proposed at 24 locations along the Main South Line corridor, described as 'enhancement sites'. The name and location of these enhancement sites are identified in Figure 01. A detailed project description is provided in Section 4 of the Construction Environmental Management Plan (CEMP).

1.2 Planning context

The Inland Rail – Albury to Illabo project (the project) is declared State significant infrastructure (SSI) and critical State significant infrastructure (CSSI) under Division 5.2 of the *Environmental Planning and Assessment Act 1979* (NSW) (EP&A Act). The project is permissible without development consent and is subject to assessment and approval by the NSW Minister for Planning and Public Spaces.

An environmental impact statement¹ (EIS) was prepared to support ARTC's application for approval of the proposal in accordance with the requirements of the EP&A Act and the environmental assessment requirements of the Secretary of the (then) NSW Department of Planning, Industry and Environment (the SEARs) (now the NSW Department of Planning, Housing and Infrastructure (DPHI)).

The EIS was placed on public exhibition from 17 August 2022 to 28 September 2022. During the exhibition period, interested stakeholders and members of the community were able to review the EIS online, participate in consultation and engagement activities held by ARTC, and make a written submission to the then NSW Department of Planning and Environment (DPE) (now DPHI) for consideration in its assessment of the proposal.

In accordance with section 5.17(6)(b) of the EP&A Act, on 13 April 2023 the Planning Secretary directed ARTC to submit a Preferred Infrastructure Report² (PIR) that provides further assessment of traffic and transport, noise and vibration, and air quality impacts. The PIR was also prepared to consider changes to the exhibited proposal that have arisen as a consequence of these further assessments and related submissions.

A modification report (Kemp Street Bridge Enhancement Site Modification, Inland Rail June 2025) was prepared to revise the replacement road and pedestrian bridge arrangement over the railway line at the Kemp Street bridge enhancement site in Junee to now provide a single structure.

¹ [A2I EIS – Summary](#)

² [A2I PIR – Preferred infrastructure report](#)

1.3 Indicative staging and timing

Construction of the project has been split into Stage A, Stage B and Stage C.

Stage A, commencing in January 2025, will comprise:

- Utility works, including drainage;
- Site establishment and operation;
- Traffic management and access, including material haulage;
- Minor clearing, grubbing and topsoil stripping;
- Earthworks including preparation of pads and stockpiling;
- Track work including realignment and lowering;
- Gantry and signalling work

Stage B, commencing in July 2025, will see construction activities commencing in the Wagga Wagga Precinct, as well as at Uranquinty Creek and Billy Hughes Bridge. New construction activities such as culvert work, level crossing work and finishing work, will also occur. Construction in Stage B will also comprise a continuation of activities started in Stage A and therefore works will be occurring at all enhancement sites during Stage B:

- Murray River bridge;
- Albury Station pedestrian bridge;
- Albury Yard clearances;
- Riverina Highway bridge;
- Billy Hughes bridge;
- Table Top Yard clearances
- Culcairn pedestrian bridge;
- Culcairn Yard clearances;
- Henty Yard clearances
- Yerong Creek Yard clearances
- The Rock Yard clearances;
- Uranquinty Yard clearances;
- Pearson Street bridge;
- Cassidy Parade pedestrian bridge;
- Edmondson Street bridge – excluding the demolition of Edmondson Street bridge;
- Wagga Wagga Station pedestrian bridge;
- Wagga Wagga Yard clearances:
- Bomen Yard clearances;
- Harefield Yard clearances;
- Kemp Street bridge;
- Junee pedestrian bridge;
- Junee Yard clearances;
- Olympic Highway underbridge;
- Junee to Illabo clearances.

Stage C, proposed to commence in Quarter 4 2025, will comprise a continuation of activities started in Stage A and Stage B and will include traffic mitigation measures identified in the Wagga Wagga Construction Traffic, Transport and Access Mitigation Report and demolition of the existing Edmondson Street bridge and construction of the new Edmondson Street bridge.

This plan applies to the entirety of Stage C.

Construction will take approximately three (3) years. The project is expected to be operational by end of 2027.

1.4 Statutory context and approval

The Inland Rail – Albury to Illabo project was assessed as part of the following documents:

- Inland Rail – Albury to Illabo Environmental Impact Statement (ARTC, August 2022);
- Albury to Illabo Response to Submissions (ARTC, November 2023);
- Albury to Illabo Preferred Infrastructure Report (ARTC, November 2023);
- Albury to Illabo Preferred Infrastructure Report Response to Submissions (ARTC, February 2024);
- Inland Rail – Albury to Illabo (SSI-10055) Response to request for additional information – Air Quality Assessment (letter dated 1 May 2024);
- Part 1 - Revised Technical Paper 8: Biodiversity Development Assessment Report (WSP, February 2024);
- Part 2 - Revised Technical Paper 8: Biodiversity Development Assessment Report (WSP, February 2024);
- Albury to Illabo Kemp Street Bridge Enhancement Site Modification (Inland Rail, June 2025);
- Albury to Illabo Kemp Street Bridge Enhancement Site Modification Clarification (July 2025);
- Albury to Illabo Kemp Street Bridge Modification Noise and Vibration Impact Assessment (August 2025).

Together these documents are referred to as the Environmental Assessment Documentation (EAD).

Approval for the project under Section 5.19 of the EP&A Act was granted by the Minister for Planning and Public Spaces on 8 October 2024. Under delegation from the Minister for Planning and Public Spaces, the Planning Secretary granted approval of the Albury to Illabo Kemp Street Bridge Enhancement Site Modification on 13 August 2025.

1.5 Purpose and scope

The scope of this Social Impact Management Plan (or this SIMP) is to describe how potential social impacts will be managed during construction and operation of the project.

This plan addresses the requirements of the EAD including incorporating the relevant updated mitigation measures (UMMs), and Conditions of Approval (CoA). This includes being prepared in accordance with the Social Impact Assessment Guideline (the SIA Guideline) issued by the New South Wales (NSW) Department of Planning and Environment³ (Department of Planning and Environment (DPE), 2023).

This SIMP has also been developed to meet the commitments made in the EAD, including in the response to submissions to the PIR, and is based on consultation with communities and stakeholders.

A copy of this plan will be kept on the premises for the duration of construction.

1.6 Consultation on this SIMP

In accordance with CoA C6(I), this SIMP has been prepared in consultation with the following councils:

- Albury City Council;
- Greater Hume Shire Council;
- Wagga Wagga City Council;
- Lockhart Shire Council;
- Junee Shire Council.

Consultation with DPHI has commenced and will be ongoing through the SIMP review process. A briefing was held with DPHI on 13 November 2024 and the SIMP was submitted to DPHI for review on 19 December 2024. The SIMP will be updated until DPHI are satisfied with the document.

In addition to the above, in accordance with CoA E113, this SIMP has been developed with involvement from directly affected communities and businesses, Local Aboriginal Land Councils (LALC) (LALC/s), community organisations and representative groups, and councils.

³ The department with ownership over the SIA Guideline is currently known as Department of Planning, Housing and Infrastructure (DPHI).

The consultation report prepared for this Plan in accordance with CoA A8 outlines the location in which all parties' responses, where provided, have been addressed.

A summary of consultation and how it has been incorporated into the SIMP has been provided in Section 5.

Since the implementation of the SIMP, ongoing engagement with key stakeholders and local councils has been maintained as part of Stage A. This continued consultation, which commenced on 6 January 2025, has provided valuable insights that have directly informed the implementation, effectiveness monitoring, and iterative refinement of the SIMP and associated sub-plans. As a result of this integrated and responsive engagement approach, targeted SIMP-specific engagement activities have not been required to date. In addition, a review of feedback, issues raised, and mitigation outcomes has supported a continuous improvement process, ensuring that social impact risks and opportunities continue to be proactively identified and addressed in alignment with the project's commitments and stakeholder expectations.

1.7 Endorsement and approval

In accordance with CoA C4, CEMP(s) (and relevant CEMP sub-plans) requiring the Planning Secretary's approval will be endorsed by the ER and then submitted to the Planning Secretary for approval no later than one (1) month before the commencement of construction.

In accordance with CoA E113, the SIMP was approved by the Planning Secretary for Stage A of construction. The SIMP has been reviewed (refer to Section 9.2) and updated to consider Stage B of construction and will be approved by the Planning Secretary prior to the commencement of Stage B of construction.

The SIMP has been revised to consider Stage C of construction. Minimal changes were required as the demolition of the Edmondson Street bridge was originally included in the scope of Stage B.

This SIMP, as approved by the Planning Secretary, including any minor amendments (including those approved by the ER under CoA A22(j)), will be implemented for the duration of construction and operation.

The requirement for continued implementation of the SIMP will be reviewed one year after the commencement of operation of the project, subject to the approval of the Planning Secretary.

1.8 Structure of this SIMP

This SIMP is structured as follows:

- **Section 1** provides an introduction and summary description of the project;
- **Section 2** describes the requirements, policies and guidelines that are relevant to this SIMP;
- **Section 3** provides a social baseline;
- **Section 4** describes the social impacts and benefits pre-identified in the SIA for the project, as well as additions identified during the consultation;
- **Section 5** outlines the consultation that has informed the development of this SIMP;
- **Section 6** sets out the strategies to manage and monitor potential social impacts and the roles and responsibilities of those required to implement this SIMP;
- **Section 7** describes the process for adaptive management of impacts;
- **Section 8** describes the reporting procedures associated with this plan;
- **Section 9** outlines the review, revision and improvement process for this SIMP.

2 RELEVANT REQUIREMENTS, OBLIGATIONS AND GUIDELINES

Requirements, obligations and commitments relevant to the project and related to social impact management are contained within:

- The Inland Rail – Albury to Illabo Infrastructure Approval (SSI-10055);
- The mitigation measures provided throughout the EIS, with the final version provided in Appendix B to the Response to Submission on the A2I Preferred Infrastructure Report (Inland Rail, 2024);
- The New South Wales (NSW) Social Impact Assessment (SIA) Guideline (Department of Planning and Environment (DPE), 2023);
- Undertaking Engagement Guidelines for State Significant Projects (Department of Planning, Housing and Infrastructure, 2024);
- NSW Community Consultative Committee Guidelines for State Significant Projects (Department of Planning and Environment, 2023);
- Practice Note – Engaging with Aboriginal Communities (Department of Planning and Environment, 2022).

This section sets out relevant aspects of these instruments and describes how they have been considered in this SIMP.

2.1 Conditions of Approval

This SIMP has been prepared in accordance with CoA E113, E114 and C7. CoA C6(l) and CoA E113 set out the entities to be consulted in the preparation of the SIMP. CoA B13 sets out the requirements for a Community Complaints Mediator, and Condition B18 describes methods for the publication of management plans and reports.

The requirements of the CoA relevant to the development of this SIMP are shown in Table1 including where they have been addressed in this Plan.

TABLE 1: CONDITIONS OF APPROVAL RELEVANT TO THIS SIMP

COA	REQUIREMENT	WHERE ADDRESSED IN THIS PLAN
SIMP specific conditions		
E113	A Social Impact Management Plan (SIMP) must be prepared for the CSSI to guide the management and monitoring of the social impacts of the CSSI including informing detailed design, and during construction and operation. The SIMP must:	This SIMP
	a) be prepared in accordance with the <i>Social Impact Assessment Guideline</i> (DPIE 2023) by suitably qualified and experienced person(s) in the social sciences in accordance with Appendix B of the <i>Social Impact Assessment Guideline</i> (DPIE 2023);	This SIMP Section 2.3
	b) be developed with involvement from directly affected communities and businesses, LALC/s, community organisations and representative groups, and councils;	Section 5
	c) inform, where relevant, the preparation of CEMP Sub-plans and monitoring plans;	Section 6.1
	d) define the period over which it will be implemented based on the duration of anticipated impacts it predicts; and	Section 6 Section 1.3
	e) include measures to support the Community Complaints Mediator required by Condition B13 .	Section 2.4

COA REQUIREMENT		WHERE ADDRESSED IN THIS PLAN			
	The SIMP must be approved by the Planning Secretary at least one month before the receipt of CEMPs, CEMP sub-plans and monitoring programs required by Conditions C6 and C25 . The SIMP must be implemented.	Section 1.7			
E114	The SIMP must include specific details of the commitments, programs and timing to secure and enhance positive social outcomes, and measures to minimise negative social and cumulative impacts associated with the CSSI, including:	Section 8			
	a) revisions to or refinement of the assessment of social impacts and risks;	Section 4			
	b) additional mitigation measures to address social impacts based on those committed to in the documents listed in Condition A1 and (a) above;	Section 6			
	c) details on social-oriented commitments to be delivered such as those related to employment diversity and procurement; and	Section 6			
	d) details of how measures will be targeted and adapted to meet the needs of affected communities, including legacy benefits to directly affected communities; and	Section 6			
	e) a monitoring program, prepared in accordance with S5.2 of the <i>SIA Guideline</i> (DPIE 2023), to: <ul style="list-style-type: none"> i) monitor, review, and report on the effectiveness of the identified measures, ii) report on community engagement and complaints in relation to social issues, and iii) report on adaptative management measures implemented or proposed. 	Section 7 Section 8 Section 9			
	Reporting on the social impact performance of the CSSI, including monitoring results, must be reported quarterly with the results made publicly accessible in accordance with Condition B18 .	Section 8			
C6	<p>Except as provided by Condition C6 the following CEMP Sub-plans must be prepared in consultation with the relevant government agencies identified for each CEMP Sub-plan. Details of all information requested by an agency during consultation must be provided to the Planning Secretary as part of any submission of the relevant CEMP Sub-plan, including copies of all correspondence from those agencies as required by Condition A8.</p> <p>/.../</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;">(l)</td> <td style="width: 50%;">Social impact management plan</td> <td style="width: 40%;">DPHI and relevant councils</td> </tr> </table>	(l)	Social impact management plan	DPHI and relevant councils	This SIMP Section 1.6 Section 5
(l)	Social impact management plan	DPHI and relevant councils			
C7	The CEMP Sub-plans must state how:	Section 6			
	a) the environmental performance outcomes identified in the documents listed in Condition A1 will be achieved;	Section 6			
	b) the mitigation measures identified in the documents listed in Condition A1 will be monitored and implemented;	Section 6			
	c) the relevant terms of this approval will be complied with; and	Section 2			
	d) issues requiring management during construction (including cumulative impacts), as identified through ongoing environmental risk analysis, will be managed through SMART principles	Section 6			

2.2 Updated Mitigation Measures

Appendix B to the Response to Submission on the PIR provided Updated Mitigation Measures (UMMs) for the project. Mitigation measures SI1 to SI12 relate to social impact and have formed the basis for the preparation of this SIMP. Mitigation measures SI1, SI2, SI3, SI4, SI6, SI7 and SI10 have been addressed in the strategies contained in the appendices of this SIMP, and will be further addressed in sub-plans that have been developed. The strategies in Appendix B to Appendix F are the framework for, and will guide the information to be included in, the subplans currently in development.

TABLE 2: UPDATED MITIGATION MEASURES RELEVANT TO THIS SIMP

ID	REQUIREMENT	WHERE ADDRESSED IN THIS PLAN
SI1	<p>A workforce management plan will be implemented to manage local and Indigenous employment opportunities and to manage the interaction between the non-resident workforce with the community. The workforce management plan will expand on the requirements in the Outline CEMP. The plan will include:</p> <ul style="list-style-type: none"> ▪ identification of local skills gaps and potential workforce skills and training requirements, and establish how the contractor will use the Inland Rail Skills Academy to achieve its training objectives ▪ employment targets for local and regional residents, Indigenous people, women, under 25-year-old participation and trade related positions ▪ strategies for maximising local training and employment opportunities for residents ▪ a localised communication and engagement strategy to raise awareness of opportunities to gain employment and training ▪ manage health and wellbeing services needs of the temporary construction workforce, including medical, allied health and wellbeing services ▪ consultation with councils, local health and emergency services to establish processes for managing potential increased demand due to non-resident workforce, if required ▪ a code of conduct and strategies to promote workforce wellbeing ▪ liaison with ARTC to identify potential opportunities to provide, where possible, the continuation of employment to maximise worker retention from subsequent Inland Rail projects ▪ monitor regional infrastructure projects to pre-emptively identify potential constraints in labour markets 	Appendix B. Workforce Management Strategy
SI2	Volunteering program will be implemented to encourage community cohesion between the local community and non-resident workforce through activities facilitated by ARTC.	Appendix B. Workforce Management Strategy
SI3	<p>A local and Indigenous industry participation plan will be implemented that will expand on the requirements in the Outline CEMP. The plan will:</p> <ul style="list-style-type: none"> ▪ identify the capacity of local and Indigenous businesses suitable to supply the proposal ▪ set out procurement targets and identify methods for preparing suppliers to be ready for potential demand ▪ liaison with business development and industry support groups and the Wagga Wagga and Albury LALCs to understand the capacity of local and Indigenous business to engage in business with the proposal ▪ promotes the Inland Rail website and supplier portal to businesses in the region ▪ delivers business capacity workshops to address contract requirements and meet-the-contractor events for local and/or Indigenous businesses. 	Appendix C. Local Business and Industry Content Strategy

ID	REQUIREMENT	WHERE ADDRESSED IN THIS PLAN
SI4	<p>Business and service providers whose access and/or properties will be impacted during construction will be engaged to:</p> <ul style="list-style-type: none"> ▪ agree on feasible and reasonable property-specific measures ▪ maintain active communication with landowners and residents adjacent to enhancement sites to inform any changes on construction schedule and receive feedback about the effectiveness of measures in place. 	Appendix C. Local Business and Industry Content Strategy
SI6	<p>A workforce accommodation plan will be implemented that will expand on the requirements in the Outline CEMP. The plan will:</p> <ul style="list-style-type: none"> ▪ prioritise the use of temporary local accommodation where local capacity allows ▪ avoid the use of private rental housing accommodation during workforce peak periods (possession) ▪ consider combined strategies to mitigate shortages of accommodation ▪ outline transport arrangement of workers to and from works site daily ▪ be informed by a capacity analysis of the local short-term accommodation and rental housing markets, demand patterns, the findings of the social impact assessment, objectives of the social impact management plan and consultation with appropriate local stakeholders ▪ include a regular monitoring and management mechanism to identify impacts on the capacity of local short-term accommodation and rental housing. If accommodation supply constraints become apparent, amendments will be done to the workforce housing and accommodation plan appropriately 	Appendix D. Housing and Accommodation Strategy
SI7	<p>A community health and wellbeing plan will be implemented that will expand on the requirements in the Outline CEMP. The plan will:</p> <ul style="list-style-type: none"> ▪ identify those residents within 1 kilometre (km) of enhancement sites who are more prone to experience stress and wellbeing issues due to construction activities ▪ partner with local support mechanisms/services to provide information and support to residents who report wellbeing issues, and establish approaches to adaptively manage support measures on a case-by-case basis ▪ liaise with local Indigenous services and community service providers to identify potential increases in health service demand that may be as a result of the proposal's amenity changes ▪ outline measures to address changes in access for vulnerable community members across the rail corridor at Junee and Wagga Wagga as a result of bridge replacement works. For changes in access related to the Kemp Street Bridge, at Junee, this shall constitute provision of a community transport service and commercial transportation vouchers, for eligible residents and school activities, or equivalent connectivity arrangements/outcomes established through consultation with Junee Shire Council, key stakeholders along with technical information relating to demand and timing for the duration of the closure of the Kemp Street bridge. ▪ promote road and rail safety during construction and operation, including school-based education programs for schools in the local study area, and culturally appropriate approaches to rail safety education and awareness campaigns for Indigenous communities ▪ address privacy and safety concerns of residents adjacent to Cassidy Parade pedestrian bridge enhancement site, Edmondson Street bridge, Wagga Wagga Station pedestrian bridge and Kemp Street bridge <p>ARTC will work with the Wagga Wagga and Albury LALCs and the local Aboriginal community to investigate opportunities to incorporate Aboriginal aspirations and connection to Country design principles into the proposal.</p>	Appendix E. Community Health and Wellbeing Strategy

ID	REQUIREMENT	WHERE ADDRESSED IN THIS PLAN
SI10	<p>ARTC will oversee the preparation and implementation of a proposal-specific communication management plan. This plan will expand on the requirements in the Outline CEMP, which would include:</p> <ul style="list-style-type: none"> the appointment of a dedicated community and landowner liaison officer communications action plans tailored to each stage of the construction program that focus on awareness and preparedness for upcoming impacts, with special attention to most vulnerable groups at each precinct targeted engagement for residents who may experience cumulative impacts engagement with the LALCs to incorporate local Indigenous community knowledge into engagement practices requirements for ongoing consultation with Transport for NSW, and the requirement to inform emergency services of changes to access routes and road conditions. 	Appendix F. Community and Stakeholder Engagement Strategy
SI11	A comprehensive social impact management plan (SIMP) will be finalised through consultation with key stakeholders to manage and monitor the implementation of the proposed social and economic mitigation measures.	This SIMP
	The SIMP would review and refine the proposed monitoring and reporting framework as outlined in Section 10.3 and Appendix E of Technical Paper 4 on an ongoing basis.	Section 7 Section 8 Section 9

2.3 SIA Guideline

The SIA Guideline (DPE, 2023) sets out requirements for the preparation of a SIMP as well as expected content. It describes that the SIMP should enhance and refine mitigation, enhancement, monitoring and management of social impacts over the life of the Project and explain how unanticipated impacts will be addressed. It will also set out how the community can provide feedback as part of a process of adaptive management.

The SIA Guideline does not prescribe a certain format for a SIMP. However, it summarises the details the SIA Guideline does suggest should be included in a SIMP, as well as where those aspects are addressed within this Plan.

TABLE 3: HOW THE SIA GUIDELINE HAS BEEN MET

SIA GUIDELINE SIMP INCLUSIONS	WHERE ADDRESSED
A project summary	Section 1.1 CEMP (Section 4)
How social impacts were identified, plans for mitigation or enhancement, and management commitments.	Section 4 Section 6 Section 7 Section 6
How engagement informed the plan, including the engagement strategy and future activities, and how these will inform monitoring and management.	Section 5 Section 8 Section 9
Measurable and defined targets and actions for monitoring, reporting, auditing and reviewing progress, with clear numbering, wording and commitments to locations, timing, frequency, method and responsibilities.	Section 6 Section 7 Section 8
A commitment to measure results and report these findings via the project website.	Section 8

SIA GUIDELINE SIMP INCLUSIONS	WHERE ADDRESSED
How shortfalls will be addressed – for example, if a target is not being met or an impact is being inadequately managed, the steps to address and report on the shortfall.	Section 7 Section 8 Section 9

Source: (DPE, 2023, p25)

The SIA Guideline also requires that authors of SIA Reports must be ‘suitably qualified persons’, including having:

- Suitable qualifications in a relevant social science discipline (e.g. sociology, human geography, anthropology, social or community planning), and/or;
- Proven experience over multiple years and substantial competence in social science research methods and SIA practices (DPE, 2023; p33).

This SIMP has been prepared by suitably qualified persons. Appendix A sets out the qualifications, experience and affiliations of the contributors to this SIMP.

2.4 Community Complaints Mediator

In accordance with CoA E113(e), this SIMP must include measures to support the Community Complaints Mediator required by CoA B13.

Section 8.7 of the CCS details the mediation process and states that the Community Complaints Mediator will:

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

The CCS also states that the project must implement the recommendations made by the Community Complaints Mediator outlined above, in accordance with CoA B15 and within a timeframe agreed with the Community Complaints Mediator, unless otherwise agreed with the Planning Secretary.

The project will support the Community Complaints Mediator by:

- Providing detailed and timely information regarding the investigation into a complaint;
- Providing detailed and timely information regarding how and when the complaints management and escalation process has been used;
- Implement all recommendations from the Community Complaints Mediator within the agreed timeframe, unless otherwise agreed with the Planning Secretary.

3 SOCIAL BASELINE SUMMARY

The SIA for the project (WSP, 2022) provided a comprehensive social baseline for the project. This section updates relevant aspects of that baseline, particularly as they pertain to the mitigation measures provided in this SIMP. It should be read in conjunction with the social baseline provided in the SIA.

3.1 Study area

The SIA for the project determined the social locality for the assessment using an approach that considered who is most likely to experience direct and indirect socio-economic impacts and where those groups of people are located. The social locality is comprised of three study areas:

- A regional study area—which comprises the Wodonga, Albury, Greater Hume, Lockhart, Wagga Wagga and Junee local government areas (LGAs) and represents the broader area of potential social impact where the project could have an impact;
- A nearby townships study area—which includes towns that are either intersected or in close proximity to the project site;
- A local study area—which includes all statistical areas SA1, within and around 1 kilometre (km) from the proposed site and existing rail corridor, where direct impacts are likely. Statistical areas are geographical areas defined by the Australian Bureau of Statistics (ABS) and SA1 is the smallest unit for the release of census data (typically around 200 and 800 people).

For the purpose of this SIMP, the three study areas are collectively referred to as the ‘social locality’.

Wodonga Shire LGA was included in the regional study area due to its interconnectedness with Albury LGA. This is in keeping with the SIA for the project (WSP, 2022).

3.2 Land use

Land use in the area is mostly agricultural, with residential, commercial and industrial land uses mostly in or near the regional urban centres of Albury and Wagga Wagga. In addition, there are a number of smaller towns or townships throughout the area. The towns and townships closest to the project include Jindera, Walla Walla, Holbrook, Culcairn, Henty, The Rock, Tarcutta, Lockhart, Ladysmith, Uranquinty, Forest Hill, San Isidore, Estella, Gundagai, Junee, Illabo, Coolamon, Yerong Creek, Ganmain and Cootamundra.

Key agricultural activities in the area include:

- Cropping (dryland), grain carting and storage;
- Grazing (livestock) including wool and meat;
- Horticulture (grapes and turf);
- Intensive livestock production including dairy, poultry for eggs and meat, and pig production.

3.3 Social, demographic and economic indicators

Table 4 below provides a summary of the key changes to the community profile since the approval of the project for the LGAs in the study area. Current data is sourced from the Australian Bureau of Statistics (ABS) 2021 Census of Population and Housing, NSW government reports, and commercial providers. Data from the SIA for the project (WSP, 2022) is included to elucidate where relevant indicators have changed since the publication of the SIA Report⁴. Data in the SIA (WSP,2022) was sourced from the ABS 2016 Census of Population and Housing.

Overall, there have been some notable changes across all LGA's including:

⁴ Indicators have been selected for their relevance to the mitigation measures provided in this SIMP, as well as to provide a picture of the social situation in the various LGAs. Where relevant data was not provided within the SIA Report for the Project, equivalent data has been sourced for the comparable time period.

- An increase in population, with Albury experiencing the greatest increase of 5,013 residents (or 9.8%), while Lockhart had the least increase, adding 198 residents (or 6.3%);
- An increase in median weekly personal income across all LGAs, with Wagga Wagga experiencing the greatest change, rising by \$143 (20.5%);
- Decreased unemployment rates by 1.2% to 2.9%, with Wodonga and Wagga Wagga experiencing the greatest change (2.9%);
- Rising rental costs and increased percentages of households in rental stress, with most areas experiencing median rental costs that have outpaced income growth. Notably, households in rental stress in Junee increased by 21%, from 7.3% to 28.4%, while more than 30% of households in Albury are also experiencing rental stress.

TABLE 4: KEY INDICATORS

INDICATOR	SIA DATA (WSP, 2022)	CURRENT DATA (THIS SIMP)	CHANGE
Wodonga			
Population	39,347	43,253	↑ 10.1%
Median Age	36	38	↑ 2 years
Males / Females	49% / 51%	48.7% / 51.3%	↓ / ↑ 0.3%
Aboriginal and / or Torres Strait Islander People	975 / 2.5%	1,479 / 3.4%	↑ 0.9%
Median weekly personal income	\$674	\$805	↑ 19.4%
Labour Force	51.8%	21,594 / 62.5%	↑ 10.7%
Unemployment Rate	6.0%	3.1% (Dec 2023)	↓ 2.9%
Number of occupied private dwellings	14,262	16,372	↑ 14.8%
Rental Costs (median weekly rent)	\$250	\$290	↑ 16%
Households in Rental Stress	11%	1,414 / 26.5%	↑ 15.5%
Rental Vacancies / Rental Vacancy Rate (postcode 3690)	16 / 0.2% (Jul 2022)	10 / 0.2% (May 2024)	No % change
Albury			
Population	51,080	56,093	↑ 9.9%
Median Age	39	39	No change
Males / Females	48.3% / 51.7%	48.3% / 51.7%	No change
Aboriginal and / or Torres Strait Islander People	1,417 / 2.8%	2,126 / 3.8%	↑ 1%
Median weekly personal income	\$642	\$779	↑ 21.3%
Labour Force	51.2%	27,666 / 60.8%	↑ 9.6%

INDICATOR	SIA DATA (WSP, 2022)	CURRENT DATA (THIS SIMP)	CHANGE
Unemployment Rate	6.7%	4.9% (Dec 2023)	↓ 1.8%
Number of occupied private dwellings	19,492	22,182	↑ 13.8%
Rental Costs (median weekly rent for new bonds)	\$380 (median weekly rent from Sep quarter 2022)	\$420 (median weekly rent from Dec quarter 2023)	↑ 10.5%
Households in Rental Stress	12.5%	2,339 / 31.2%	↑ 18.7%
Rental Vacancies / Rental Vacancy Rate May 2024 (postcode 2640 and 2641)	32 / 0.6% 6 / 0.1% (Jul 2022)	62 / 1.2% 18 / 0.7% (May 2023)	↓ 0.6%
Greater Hume			
Population	10,357	11,157	↑ 7.7%
Median Age	44	44	No change
Males / Females	50.1% / 49.9%	50.7% / 49.3%	↑ / ↓ 0.6%
Aboriginal and / or Torres Strait Islander People	339 / 3.3%	376 / 3.4%	↑ 0.1%
Median weekly personal income	\$600	\$723	↑ 20.5%
Labour Force	49.5%	5,152 / 57.8%	↑ 8.3%
Unemployment Rate (Dec 2023)	4.6%	2.4%	↓ 2.2%
Number of occupied private dwellings	3,700	3,936	↑ 6.4%
Rental Costs (median weekly rent for new bonds)	\$350 (median weekly rent from Sep quarter 2022)	\$410 (median weekly rent from Dec quarter 2023)	↑ 17.1%
Households in Rental Stress	4.4%	144 / 23.9%	↑ 19.5%
Lockhart			
Population	3,121	3,319	↑
Median Age	46	46	No change
Males / Females	49.3% / 50.7%	49.7% / 50.3%	↑ / ↓ 0.4%
Aboriginal and / or Torres Strait Islander People	107 / 3.4%	162 / 4.9%	↑ 1.5%
Median weekly personal income	\$585	\$639	↑ 9.2%
Labour Force	46.2%	60.4%	↑ 14.2%
Unemployment Rate	4.2%	3%	↓ 1.2%

INDICATOR	SIA DATA (WSP, 2022)	CURRENT DATA (THIS SIMP)	CHANGE
Number of occupied private dwellings	1,135	1,202	↑ 5.9%
Rental Costs (median weekly rent)	\$150	\$200	↑ 33.3%
Households in Rental Stress	4.0%	37 / 20.6%	↑ 16.6%
Wagga Wagga			
Population	62,383	67,609	↑ 8.3%
Median Age	35	35	No change
Males / Females	48.9% / 51.1%	48.6% / 51.4%	↓ / ↑ 0.3%
Aboriginal and / or Torres Strait Islander People	3,508 / 5.6%	4,471 / 6.6%	↑ 1%
Median weekly personal income	\$696	\$839	↑ 20.5%
Labour Force	53.2%	34,679 / 64.4%	↑ 11.2%
Unemployment Rate	5.5%	2.6% (Dec 2023)	↓ 2.9%
Number of occupied private dwellings	22,394	24,776	↑ 10.6%
Rental Costs (median weekly rent for new bonds)	\$400 (Sep 2022)	\$450 (Dec 2023)	↑ 12.5%
Households in Rental Stress	11%	2,295 / 28.3%	↑ 17.3%
Rental Vacancies / Rental Vacancy Rate May 2024 (postcode 2650)	34 / 0.4% (Jul 2022)	59 / 0.7% (May 2024)	↑ 0.3%
Junee			
Population	6,295	6,415	↑ 1.9%
Median Age	40	41	↑ 1 year
Males / Females	56.8% / 43.2%	57.1% / 42.9%	↑ / ↓ 0.7%
Aboriginal and / or Torres Strait Islander People	489 / 7.8%	587 / 9.2%	↑ 1.4%
Median weekly personal income	\$600	\$742	↑ 23.7%
Labour Force	41.5%	2,629 / 49.0%	↑ 18.1%
Unemployment Rate	4.9%	2.4% (Dec 2023)	↓ 2.5%
Number of occupied private dwellings	1,910	2,103	↑ 10.1%

INDICATOR	SIA DATA (WSP, 2022)	CURRENT DATA (THIS SIMP)	CHANGE
Rental Costs (median weekly rent for new bonds)	\$320	\$360 (Dec 2023)	↑ 12.5%
Households in Rental Stress	7.3%	149 / 28.4%	↑ 21.1%
Rental Vacancies / Rental Vacancy Rate (postcode 2663)	7 / 1.3% (Jul 2022)	9 / 1.7% (May 2024)	↑ 0.4%

Source: ABS, NSW Department of Communities and Justice, Small Area Labour Markets and SQM Research (Australian Bureau of Statistics, 2017, 2022, 2023; Department of Communities and Justice, 2023; Jobs and Skills Australia, 2023; SQM Research, n.d.; WSP, 2022).

3.4 Consideration of demographic changes

This SIMP has been developed with an awareness of recent demographic shifts within the local communities affected by the project. These changes will not adversely affect the existing assessment of impacts or the proposed mitigation measures for the following reasons:

- **Targeted strategies:** The SIMP includes targeted strategies that directly respond to the evolving demographic landscape. For instance, recognising the tight housing market, the Housing and Accommodation Plan identifies targets to mitigate the impact on local housing availability and reduce pressure on rental markets;
- **Employment considerations:** With current low unemployment rates, employment targets that are mindful of potential labour draw from local businesses have been established. By engaging in proactive workforce management and local hiring practices, we aim to ensure that employment opportunities from the project complement rather than compete with existing local jobs;
- **Alignment with existing mitigation measures:** The identified strategies are aligned with existing mitigation measures that focus on community engagement, housing solutions, and workforce development. This alignment ensures that the SIMP remains responsive to community needs without compromising the effectiveness of previously established mitigation strategies (refer Section 4);
- **Ongoing monitoring:** This Plan includes provisions for ongoing monitoring of demographic changes and their impacts. This will allow for adaptive management, ensuring that any unforeseen changes can be addressed promptly without affecting the overall project impact assessment.

The demographic changes will be effectively managed through these targeted strategies, maintaining the integrity of the existing impact assessment and proposed mitigation measures.

4 SOCIAL IMPACTS AND BENEFITS

The SIA Report for the project (WSP, 2022) identified potential impacts and opportunities associated with the construction and operation of the project. In summary, twenty impacts were identified for the construction phase, and twelve for the project's operational phase. Impacts extend across the way of life, community, accessibility, culture, health and wellbeing, surroundings, livelihoods and decision-making systems impact categories described in the SIA Guideline (DPE, 2023; p.19).

In accordance with a direction from the Planning Secretary, ARTC prepared a PIR to provide further assessment of certain impacts. With regards to social impact, the PIR concluded that changes to the project would not result in changes to the impact ratings provided within the EIS.

During the stakeholder and community consultation for this SIMP, additional social impacts were identified, and some existing impacts updated to align with changing community expectations and impacts since the SIA Report was developed.

The new and updated impacts have been evaluated consistent with the methodology used for the SIA Report (WSP 2022). This includes examining and defining the social impact magnitude (see Table 5), likelihood (see Table 6) and assessing social impacts against the social impact significance matrix (see Table 7).

TABLE 5: DEFINING MAGNITUDE LEVELS FOR SOCIAL IMPACTS

MAGNITUDE CRITERIA	
Transformational	Substantial change experienced in community wellbeing, livelihood, amenity, infrastructure, services, health, and/or heritage values; permanent displacement or additional of at least 20 per cent of a community.
Major	Substantial deterioration/improvement to something that people value highly, either lasting for an indefinite time or affecting many people in a widespread area.
Moderate	Noticeable deterioration/improvement to something that people value highly, either lasting for an extensive time or affecting a group of people.
Minor	Mild deterioration/improvement, for a reasonably short time, for a small number of people who are generally adaptable and not vulnerable.
Minimal	Little noticeable change experienced by people in the locality.

Source: SIA Guideline for State significant projects (DPE, 2021)

TABLE 6: DEFINING LIKELIHOOD LEVELS OF SOCIAL IMPACTS

LIKELIHOOD LEVEL	
Almost certain	Definite or almost definitely expected (e.g. has happened on similar projects)
Likely	High probability
Possible	Medium probability
Unlikely	Low probability
Very unlikely	Improbable or remote probability

Source: SIA Guideline for State significant projects (DPE, 2021)

TABLE 7: SOCIAL IMPACT SIGNIFICANCE MATRIX

		1 MINIMAL	2 MINOR	3 MODERATE	4 MAJOR	5 TRANSFORMATIONAL
LIKELIHOOD LEVEL	A Almost Certain	Low	Medium	High	Very high	Very high
	B Likely	Low	Medium	High	High	Very high
	C Possibly	Low	Medium	Medium	High	High
	D Unlikely	Low	Low	Medium	Medium	High
	E Very unlikely	Low	Low	Low	Medium	Medium

Source: SIA Guideline for State significant projects (DPE, 2021)

Table 8 below lists the new and updated impacts, how they have been evaluated and mitigated, and the residual risk applied. The new and updated impacts have been identified as being present during the construction phase of the project. Table 9 outlines the impacts described in the SIA Report for the project (WSP, 2022) and the strategies that have been designed to provide a detailed framework for managing and monitoring the implementation of mitigation measures developed during the Environmental Impact Statement (EIS) and PIR processes. These strategies will be implemented in accordance with the UMMs and include the:

- Workforce Management Strategy;
- Local Business and Industry Content Strategy;
- Housing and Accommodation Strategy;
- Community Health and Wellbeing Strategy;
- Community and Stakeholder Engagement Strategy.

Sub-plans, based on the content in the above strategies, are currently being developed and finalised in May 2025. In addition, there are also several applicable Construction Environmental Management Plan Sub-plans which have been written to mitigate relevant construction social impacts identified in this SIMP.

TABLE 8: EVALUATION OF NEW AND UPDATED SOCIAL IMPACTS DURING CONSTRUCTION

CATEGORY	NEW OR UPDATED IMPACT	IMPACT	EXTENT	PRE-MITIGATED SIGNIFICANCE	EVALUATION AND MITIGATION MEASURE	RESIDUAL SIGNIFICANCE ⁵
New impacts						
Way of Life	New	Potential loss of employment, training, and procurement opportunities due to ineffective advertising or a lack of skills among job seekers and businesses	Wagga Wagga Junee Albury Greater Hume Lockhart	Medium Negative	<p>This impact was identified during community consultation. Due to the sheer number of current projects, there was a concern that recent graduates from TAFE and high school may not know these roles exist if they are not advertised properly.</p> <p>This impact will be mitigated through undertaking proactive advertising including:</p> <ul style="list-style-type: none"> Identify and attend local career fairs Advertise all direct vacancies locally in online media. Work with job search agencies, TAFE, local jobs programs in the social locality to identify potential job seekers. Conduct “Meet the Contractor” supplier information sessions. Communicate industry and business opportunities via procurement websites and ICT systems (i.e. ICN gateway). Engage with ICN gateway, relevant RDAs (i.e. Murray and Riverina) and local governments on local industry and business capability and capacity. Promote opportunities through industry associations and chambers of commerce. 	Medium Positive

⁵ The significance assessment is based on magnitude and likelihood criteria drawn from the 2021 SIA Guideline and provided in the SIA Report for the project (WSP, 2022, pp. 24-25). It assumes that the mitigation strategy and/or management sub-plans have been applied.

CATEGORY	NEW OR UPDATED IMPACT	IMPACT	EXTENT	PRE-MITIGATED SIGNIFICANCE	EVALUATION AND MITIGATION MEASURE	RESIDUAL SIGNIFICANCE ⁵
					<ul style="list-style-type: none"> Issue media releases on project opportunities for industry and business and publish opportunities in local, regional or national newspapers, including industry specific publications. <p>Further information on mitigation measures can be found in Appendix B – Workforce Management Strategy, and Appendix C – Local Business and Industry Content Strategy.</p>	
Community	New	Potential impact on community and visitor access to local events and festivals because of inability to access the events due to crossing closures and accommodation impacts leading to lost economic and social benefits	Wagga Wagga Junee Albury Greater Hume Lockhart	Medium Negative	<p>This impact was identified during community consultation. Concern was raised about the ability of local residents and tourists to access major events due to crossing closures and accommodation impacts.</p> <p>This impact will be mitigated through scheduling work outside major event seasons, where possible (i.e. during the planned possessions) and monitoring community feedback and complaints, ensuring 80% of complaints are resolved to a satisfactory level within 24 hours (during construction phase).</p> <p>Further information on mitigation measures can be found in the Construction Traffic and Transport Management Plan, and Appendix D – Housing and Accommodation Strategy.</p>	Low Negative
Health and Wellbeing	New	Increased emotional distress for affected families and communities due to the removal and	Albury Greater Hume Lockhart Wagga Wagga	High Negative	<p>This impact was identified during community consultation. Stakeholders identified pedestrian and road bridges where tragic death by suicide had occurred.</p> <p>This impact will be mitigated through ensuring that the impact of death by suicide is considered in the detailed design.</p>	Medium Positive

CATEGORY	NEW OR UPDATED IMPACT	IMPACT	EXTENT	PRE-MITIGATED SIGNIFICANCE	EVALUATION AND MITIGATION MEASURE	RESIDUAL SIGNIFICANCE ⁵
		replacement of pedestrian and road bridges over rail lines, which may serve as sites of memorial	Junee		<p>Furthermore, we will consult with the current organisations established to address death by suicide in each local community advising them of our upcoming work and share design elements included for safety. We will be sensitive to any locations identified and dates of remembrance (Winter Solstice Albury). Importantly we will ensure all efforts are made to maintain access to support facilities and services during construction.</p> <p>Further information can be found in Appendix E – Community Health and Wellbeing Strategy.</p>	
Livelihoods	New	Impacts on local businesses and councils due to a reduced workforce capacity, as temporary jobs associated with the project may attract employees away from other local positions.	Albury Greater Hume Lockhart Wagga Wagga Junee	Medium Negative	<p>This impact was identified during community consultation. Local business owners and local councils identified issues with finding suitably skilled and willing workers when large projects come into the area and often lead to their staff leaving to take more attractive, but short term, salaries.</p> <p>The impact will be mitigated through ensuring ongoing communication with local councils, industry associations and local business to ensure clear communication in relation to project resourcing needs to allow local business to plan. Alongside this we will work with local stakeholders on knowledge and skill sharing to provide uplift to the broader community post project. Feedback and complaints will be monitored, ensuring 80% of complaints are resolved to a satisfactory level within 24 hours (during construction phase).</p> <p>Further information on mitigation measures can be found in Appendix B – Workforce Management Strategy, and Appendix C – Local Business and Industry Content Strategy.</p>	Low Negative

CATEGORY	NEW OR UPDATED IMPACT	IMPACT	EXTENT	PRE-MITIGATED SIGNIFICANCE	EVALUATION AND MITIGATION MEASURE	RESIDUAL SIGNIFICANCE ⁵
Change in impact						
Way of Life	Change in impact	Reduction of private rental alternatives due to increased demand on accommodation from incoming temporary construction workforce. This is further exacerbated by the cumulative impact of accommodation requirements from nearby energy generation and transmission projects.	Wagga Wagga Junee Albury Greater Hume Lockhart	Medium Negative	<p>The level of pre-mitigated significance has been increased from Low Negative to Medium Negative due to the added cumulative impact of accommodation requirements from nearby energy generation and transmissions projects.</p> <p>This will be further mitigated through:</p> <ul style="list-style-type: none"> Major impact of non-resident workforce will occur during off-peak seasons during rail possessions. A partnership with 5 different locally owned accommodation providers to maintain stability of accommodation of workforce. Ongoing monitoring of accommodation data, including seeking feedback from local councils and accommodation providers, on whether the project is having an impact. If an impact is identified, further consultation with Council and local accommodation providers will be undertaken to determine a solution. <p>Further information on mitigation measures can be found in Appendix D – Housing and Accommodation Strategy.</p>	Low Negative
Community	Change in impact	Potential loss of sense of place due to disruption to people's mobility and access to places.	Residents and Endeavour Park users at Kemp Street Bridge enhancement site	Very High Negative	As a result of community consultation, the level of residual significance for residents and Endeavour Park users at Kemp Street Bridge enhancement site has been increased from Low Negative to High Negative. This is because of increased concern from stakeholders about the impact to residents not being able to access the Park due to the closure of the bridge, as well as the visual impact to the park due to it being partly modified for the alterations to the Olympic Highway intersection.	High Negative
			Junee	Medium Negative	This impact will be further mitigated through:	Low Negative

CATEGORY	NEW OR UPDATED IMPACT	IMPACT	EXTENT	PRE-MITIGATED SIGNIFICANCE	EVALUATION AND MITIGATION MEASURE	RESIDUAL SIGNIFICANCE ⁵
			Wagga Wagga		<ul style="list-style-type: none"> Establishing a neighbourhood specific engagement approach to understand specific concerns. Install privacy and safety mitigations during construction, such as screening and hoarding, and conduct workforce training to ensure appropriate conduct. Mitigate impacts to access through clear traffic diversion signage and communications. <p>Further information on mitigation measures can be found in the Construction Traffic and Transport Management Plan, and Appendix E – Community Health and Wellbeing Strategy.</p>	
			Albury Greater Hume Lockhart	Low Negative		Low Negative
Accessibility	Change in impact	Impacts to offsite parking due to construction activities and/or parking of construction vehicles	Albury Wagga Wagga Junee Greater Hume Lockhart	Low Negative	<p>As a result of community consultation, the level of residual significance, an additional impact to the parking at Albury Station was identified as being of pre-mitigated significance of High Negative. Consultation has revealed that parking at this Station is already strained, given the recent increase in patronage due to cheaper train tickets. Due to the site office for the project being located nearby the Station, the community raised concern about the project workforce taking up the already limited station parking.</p> <p>This impact will be mitigated through:</p> <ul style="list-style-type: none"> Educating site office workers on the need to only park in designated parking spots for the project and encouraging active transport and public transport use where possible. 80% of complaints about parking at Albury Station are responded to within 24 hours and resolved to a satisfactory level for the complainant (during construction phase) 	Low Negative
			Albury Station	High Negative		Medium Negative

CATEGORY	NEW OR UPDATED IMPACT	IMPACT	EXTENT	PRE-MITIGATED SIGNIFICANCE	EVALUATION AND MITIGATION MEASURE	RESIDUAL SIGNIFICANCE ⁵
					Further information on mitigation measures can be found in the Construction Traffic and Transport Management Plan, and Appendix F – Community Stakeholder and Engagement Strategy	
Accessibility	Change in impact	Access to educational services by local residents may be constrained due to changes in traffic conditions and access, including changes to school bus routes, passenger train availability and accessibility to pedestrians	School users and workers in Wagga Wagga CBD	Very High Negative	As a result of community consultation, an additional impact to residents being able to access passenger train services was identified. This impact will be mitigated through: <ul style="list-style-type: none"> Timely and accessible communication about planned rail possessions. Working with ARTC to communicate alternative transportation methods i.e. rail replacement buses. 	Low Negative
			Albury	High Negative		Low Negative
			Junee	High Negative		Low Negative
			Greater Hume Lockhart	Low Negative	Further information on mitigation measures can be found in the Construction Traffic and Transport Management Plan, and Appendix F – Community Stakeholder and Engagement Strategy	Low Negative

TABLE 9: EAD IDENTIFIED SOCIAL IMPACTS (WSP, 2022) AND ADDITIONAL SOCIAL IMPACTS

CATEGORY	CHANGE IN IMPACT SINCE SIA	IMPACT	EXTENT	PRE-MITIGATED SIGNIFICANCE	RESIDUAL SIGNIFICANCE ⁶	MANAGEMENT SUB-PLAN / MITIGATION STRATEGY
Construction						
Way of Life	No change	Increased job opportunities in the social locality during construction	Regional study area	Low Positive	High Positive	Workforce Management
Way of Life	No change	Increased local procurement opportunities during construction	Wagga Wagga Junee Albury Greater Hume Lockhart	Medium Positive	High Positive	Local Business and Industry Content
Way of Life	No change	Reduction of temporary accommodation alternatives due to increased demand on accommodation from incoming temporary construction workforce	Wagga Wagga and Junee:	Very High Negative	Low Negative	Housing and Accommodation
			Albury Greater Hume Lockhart	High Negative	Low Negative	
Way of Life	No change	Mobility impacts for residents, including experiencing increased delays and accessibility constraints, due to changes in traffic conditions during construction	Wagga Wagga	Very High Negative	Medium Negative	Community and Stakeholder Engagement Construction Traffic, Transport
			Junee	High Negative	Low Negative	
			Albury	Medium Negative	Low Negative	
			Greater Hume	Low Negative	Low Negative	

⁶ The significance assessment is based on magnitude and likelihood criteria drawn from the 2021 SIA Guideline and provided in the SIA Report for the project (WSP, 2022, pp. 24-25). It assumes that the mitigation strategy and/or management sub-plans have been applied.

CATEGORY	CHANGE IN IMPACT SINCE SIA	IMPACT	EXTENT	PRE-MITIGATED SIGNIFICANCE	RESIDUAL SIGNIFICANCE ⁶	MANAGEMENT SUB-PLAN / MITIGATION STRATEGY
			Lockhart			and Access Management Plan
Community	No change	Potential change to cohesion and character due to presence of temporary workforce in local towns	Junee	High Negative	Low Negative	Workforce Management
			Greater Hume Lockhart Wagga Wagga	Medium Negative	Low Negative	
Accessibility	No change	Access to health services by local residents may be constrained due to influx of non-permanent workforce and changes into traffic conditions and access	Wagga Wagga Junee	Medium Negative	Low Negative	Health and Community Wellbeing
			Albury Greater Hume Lockhart	Low Negative	Low Negative	Workforce Management Construction Traffic, Transport and Access Management Plan
Accessibility	No change	Perceived impacts related to delays at level crossings that have potential to affect access for emergency services during construction phase	Wagga Wagga Junee	Medium Negative	Low Negative	Construction Traffic, Transport and Access Management Plan
			Albury Greater Hume Lockhart	Low Negative	Low Negative	
Culture	No change	Impacts on Indigenous cultural values due to lack of consultation with Indigenous people and lack of incorporation of connection to Country design principles into the proposal	Albury Greater Hume Lockhart Wagga Wagga	High Negative	Medium Negative	Community and Stakeholder Engagement

CATEGORY	CHANGE IN IMPACT SINCE SIA	IMPACT	EXTENT	PRE-MITIGATED SIGNIFICANCE	RESIDUAL SIGNIFICANCE ⁶	MANAGEMENT SUB-PLAN / MITIGATION STRATEGY
			Junee			
Culture	No change	Deterioration of cultural identity due to direct and indirect impacts to non-Aboriginal heritage sites including those of increasing rarity or that are a one-of-a-kind structure	Albury Greater Hume Lockhart Wagga Wagga Junee	Very High Negative	Low Negative	Community and Stakeholder Engagement
Health and Wellbeing	No change	Noise, vibration and changes to air quality as a result of the construction of the proposal may cause stress, anxiety and/or sleep disruption, affecting wellbeing of sensitive receivers	Vulnerable residents and school service users within 2km distance of enhancement sites at: Albury Greater Hume Lockhart Wagga Wagga Junee	High Negative	Low Negative	Health and Community Wellbeing Community and Stakeholder Engagement Construction Noise and Vibration Management Plan
Health and Wellbeing	No change	Safety risks to pedestrians during construction, particularly for school aged children and families accessing nearby schools, due to changes in traffic and road network conditions	Wagga Wagga	High Negative	Low Negative	Health and Community Wellbeing Community and Stakeholder Engagement Construction Traffic, Transport and Access Management Plan
			Albury Greater Hume Lockhart Junee	Low Negative	Low Negative	

CATEGORY	CHANGE IN IMPACT SINCE SIA	IMPACT	EXTENT	PRE-MITIGATED SIGNIFICANCE	RESIDUAL SIGNIFICANCE ⁶	MANAGEMENT SUB-PLAN / MITIGATION STRATEGY
Surroundings	No change	Construction related activities may impact the aesthetic values and amenity in the local study area and its quiet lifestyle, due to the changes to visual landscape, level of noise and air quality	Wagga Wagga Junee Albury	High Negative	Low Negative	Health and Community Wellbeing
			Greater Hume Lockhart	Medium Negative	Low Negative	Community and Stakeholder Engagement Construction Noise and Vibration Management Plan
Livelihoods	No change	Impacts to businesses due to temporal property requirements for the proposal, including disruption to property access from public roads and amenity impacts from construction activities	Wagga Show Campground at Pearson Street bridge, Mount Erin Heritage Centre at Edmondson Street bridge and Multicultural council of Wagga Wagga Centre at Wagga Wagga Station pedestrian bridge, Wagga Wagga Accommodation Business owner at Kemp Street bridge and Farmer at Junee to Illabo clearances enhancement site, Junee. Short-term accommodation businesses near enhancement sites Billy Hughes bridge enhancement site and tourism businesses at Murray River bridge	Medium Negative	Low Negative	Health and Community Wellbeing Construction Traffic, Transport and Access Management Plan Community and Stakeholder Engagement

CATEGORY	CHANGE IN IMPACT SINCE SIA	IMPACT	EXTENT	PRE-MITIGATED SIGNIFICANCE	RESIDUAL SIGNIFICANCE ⁶	MANAGEMENT SUB-PLAN / MITIGATION STRATEGY
			<ul style="list-style-type: none"> Culcairn Yard clearance enhancement site Uranquinty Yard clearances Telstra facility at Cassidy Parade pedestrian bridge Grain terminals at Junee to Illabo clearances Service station at Olympic Highway underbridge 			
Livelihood	Change in impact	The proposal may impact access or movements within/across residential properties, including disruption to property access from public roads, and affect sense of safety of adjacent residents.	Residences adjacent to Cassidy Parade pedestrian bridge enhancement site	High Negative	Low Negative	<ul style="list-style-type: none"> Construction Traffic, Transport and Access Management Plan Community and Stakeholder Engagement
			Murray River bridge, Billy Hughes bridge, Wagga Wagga Station pedestrian bridge, Kemp Street bridge, Junee to Illabo clearances enhancement	Low Negative	Low Negative	
Decision-making Systems	No change	Impacts on procedural fairness and people's capacity to decide over changes that may affect their lives pre-construction and during construction	<ul style="list-style-type: none"> Albury Greater Hume Lockhart Wagga Wagga Junee 	High Negative	Low Negative	<ul style="list-style-type: none"> Health and Community Wellbeing Community and Stakeholder Engagement
	No change	Unequal distribution of impacts on vulnerable groups and sensitive receivers	<ul style="list-style-type: none"> Wagga Wagga Junee 	Very High Negative	Low Negative	

CATEGORY	CHANGE IN IMPACT SINCE SIA	IMPACT	EXTENT	PRE-MITIGATED SIGNIFICANCE	RESIDUAL SIGNIFICANCE ⁶	MANAGEMENT SUB-PLAN / MITIGATION STRATEGY
Decision-making Systems			Albury Greater Hume Lockhart	High Negative	Low Negative	Health and Community Wellbeing Community and Stakeholder Engagement
Operation						
Way of Life	No change	Positive economic effects derived from direct and indirect employment of the proposal's operation and procurement opportunities with Indigenous people	Regional study area	Low Positive	Medium positive	Local Business and Industry Content
Way of Life	No change	Business cost savings due to access to more reliable and efficient freight transport.	Regional study area Wagga Wagga	High Positive	High Positive	Local Business and Industry Content
Way of Life	No change	Accessibility impact for local residents due to an increase of trains during operation and likelihood of experiencing the maximum delay associated with 1.8 km freight trains	Albury Greater Hume Lockhart Junee	Low Negative	Low Negative	Health and Community Wellbeing Community and Stakeholder Engagement
Community	No change	Potential change to cohesion and character due to increased freight network opportunities and business development	Albury Greater Hume Lockart Wagga Wagga Junee	Low Negative	Low Negative	Health and Community Wellbeing Community and Stakeholder Engagement
Community	No change	Exacerbation of social severance due to more frequent level crossing closures and/or	Wagga Wagga Junee	High Negative	Medium Negative	

CATEGORY	CHANGE IN IMPACT SINCE SIA	IMPACT	EXTENT	PRE-MITIGATED SIGNIFICANCE	RESIDUAL SIGNIFICANCE ⁶	MANAGEMENT SUB-PLAN / MITIGATION STRATEGY
		increased likelihood of experiencing the maximum closure time associated with 1.8 km freight trains	Greater Hume Lockhart	Medium Negative	Low Negative	Community and Stakeholder Engagement
			Albury	Low Negative	Low Negative	
Culture	No change	Changes to community identity due to impacts to cultural heritage as a result of the proposal's operation	Albury Greater Hume Lockhart Wagga Wagga Junee	Low Negative	Low Negative	Health and Community Wellbeing
Health and Wellbeing	No change	Noise, vibration and changes to air quality as a result of increased number of trains may cause stress, anxiety and/or sleep disruption, affecting wellbeing of sensitive receivers	Residential sensitive receivers in Henty Yard Clearances, schools along the rail line and vulnerable people within 35m of rail line (to be confirmed through the development of the Operational Noise and Vibration Review, required in accordance with CoA E89).	Medium Negative	Low Negative	Health and Community Wellbeing
Health and Wellbeing	No change	Increased risks to road safety in the local area	Albury Greater Hume Lockhart Wagga Wagga Junee	Low Negative	Low Negative	Health and Community Wellbeing
	No change		Albury	High Positive	High Positive	

CATEGORY	CHANGE IN IMPACT SINCE SIA	IMPACT	EXTENT	PRE-MITIGATED SIGNIFICANCE	RESIDUAL SIGNIFICANCE ⁶	MANAGEMENT SUB-PLAN / MITIGATION STRATEGY
Health and Wellbeing		Improved pedestrian safety due to enhanced bridge infrastructure, including improved accessibility for people with disability	Greater Hume Lockhart Wagga Wagga Junee	Medium Positive	High Positive	Health and Community Wellbeing
Surroundings	No change	Reduced aesthetic values due to rail freight movements and views of new infrastructure may impact nearby sensitive receivers	Albury Wagga Wagga Junee Greater Hume Lockhart	Medium Negative	Low Negative	Health and Community Wellbeing
Livelihoods	No change	Detrimental impacts to businesses as a result of permanent amenity changes and changes to the freight network	Albury Greater Hume Lockhart Wagga Wagga Junee	Low Negative	Low Negative	Local Business and Industry Content
Decision-making systems	No change	Limited access to grievance mechanism during operation may limit people's capacity to have access to access complaint and remedy mechanisms	Albury Greater Hume Lockhart Wagga Wagga Junee	Medium Negative	Low Negative	Community and Stakeholder Engagement

5 CONSULTATION

5.1 Overview

A targeted consultation program was undertaken to inform the development of this SIMP. Overall, the consultation program sought to elicit stakeholder input into the refinement of the mitigation measures developed during the EIS and to seek further detail on how to implement these measures. The following criteria were used to identify stakeholders:

1. Stakeholders who are directly affected by a social impact emanating from the project (as per section 13.4 of the SIA chapter in the EIS (Chapter 13));
2. Stakeholders with a direct interest in a proposed mitigation measure.

Where the EIS identified broad stakeholder categories such as 'local residents', 'Aboriginal people' or 'businesses' consultation was sought with entities that represent their interests, such as councils, progress associations, Local Aboriginal Land Councils or Business Chambers.

In addition, submissions relating to construction related social matters in the EIS Response to Submissions Report (Section 4.1.10.1) were reviewed to identify potentially relevant stakeholders. Nine (9) submissions were identified to address social matters; however, names of the submitters were withheld for all of these.

Consultation consisted of one-to-one meetings with stakeholders and was carried out face to face or remotely using teleconference methods. Prior to the meeting a PowerPoint containing the proposed mitigation measures was sent to the stakeholder and the stakeholder was advised to consider the mitigation measures which mattered the most to them, as well as share their views on how they should be implemented.

Since the implementation of the SIMP for Stage A, ongoing engagement with key stakeholders and local councils has been maintained as part of Stage A. This continued consultation, which commenced on 6 January 2025, has provided valuable insights that have directly informed the implementation, effectiveness monitoring, and iterative refinement of the SIMP and associated sub-plans. As a result of this integrated and responsive engagement approach, targeted SIMP-specific engagement activities have not been required to date. In addition, a review of feedback, issues raised, and mitigation outcomes has supported a continuous improvement process, ensuring that social impact risks and opportunities continue to be proactively identified and addressed in alignment with the project's commitments and stakeholder expectations.

5.2 Consultation prior to project approval

The project has been subject to extensive consultation to date, which has informed the development of the mitigation measures. In summary, the following consultation has occurred:

1. Extensive consultation during the development of the EIS and SIA Report;
2. Opportunity for public submissions during the EIS public exhibition;
3. Consultation during the preparation of the PIR;
4. Opportunity for public submissions during the exhibition of the PIR.

Multiple consultation methods were used during this process, including community information sessions, stakeholder briefings, Community Consultative Committee meetings, meetings with Traditional Owners and landholders and workshops. In addition, information was provided via newsletters, fact sheets, adverts, social media, emails and on the Inland Rail website.

5.3 Consultation for this SIMP

In total, 49 entities were approached and invited to participate in a consultation meeting. A total of 19 briefings were held with 19 stakeholders, seven (7) entities provided written feedback in lieu of a meeting. A full record of consultation is found in the SIMP Consultation Report (6-0052-210-EAP-00-RP-0001_A21), including records of attempted contact without response.

Table 10 outlines the consultation that was undertaken specifically for the SIMP.

TABLE 10: STAKEHOLDERS CONSULTED DURING DEVELOPMENT OF THIS SIMP

STAKEHOLDER CATEGORY	DETAIL	MANAGEMENT STRATEGY DISCUSSED
Local Government	The following councils were consulted on the SIMP: <ul style="list-style-type: none"> ▪ Junee Shire Council ▪ Wagga Wagga City Council ▪ Lockhart Shire Council ▪ Albury City Council ▪ Greater Hume Shire Council 	Workforce Management Strategy Local Business and Industry Content Strategy Housing and Accommodation Strategy Community Health and Wellbeing Strategy Community and Stakeholder Engagement Strategy
Aboriginal Peoples and Groups	Albury LALC Mawang Gaway Wagga Wagga LALC	Workforce Management Strategy Local Business and Industry Content Strategy Housing and Accommodation Strategy Community Health and Wellbeing Strategy Community and Stakeholder Engagement Strategy
NSW Government agencies	NSW Department of Planning, Infrastructure and Housing Transport for NSW	Workforce Management Strategy Local Business and Industry Content Strategy Housing and Accommodation Strategy Community Health and Wellbeing Strategy Community and Stakeholder Engagement Strategy
Regional Development Australia	Regional Development Australia – Riverina Regional Development Australia - Murray	Workforce Management Strategy Local Business and Industry Content Strategy Housing and Accommodation Strategy Community Health and Wellbeing Strategy Community and Stakeholder Engagement Strategy
Chambers of Commerce	Albury Business Connect Committe4Wagga Wagga Wagga Business Chamber	Workforce Management Strategy Local Business and Industry Content Strategy Housing and Accommodation Strategy Community Health and Wellbeing Strategy Community and Stakeholder Engagement Strategy
Community Consultation Committees (CCC)	Wagga Wagga CCC Albury CCC	Workforce Management Strategy Local Business and Industry Content Strategy Housing and Accommodation Strategy Community Health and Wellbeing Strategy Community and Stakeholder Engagement Strategy
Community Organisations	Albury-Wodonga Ethnic Communities Council NSW Farmers Multicultural Council of Wagga Wagga Erin Earth Centre	Workforce Management Strategy Local Business and Industry Content Strategy Housing and Accommodation Strategy Community Health and Wellbeing Strategy

STAKEHOLDER CATEGORY	DETAIL	MANAGEMENT STRATEGY DISCUSSED
		Community and Stakeholder Engagement Strategy
Local Development Committees	Uranquinty Progress Association Henty Community Development Committee Culcairn Development Committee	Workforce Management Strategy Local Business and Industry Content Strategy Housing and Accommodation Strategy Community Health and Wellbeing Strategy Community and Stakeholder Engagement Strategy
Potentially Impacted Public Transport Providers	Goodes Coaches Junee Buses Priests Buses Busabout Wagga Wagga Allen's Coaches Murray's Coaches – Wagga Makeham's Coaches Koorinal	Workforce Management Strategy Local Business and Industry Content Strategy Housing and Accommodation Strategy Community Health and Wellbeing Strategy Community and Stakeholder Engagement Strategy
Local Emergency Management Committees	Wagga Wagga Local Emergency Management Committee Wodonga Local Emergency Management Committee Albury Local Emergency Management Committee Greater Hume Local Emergency Management Committee Junee Local Emergency Management Committee	Workforce Management Strategy Local Business and Industry Content Strategy Housing and Accommodation Strategy Community Health and Wellbeing Strategy Community and Stakeholder Engagement Strategy
Potentially Highly Impacted Schools and Childcares	Uranquinty Public School Junee Public School Kildare Catholic College Wagga Wagga St Joesph's Primary School South Wagga Public School The Bidgee School Yerong Creek Public School Culcairn Public School The Scots School Albury Goodstart Childcare Wagga Wagga	Workforce Management Strategy Local Business and Industry Content Strategy Housing and Accommodation Strategy Community Health and Wellbeing Strategy Community and Stakeholder Engagement Strategy
Potentially Impacted Health Organisations	Murrumbidgee Primary Health Network Murray Primary Health Network Murrumbidgee LHD Rural Adversity Mental Health Program	Workforce Management Strategy Local Business and Industry Content Strategy Housing and Accommodation Strategy Community Health and Wellbeing Strategy Community and Stakeholder Engagement Strategy

Table 11 reports the findings from the consultation process and describes how it has been considered in this SIMP. The consultation findings were largely aligned with previously identified social impacts and mitigation measures in the EAD. However, shown in bold in Table 11 are where changes have been made to social impacts and mitigation measures because of stakeholder and community feedback.

TABLE 11: CONSULTATION FINDINGS

MANAGEMENT STRATEGY	SUMMARY OF FEEDBACK	HOW FEEDBACK HAS BEEN CONSIDERED
Workforce Management	<p>Junee Shire Council</p> <ul style="list-style-type: none"> ▪ Local construction workforce will be, at times, fully utilised by Council-led projects. ▪ Consider using workforce from other Inland Rail projects and keep them rolling across the different sites. ▪ Use local contractors where you can, as long as they have availability. ▪ Volunteering program could be used to assist with sporting associations and positive mental health programs. 	<p>Updated identified social impacts to include impacts of project workforce requirements on local industry and council capacity (see Table 5 of the SIMP).</p> <p>The workforce requirements of local business and councils are considered during workforce planning in the Workforce Management Strategy.</p>
	<p>Lockhart Shire Council</p> <ul style="list-style-type: none"> ▪ Volunteering program is a positive measure, and many local residents are dedicated volunteers. ▪ There is a tight labour market in Lockhart. 	<p>Considered in Workforce Management Strategy.</p>
	<p>Uranquinty Progress Association</p> <ul style="list-style-type: none"> ▪ Ensure job opportunities are well advertised, particularly among local high school students who would be interested in apprenticeships. 	<p>Updated identified social impacts to ensure opportunities are well advertised. (see Table 5 of the SIMP).</p> <p>Included proactive promotion of job opportunities as a mitigation measure in the Workforce Strategy.</p>
	<p>Regional Development Association – Murray</p> <ul style="list-style-type: none"> ▪ Be clear about what skills are needed by conducting an audit of the skills already held by local workforce to identify gaps. 	<p>Considered in Workforce Management Strategy.</p>
	<p>NSW Farmers</p> <ul style="list-style-type: none"> ▪ Junee’s unemployment is low so focus on providing training and employment opportunities to school leavers. 	<p>Considered in Workforce Management Strategy.</p>
	<p>RDA Riverina</p> <ul style="list-style-type: none"> ▪ The volunteering scheme is a great initiative. Thought should be given to a driver licencing program. 	<p>Considered in Workforce Management Strategy.</p>
	<p>Albury Business Connect</p>	<p>Considered in Local Business and Industry Content Strategy and</p>

MANAGEMENT STRATEGY	SUMMARY OF FEEDBACK	HOW FEEDBACK HAS BEEN CONSIDERED
	<ul style="list-style-type: none"> ▪ Albury Business Connect could work to inform local businesses and workers on opportunities available, particularly from the Inland Rail Skills Academy. <p>Albury and District Local Land Council</p> <ul style="list-style-type: none"> ▪ Develop a tailored training and recruitment plan for the project. ▪ Highlighted the importance of targeted training programs, including ticketing and industry certifications, as entry pathways into project employment. ▪ Discussed linking training programs directly to guaranteed job opportunities to increase community trust. <p>Wagga Wagga Local Aboriginal Land Council</p> <ul style="list-style-type: none"> ▪ Focus on creating job opportunities for young people currently without employment and other vulnerable groups. ▪ Provide skills-sharing and training to ensure people are equipped for the requirements of the job. ▪ Provide mentoring, interview practice and wrap-around services to build confidence for job seekers. 	<p>Workforce Management Strategy</p> <p>Considered in Workforce Management Strategy.</p> <p>Updated identified social impacts to consider impact if opportunities are well advertised (see Table 5 of the SIMP). The workforce requirements of local business and councils are considered during workforce planning in the Workforce Management Strategy.</p>
Local Business and Industry Content	<p>Junee Shire Council</p> <ul style="list-style-type: none"> ▪ Ensure specific mitigation measures are agreed with impacted local businesses. ▪ Access across the crossing and around town during construction will impact businesses during construction. ▪ Provide upskilling to small business and sole traders tendering to supply materials and skills. 	<p>Considered in Local Business and Industry Content Strategy</p>
	<p>Lockhart Shire Council</p> <ul style="list-style-type: none"> ▪ Run workshops for local businesses on how to participate in the procurement process and provide assistance in how to navigate the online procurement platforms. 	<p>Considered in Local Business and Industry Content Strategy</p>
	<p>Regional Development Association – Murray</p> <ul style="list-style-type: none"> ▪ Consider using local steel and First Nations businesses. 	<p>Considered in Local Business and Industry Content Strategy</p>
	<p>Albury and District Local Land Council</p> <ul style="list-style-type: none"> ▪ Develop a local procurement strategy with an emphasis on Indigenous engagement. 	<p>Considered in Local Business and Industry Content Strategy</p>

MANAGEMENT STRATEGY	SUMMARY OF FEEDBACK	HOW FEEDBACK HAS BEEN CONSIDERED
	<ul style="list-style-type: none"> ▪ Use social media and geo-tagging to disseminate procurement and employment opportunities. Focus on Facebook. <p>Priests Buses</p> <ul style="list-style-type: none"> ▪ Negative impacts from the project to local businesses through the loss of local workforce who take temporary higher paid construction roles on the project. This creates resourcing issues for local businesses in transportation, electrical and construction industries. <p>Albury Business Connect</p> <ul style="list-style-type: none"> ▪ Recommends support is provided for local businesses to assist them to become aware of, apply for and meet the needs of procurement opportunities. ▪ Using Inland Rail's connections, there may be ways to leverage use of goods and services on other major projects. <p>Multicultural Council of Wagga Wagga</p> <ul style="list-style-type: none"> ▪ Ensure impacts of construction noise and traffic changes don't poorly impact business access and wellbeing. 	<p>Updated identified social impacts to include impacts of project workforce requirements on local industry and council capacity (see Table 5 of the SIMP).</p> <p>The workforce requirements of local business and councils are considered during workforce planning in the Workforce Management Strategy.</p> <p>Considered in Local Business and Industry Content Strategies.</p> <p>Considered in Local Business and Industry Content Strategies.</p>
Housing and Accommodation	<p>Junee Shire Council</p> <ul style="list-style-type: none"> ▪ Consider key local community events when planning accommodation. Avoid hotel accommodation during these peak times. ▪ Could be a cumulative impact with seasonal farm workers who seek accommodation. <p>Wagga Wagga City Council</p> <ul style="list-style-type: none"> ▪ Cumulative impacts on accommodation from nearby energy / transmission project. ▪ Contact the Wagga Access Reference Group to discuss vulnerable community members and how to mitigate impacts during construction. 	<p>Updated identified social impacts to include impacts of access to local events (see Table 5 of the SIMP).</p> <p>Included impact on event accommodation as a mitigation measure in the Housing and Accommodation Strategy.</p> <p>Updated identified social impacts on accommodation to include cumulative impacts (see Table 5 of the SIMP).</p> <p>Included impact on event accommodation as a mitigation measure in the Housing and Accommodation Strategy.</p>

MANAGEMENT STRATEGY	SUMMARY OF FEEDBACK	HOW FEEDBACK HAS BEEN CONSIDERED
	<p>Lockhart Shire Council</p> <ul style="list-style-type: none"> The rail shutdowns currently planned for February and September are key event seasons for Lockhart so need to mitigate accommodation impacts during these times. Cumulative impacts on accommodation from nearby renewable energy projects. 	<p>Updated identified social impacts on accommodation to include cumulative impacts (see Table 5 of the SIMP). Included impact on event accommodation as a mitigation measure in the Housing and Accommodation Strategy.</p>
	<p>Albury Council</p> <ul style="list-style-type: none"> During shutdowns keep in mind accommodation requirements of the Gold Cup Racing Carnival in March and the basketball tournament that occurs in September. 	<p>Considered in Housing and Accommodation Strategy</p>
	<p>Regional Development Association – Murray</p> <ul style="list-style-type: none"> Cumulative impacts on accommodation from nearby renewable energy projects. Consider redeveloping existing pubs and old hotels to use for accommodation and to provide local business with an upgraded asset. 	<p>Updated identified social impacts on accommodation to include cumulative impacts (see Table 5 of the SIMP). Included cumulative impact on accommodation as a mitigation measures in the Housing and Accommodation Strategy.</p>
	<p>Albury and District Local Land Council</p> <ul style="list-style-type: none"> Develop a housing impact monitoring plan, focusing on affordability and availability. Explore temporary housing solutions for workers. 	<p>Considered in Housing and Accommodation Strategy.</p>
	<p>NSW Farmers</p> <ul style="list-style-type: none"> Look into using existing and underutilised fields and development sites to provide housing. 	<p>Considered in Housing and Accommodation Strategy.</p>
<p>Community Health and Wellbeing</p>	<p>Junee Shire Council</p> <ul style="list-style-type: none"> Consider sponsorship opportunities including supporting libraries, excursions for school kids of the construction site etc. Aesthetic value is important to the community, balancing heritage with modern values Rating of significance of pre and post mitigation ratings for residents and Endeavour Park users at Kemp Street Bridge enhancement site should be higher than “low negative” given the high impact on social accessibility. Important to run rail safety workshops with Junee Public School on how to detour the close Kemps Street Bridge, prior to its closure. 	<p>Updated identified social impact post mitigation rating to High Negative (see Table 5 of the SIMP).</p>
	<p>Wagga Wagga City Council</p>	<p>Considered in Community Health and Wellbeing Strategy</p>

MANAGEMENT STRATEGY	SUMMARY OF FEEDBACK	HOW FEEDBACK HAS BEEN CONSIDERED
	<ul style="list-style-type: none"> Concerns around emergency service access due to closure of Edmonson Street Bridge. 	
	<p>Lockhart Shire Council</p> <ul style="list-style-type: none"> The rail shutdowns currently planned for February and September are key event seasons for Lockhart so need to work to mitigate this. Feedback that previous Inland Rail sponsorship programs have been difficult to access. Bus route impacts to Yerong School and The Rock School due to crossing closures. 	<p>Considered in Community Health and Wellbeing Strategy</p> <p>Considered in Construction Traffic, Transport and Access Management Plan (Stage B/Stage C only)</p>
	<p>Albury Council</p> <ul style="list-style-type: none"> Train travel to Melbourne has increased in popularity due to \$9 fares. Parking at the station is already limited and this needs to be managed if rail construction workers are also needing to park nearby. 	<p>Considered in Construction Traffic, Transport and Access Management Plan (Stage B/Stage C only)</p> <p>Updated identified social impacts to include impacts to accessing transport infrastructure (see Table 5 of the SIMP).</p>
	<p>Uranquinty Progress Association</p> <ul style="list-style-type: none"> Concern around emergency vehicle access during rail possessions. 	<p>Considered in Community Health and Wellbeing Strategy</p>
	<p>Kildare Catholic College, Wagga Wagga</p> <ul style="list-style-type: none"> Concern around impact of noise and vibration on students, particularly the students who reside on campus in the boarding house. Concern around impacts to heritage buildings and heritage gardens. Concern around accessibility impacts to school students, staff and parents from the closure of Edmondson Street Bridge. Death by suicide on pedestrian bridges needs to be considered in the design 	<p>Considered in Construction Noise and Vibration Management Plan</p> <p>Considered in Construction Cultural Heritage Management Plan</p> <p>Considered in Construction Traffic, Transport and Access Management Plan (Stage B/Stage C only)</p>
	<p>South Wagga Public School</p> <ul style="list-style-type: none"> Concern around impact of construction and operational noise and vibration on students. Concern around parking and traffic impacts and accessibility for students. Concern around accessibility impacts to school students, staff and parents from the closure of Edmondson Street Bridge. 	<p>Considered in Construction Noise and Vibration Management Plan</p> <p>Considered in Construction Traffic, Transport and Access Management Plan (Stage B/Stage C only)</p>
	<p>Uranquinty Public School</p>	<p>Considered in Community Health and Wellbeing Strategy</p>

MANAGEMENT STRATEGY	SUMMARY OF FEEDBACK	HOW FEEDBACK HAS BEEN CONSIDERED
	<ul style="list-style-type: none"> Workshops need to be run around rail safety, particularly as there are existing holes in the fence which can allow easy access for school kids. Would be good if construction can occur during school holidays to minimise disruption to learning. 	
	<p>Regional Development Association – Murray</p> <ul style="list-style-type: none"> People rely on train services for medical and important social appointments. Any disruption will have a major impact. Death by suicide on pedestrian bridges needs to be considered in the design both from a memorial perspective and to ensure the bridges restrict future death occurring in this way. Make sure to consider Albury Food and Wine Festival when planning disruption. Focus safety training in Henty where there are no fences around the train line. 	<p>Updated identified social impacts to include impacts to accessing transport infrastructure and impacts on community from death by suicide (see Table 5 of the SIMP).</p> <p>Social impact will be monitored through assessing support of vulnerable residents during pre-construction and construction, as per the Community Health and Wellbeing Strategy.</p>
	<p>Albury and District Local Land Council</p> <ul style="list-style-type: none"> Conduct traffic impact assessments with a focus on pedestrian and emergency services access. Develop targeted community support initiatives for low socio-economic areas. 	<p>Considered in Community Health and Wellbeing Strategy</p>
	<p>NSW Farmers</p> <ul style="list-style-type: none"> Trains idling at Junee cause a big issue with people being able to access the rail crossings. Investigate how many kids walk to school, where from, over bridges planned to be temporarily removed, such as Kemp's Street pedestrian bridge to ensure the redesigned bridge doesn't funnel school children onto busy local roads. Rail crossing closures will have a big impact on school buses and the travel time to get kids to school due to detours. Consider rail town history within the design. Ensure road crossings kept open during harvest time (particularly in Illabo). Also, during March – May due to fertiliser deliveries. 	<p>Considered in Community Health and Wellbeing Strategy</p> <p>Considered in Construction Traffic, Transport and Access Management Plan (Stage B/Stage C only)</p>
	<p>Goodes Coaches</p> <ul style="list-style-type: none"> Need clear communications about detours for school bus routes when Edmonson Street Bridge is closed. 	<p>Considered in Community and Stakeholder Engagement Strategy</p> <p>Considered in Construction Traffic, Transport and Access Management Plan (Stage B/Stage C only)</p>

MANAGEMENT STRATEGY	SUMMARY OF FEEDBACK	HOW FEEDBACK HAS BEEN CONSIDERED
Community and Stakeholder Engagement	<p>Junee Shire Council</p> <ul style="list-style-type: none"> Ensure schools are listed as key organisations to engage with, particularly around school trips etc. Ensure ongoing engagement to identify specific local events and work to identify mitigations measures. 	Considered in Community and Stakeholder Engagement Strategy.
	<p>Wagga Wagga City Council</p> <ul style="list-style-type: none"> Ensure First Nations engagement is directed towards Mawang-Gaway. Ensure local Councils are identified as the local roads authority 	Considered in Community and Stakeholder Engagement Strategy.
	<p>Uranquinty Progress Association</p> <ul style="list-style-type: none"> Encourages Martinus to attend community meetings around 2/3 times a year to provide an update on construction activities and progress. Provide clear timeframes around enquiry and compliant response times. 	Considered in Community and Stakeholder Engagement Strategy.
	<p>South Wagga Public School</p> <ul style="list-style-type: none"> Ensure project details, including traffic management, are effectively communicated to parents. 	Considered in Community and Stakeholder Engagement Strategy.
	<p>NSW Farmers</p> <ul style="list-style-type: none"> Advertise rail crossing closures with road signage. Maintain active communications with the community. Include a magnet with contact details to ensure they are easily accessible. Communicate to residents via information boards in local shops. 	Considered in Community and Stakeholder Engagement Strategy.
	<p>Henty Community Development Committee</p> <ul style="list-style-type: none"> Local community groups and associations can pass on newsletters and key information through their channels. Would like Martinus to run a drop-in session with the community once a year to allow them to keep informed. 	Considered in Community and Stakeholder Engagement Strategy.
	<p>Albury and District Local Land Council</p> <ul style="list-style-type: none"> Develop a communications plan incorporating social media, geo-tagging, and paid advertising. Create and distribute a directory of Koori organisations for outreach. 	Considered in Community and Stakeholder Engagement Strategy.

MANAGEMENT STRATEGY	SUMMARY OF FEEDBACK	HOW FEEDBACK HAS BEEN CONSIDERED
	<p>Wagga Wagga Local Aboriginal Land Council (LALC)</p> <ul style="list-style-type: none">▪ Run information sessions with local communities on the project's goals, job opportunities and the skills needed.▪ Use networks within existing community organisations, such as Wagga Wagga LALC	<p>Considered in Community and Stakeholder Engagement Strategy.</p>

6 MITIGATION AND MONITORING OF SOCIAL IMPACTS

6.1 Integrated approach to managing and mitigating social impacts

This SIMP provides a comprehensive framework for mitigating and managing the social impacts associated with the project. To address the range of potential impacts outlined in section 5, five specific strategies have been developed, each targeting different aspects of social and community well-being. Five related sub-plans are currently being developed which are consistent with the content in these strategies. These strategies complement the SIMP by ensuring that all identified social impacts are effectively managed throughout the project lifecycle and allowing for adaptive measures if the initial strategies do not fully achieve their targets.

The following strategies are referenced within the SIMP to ensure coordinated social impact management and are appended to this document:

- **Workforce Management:** Addresses interactions between the non-resident workforce and the community;
- **Local Business and Industry Content:** Focuses on local and Indigenous business opportunities, capacity building, and enhancing access to supply chain opportunities;
- **Housing and Accommodation:** Addresses the increased demand for temporary and permanent housing due to project-related workers;
- **Community Health and Wellbeing:** Focuses on potential well-being issues for nearby residents, ensuring community health services are supported and not overwhelmed;
- **Community and Stakeholder Engagement:** Builds awareness of the project and details how the project will communicate and collaborate with local communities and stakeholders to incorporate their input and concerns throughout the project lifecycle;

In addition, other management plans referenced in this SIMP include:

- **Community Communication Strategy (CCS):** Details procedures and processes for community notification, consultation and complaints management;
- **Construction Environment Management Plan (CEMP):** Details procedures and processes for managing environmental risks and opportunities during construction;
- **Construction Noise and Vibration Management Plan (CNVMP):** Details the way in which noise and vibration impacts will be managed and monitored during construction. It includes the Construction Noise and Vibration Monitoring Program;
- **Construction Soil and Water Management Plan (CSWMP):** Details the way in which soil and water impacts will be managed and monitored during construction. It includes the Construction Soil and Water Monitoring Program;
- **Construction Cultural Heritage Management Plan (CCHMP):** Details the way in which Aboriginal and non-Aboriginal heritage impacts will be managed and monitored during construction and includes cultural heritage monitoring provisions within the plan itself;
- **Construction Traffic, Transport and Access Management Plan (CCTAMP):** Details the way in which traffic and transport impacts will be managed and monitored during construction and includes traffic and transport monitoring provisions within the plan itself.

The preparation of the CEMP sub-plans and monitoring programs has been informed by the preparation of the SIMP to prevent any social impacts from being overlooked or duplicated, fostering a holistic approach while allowing each plan to focus on specific areas of concern. Feedback has been passed on from community consultation undertaken for the preparation of the SIMP where it has relevance to the CEMP sub-plans. This feedback has been considered during the preparation of these plans.

6.2 Monitoring and reporting framework

The monitoring and reporting framework has been created in alignment with existing outcomes and mitigations in the EAD as per CoA C7 (a) and (c). Table 12 provides the monitoring and reporting framework. It includes:

- **Desired community outcome:** The social objective of the mitigation or enhancement measure;

- **Indicators and targets:** Defines key indicators to measure the success of mitigation efforts (e.g., community satisfaction, employment rates, health statistics);
- **Monitoring schedule:** Establishes the frequency of monitoring activities (e.g., quarterly, annually) and outlines reporting mechanisms;
- **Data collection methods:** Describes the methods for data collection (e.g., surveys, interviews, administrative data);
- **Reporting frequency:** Establishes the frequency of reporting (e.g., quarterly, annually) and outlines reporting mechanisms;
- **Responsibility:** Outlines the agency, organisation, or individual responsible for the action. Responsibilities for delivering and reporting on the mitigation measures detailed in this SIMP is shared between Inland Rail as the Project proponent, and Martinus Rail, the construction contractor;
- **Link to strategy/management plan:** links the outcome and targets to a specific strategy or management plan.

Where a percentage has been allocated against a target in Table 12, these have been developed in agreement between Inland Rail and Martinus, informed by market testing and analysis of local capacity. Martinus will aim to exceed these targets where possible to deliver enhanced social and economic benefits to the community.

TABLE 12: MONITORING AND REPORTING FRAMEWORK

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
WORKFORCE MANAGEMENT							
The project has maximised local employment opportunities and employment opportunities are available to people of all backgrounds, including Indigenous people, women, under 25's and the unemployed.	Construction	Amount as a cumulative total, number of residents employed from the social locality at end of project	20% of the Workforce are residents in the social locality. The percentage of the workforce in each LGA is greater than zero.	Data: Workforce participation data Source: Construction employment register Employment enquiry log	Monthly during construction	Martinus Inland Rail	Workforce Management Strategy
	Construction	Number of Indigenous people, women, under 25s employed and apprentices at end of project	20% of total cumulative workforce should comprise of: <ul style="list-style-type: none"> Local residents Indigenous people Women Under 25 years of age Apprenticeship/ traineeship positions 	Data: Workforce participation data Source: Construction employment register Employment enquiry log	Monthly during construction	Martinus Inland Rail	Workforce Management Strategy
	Pre-construction,	Resources and support provided to successfully access and engage in local employment opportunities	Employment information sessions are conducted in the social locality at schools and career expos and result in job applications for the project. Proactive promotion of project opportunities through community groups, schools and	Data: Number of employment information sessions conducted, attendance figures, feedback from participants, records of proactive promotions made, and channels used, employment enquiry log Source: Event attendance records, feedback surveys, communication records, Martinus Rail HR records	Quarterly	Martinus	Workforce Management Strategy

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
			colleges within the social locality.				
	Construction	Resources and support provided to successfully access and engage in local employment opportunities	<p>Minimum of 4 employment information sessions are conducted in the social locality at schools and career expos and result in job applications for the project.</p> <p>Proactive promotion of project opportunities through community groups, schools and colleges within the social locality.</p>	<p>Data: Number of employment information sessions conducted, attendance figures, feedback from participants, records of proactive promotions made, and channels used, employment enquiry log</p> <p>Source: Event attendance records, feedback surveys, communication records, Martinus Rail HR records</p>	As new roles are released throughout construction. Quarterly during construction.	Martinus	Workforce Management Strategy
	Operation	Resources and support provided to successfully access and engage in local employment opportunities	<p>Proactive promotion of project opportunities through community groups, schools and colleges within the social locality.</p> <p><i>Target to be confirmed 12 months prior to operation with consideration for relevant ARTC strategies.</i></p>	<p>Data: Number of employment information sessions conducted, attendance figures, feedback from participants, records of proactive promotions made, and channels used, employment enquiry log</p> <p>Source: Event attendance records, feedback surveys, communication records, Martinus Rail HR records</p>	Biannually	ARTC (operation)	Workforce Management Strategy

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
The project has enhanced skills of residents that lead to employment.	Pre-construction and construction	Number of residents who have completed Inland Rail Skills Academy courses in the social locality at end of project	At least 100 residents from the social locality completed Inland Rail Skills Academy courses Inland Rail Skills Academy graduates can be successful in applying and receiving work on the project.	Data: Employment enquiry log, Construction employment register Source: Martinus Rail HR records and subcontractor training records, IR Skills Academy Database	Quarterly during pre- construction Monthly during construction	Inland Rail	Workforce Management Strategy
	Pre-construction and construction	Number of residents who have completed training delivered by Principal contractor in the social locality at end of project	6% of the workforce from social locality will participate in training and skills development programs	Data: Workforce participation data Source: Martinus Rail HR records and subcontractor training records	Quarterly during pre- construction Monthly during construction	Martinus	Workforce Management Strategy
The non-resident workforce has a minimal impact on the local community and there are mitigation measures in place to minimise negative impacts.	Construction	Number of complaints from community members regarding non-resident workforce behaviour.	0 avoidable community complaints attributed to workforce behaviour / conduct	Data: Number of complaints Source: Complaints register	Monthly during construction	Martinus Inland Rail	Workforce Management Strategy Community and Stakeholder Engagement Strategy

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
The Workforce are given opportunities to volunteer within the local community	Construction	Number and duration of volunteer activities undertaken by Workforce	At least 50% of the non-FIFO office based workforce register interest to participate in a volunteering activity every year.	Data: Number of volunteering activities registered per employee, per year. Source: Martinus Rail HR records.	To be monitored quarterly during construction.	Martinus	Workforce Management Strategy
The workforce requirements of local business and councils are considered during workforce planning.	Construction	Number of complaints from local businesses and councils about staff shortages	0 avoidable community complaints attributed to local workforce constraints caused by the project	Data: Number of complaints Source: Complaints register	Monthly during construction	Martinus Inland Rail	Workforce Management Strategy Community and Stakeholder Engagement Strategy
LOCAL BUSINESS AND INDUSTRY PARTICIPATION							
To provide full and fair opportunity for local and Indigenous businesses to tender on contracts.	Pre-construction and construction	Amount spent as a cumulative total, and number of businesses engaged during the delivery of the proposal from different LGAs in the social locality by end of project	20% of contractor spend is with businesses from the social locality across minimum 15 business. 5% of contractor spend is with Indigenous businesses, including 1.5% with Indigenous businesses from the social locality. The percentage of construction contractor spend in each LGA is greater than zero.	Data: Principal contractor procurement data Source: Project Financial Reports	Monthly	Martinus Inland Rail	Local Business and Industry Content Strategy

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
Enhance the capabilities of local and Indigenous businesses	Pre-construction and construction	Delivery of business capability initiatives and activities for local and Indigenous businesses.	<p>Delivery of Business Capacity Building Program</p> <p>Delivery of 'Meet the Contractor' events</p> <p>Over 50% of participants involved in business capability initiatives and activities report it being of value.</p>	<p>Data: Principal contractor procurement data, post-event/program participant feedback</p> <p>Source: Project Financial Reports, IR Skills Academy Database, feedback surveys, communications records</p>	Quarterly	Martinus Inland Rail	Local Business and Industry Content Strategy
	Construction	Resources and support provided to successfully access and engage in supply chain opportunities	<p>Minimum of 4 supplier information session to be conducted in Wagga Wagga and Albury.</p> <p>Proactive promotion of project opportunities through industry associations within the social locality.</p> <p>Over 50% of participants receiving support report it being of value.</p>	<p>Data: Number of supplier information sessions conducted, attendance figures, feedback from participants and records of proactive promotions made and channels used.</p> <p>Source: Event attendance records, feedback surveys, communication records.</p>	<p>As new tenders are released throughout construction.</p> <p>Quarterly during construction.</p>	Martinus Inland Rail	Local Business and Industry Content Strategy
	Operation	Resources and support provided to successfully access and engage in supply chain opportunities	Proactive promotion of project opportunities through industry associations within the social locality, with consideration to ARTC ESG Strategy.	<p>Data: Number of supplier information sessions conducted, attendance figures, feedback from participants and records of proactive promotions made and channels used.</p> <p>Source: Event attendance records, feedback surveys, communication records.</p>	Quarterly	ARTC	Local Business and Industry Content Strategy

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
	Pre-construction and construction	Attendance rates at Inland Rail Skills Academy capacity building sessions, by end of project	At least 50 businesses from the social locality and five indigenous businesses attend Inland Rail Skills Academy capacity building sessions during pre-construction and construction. Technical support provided to assist navigating the online application portal.	Data: Total attendance count, sessions details and breakdown of attendees Source: IR Skills Academy Database	Quarterly during pre-construction/ Construction	Inland Rail	Local Business and Industry Content Strategy
Enhance the capabilities of local and Indigenous businesses; The project contributes to the regional economic benefit and market activation	Operations	Number of local businesses who use Inland Rail to transport their products/materials	<i>To be confirmed 12 months prior to operation</i>	Data: Number of businesses that have utilised Inland Rail for transporting their products or materials over a specified period. Source: To be confirmed prior to operation.	Biannually	ARTC (operation)	Local Business and Industry Content Strategy
HOUSING AND ACCOMMODATION							
The project does not impact housing affordability and availability for locals.	Pre-construction and construction	Number of agreements or arrangements made with local accommodation providers and stakeholders (such	Establish at least 5 formal agreements with local accommodation providers and hold quarterly meetings with relevant stakeholders to discuss and assess cumulative	Data: Total number of formal agreements, records of quarterly meetings with relevant stakeholders, documentation of discussions and outcomes from those meetings.	Quarterly	Martinus	Housing and Accommodation Strategy

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
		as councils and tourist operators) to manage housing pressures	pressures throughout the project duration.	Source: Engagement records, local rental data from SQM Research			
	Construction	Percentage of workers sourced from the social locality	20% of the Workforce are residents in the social locality. The percentage of the workforce in each LGA is greater than zero.	Data: Workforce participation including number of workers, number of workers who are resident from the social locality and breakdown of workforce by LGA. Source: Construction employment register Employment enquiry log	Quarterly	Martinus	Housing and Accommodation Strategy
	Construction	Percentage of non-residential workers accommodated in a variety of solutions (rented apartments, hotels, motels, etc.) versus the total number of non-residential workers.	At least 60% of non-residential workers are accommodated in a mix of solutions (e.g., 30% in rented accommodations and 30% in hotels/motels) to diversify accommodation types and minimise local market impact.	Data: Total number of non-residential workers, breakdown of accommodation types used by contractors, proportion of non-residential workers in each accommodation category. Source: Accommodation usage reports from contractors, engagement records with local accommodation providers, monitor rental listings.	Quarterly	Martinus	Housing and Accommodation Strategy
	Construction	Short term accommodation vacancy rates remain consistent	No complaints from temporary accommodation providers or tourism bodies relating to vacancy shortfalls due	Data: Vacancy rates for short-term accommodation, number of complaints received from temporary accommodation	Monthly during construction	Martinus	Housing and Accommodation Strategy

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
		throughout the delivery program.	to the project during major tourist event	providers and tourism bodies regarding vacancy issues. Source: Engagement and complaints records, meetings and feedback from tourism bodies and local councils.			
The project minimises impacts on temporary accommodation providers during major tourist events and peak seasons.	Construction	Short term accommodation vacancy rates remain consistent throughout the delivery program.	No complaints from temporary accommodation providers or tourism bodies relating to vacancy shortfalls due to the project during major tourist event	Data: Vacancy rates for short-term accommodation, number of complaints received from temporary accommodation providers and tourism bodies regarding vacancy issues. Source: Engagement and complaints records, meetings and feedback from tourism bodies and local councils.	Monthly during construction	Martinus	Housing and Accommodation Strategy

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
COMMUNITY HEALTH AND WELLBEING							
Amenity impacts are minimised through monitoring, engagement and continuous improvement initiatives.	Construction	Number of non-compliance events during construction that could cause amenity impacts.	No non-compliance events during construction that could cause amenity impacts	<p>Data: Total number of non-compliance events recorded during construction and description of each and its potential impact on amenity</p> <p>Source: Compliance monitoring reports, CEMP documentation, complaints register</p>	Monthly during construction	<p>Martinus Environment, Approvals and Sustainability Manager</p> <p>Martinus Community and Stakeholder Manager</p>	<p>Construction Noise and Vibration Management Plan, including the Construction Noise and Vibration Monitoring Program</p> <p>Construction Soil and Water Management Plan, including the Construction Soil and Water Monitoring Program</p> <p>Construction Cultural Heritage Management Plan</p> <p>Construction Traffic, Transport and Access Management Plan, including traffic and transport monitoring provisions within the plan.</p>
	Construction	Number of complaints around noise, vibration, dust and traffic from sensitive receivers	80% of complaints are responded to within 24 hours and resolved to a satisfactory level for the complainant	<p>Data: Total number of complaints, response time for each complaint and resolution status of each complaint.</p> <p>Source: Complaints register</p>	Monthly during construction	<p>Martinus Environment, Approvals and Sustainability Manager</p> <p>Martinus Community and Stakeholder Manager</p>	<p>Community and Stakeholder Engagement Strategy</p> <p>Community Communication Strategy</p>

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
						Inland Rail	Construction Noise and Vibration Management Sub-Plan
	Construction	Percentage of disturbed areas that have been revegetated within a specified timeframe after construction activities are complete	100% of identified vulnerable areas to be revegetated within two weeks of construction completion in those areas	<p>Data: Total area of disturbed land that requires revegetation, area of disturbed land that has been successfully revegetated and dates of completion for revegetation activities.</p> <p>Source: Revegetation monitoring reports, environmental management plans, site inspection records and photographs to document revegetation progress.</p>	<p>Weekly during the revegetation period (to ensure timely tracking of progress).</p> <p>Monthly reports thereafter, summarising the success of revegetation efforts and any challenges faced.</p>	Martinus Environment, Approvals and Sustainability Manager	Construction Environment Management Plan
The project adequately manages and enhances aesthetic values in the social locality	Construction	Support projects within the social locality that enhance aesthetic values	A minimum of two financial support initiatives or partnerships with projects, events or entities (e.g. schools) that enhance aesthetics within the local community (i.e. providing labour to build a community garden), during each year of construction	<p>Source: Number of financial support initiatives or partnerships established, description of each including objectives and outcomes and documentation of funding amounts allocated to each project.</p> <p>Source: Financial records and expenditure reports, partnership agreements and progress reports from supported projects, detailing activities and impacts on local aesthetics</p>	Quarterly social delivery reports	Martinus Community and Stakeholder Manager	Community Health and Wellbeing Strategy

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
	Operations	Support projects within the social locality that enhance aesthetic values	<i>With consideration of ARTC ESG Strategy, target to be confirmed 12 months prior to operation.</i>	<p>Source: Number of financial support initiatives or partnerships established, description of each including objectives and outcomes and documentation of funding amounts allocated to each project.</p> <p>Source: Financial records and expenditure reports, partnership agreements and progress reports from supported projects, detailing activities and impacts on local aesthetics</p>	Biannually	ARTC (operation)	Community Health and Wellbeing Strategy
	Construction	Number of initiatives that build appreciation for Indigenous history and culture in the workforce	At least two initiatives to enhance workforce appreciation per year, during construction, as determined in consultation with local Indigenous leaders	<p>Data: Number of initiatives, description of each initiative, including objectives, activities, and participant feedback, participation rates of workforce members in each initiative</p> <p>Source: Event records and attendance logs, feedback surveys from participants engagement records from consultations with local Indigenous leaders.</p>	Quarterly social delivery reports	Martinus Community and Stakeholder Manager	Community Health and Wellbeing Strategy

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
	Operations	Number of initiatives that build appreciation for Indigenous history and culture in the workforce	<i>With consideration to ARTC Reconciliation Action Plan commitments. Target to be confirmed 12 months prior to operation.</i>	<p>Data: Number of initiatives, description of each initiative, including objectives, activities, and participant feedback, participation rates of workforce members in each initiative</p> <p>Source: Event records and attendance logs, feedback surveys from participants engagement records from consultations with local Indigenous leaders.</p>	Biannually	ARTC (operation)	Community Health and Wellbeing Strategy
The project enhances connection to Country in the social locality	Construction	Number of initiatives implemented to enhance connection to Country for those people living and working in the social locality.	At least two initiatives to enhance connection to Country per year, during construction, for example cultural immersion tours and participation in significant Indigenous events.	<p>Data: Number of initiatives, description of each initiative, including objectives, activities, and participant feedback, participation rates of workforce members in each initiative</p> <p>Source: Event records and attendance logs, feedback surveys from participants engagement records from consultations with local Indigenous leaders.</p>	Quarterly social delivery reports	Martinus Community and Stakeholder Manager	Community Health and Wellbeing Strategy
	Operations	Number of initiatives implemented to enhance connection to Country for those people living and	<i>With consideration to ARTC Reconciliation Action Plan commitments. Target to be confirmed 12 months prior to operation.</i>	<p>Data: Number of initiatives, description of each initiative, including objectives, activities, and participant feedback, participation rates of workforce members in each initiative</p>	Biannually	ARTC (operation)	Community Health and Wellbeing Strategy

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
		working in the social locality.		Source: Event records and attendance logs, feedback surveys from participants engagement records from consultations with local Indigenous leaders.			
	Construction	Number of non-resident workforce accessing to local health service providers	60% of health providers within social locality surveyed to understand provision of services and availability of services to new patients. Non-resident workforce does not have an impact on services access for locals.	Data: Number of non-resident workforce members accessing local health services, survey responses from health providers regarding service provision and capacity to accept new patients Source: Health service provider surveys and feedback forms, data collected from local health service providers (clinics, hospitals) about the number of non-resident patients.	Quarterly	Martinus	Community Health and Wellbeing Strategy

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
The project does not impact health service access for locals.	Construction	Implementation of wellness programs that promote preventive care and mental health support for the workforce	100% of workforce are engaged in at least one wellness initiative implemented by the contractor during each construction year.	<p>Data: Number of wellness initiatives offered, participation rates of the workforce in each initiative and feedback from participants on the initiatives' effectiveness and areas for improvement</p> <p>Source: Attendance records for each wellness initiative, surveys or feedback forms completed by participants, contractor reports summarising engagement levels and wellness program outcomes</p>	Quarterly social delivery reports	Martinus Community and Stakeholder Manager	Workforce Management Strategy
	Construction	Number of community grants delivered to assist with enhancing health and wellbeing outcomes in the social locality	Implementation of Inland Rail Community Grants Program. Four rounds annually (Feb-April, May-July, Aug-Oct, Nov-Jan)	<p>Data: Number of community grants awarded, amount of funding allocated for each grant, description of each funded initiative and its intended health and wellbeing outcomes.</p> <p>Source: ARTC social investment records, reporting from grant recipients on project implementation and outcomes.</p>	Quarterly	Inland Rail	Community Health and Wellbeing Strategy
Health and wellbeing initiatives are enhanced by the project	Construction	Number of community safety initiatives delivered or supported	<p>At least two rail safety events annually during construction</p> <p>50% of community attendees at the events find it informative and valuable.</p>	<p>Data: Total number of community safety initiatives or events organised, attendance numbers and feedback or evaluations from participants on the effectiveness of the initiatives.</p>	Quarterly	Martinus Community and Stakeholder Manager	Community Health and Wellbeing Strategy

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
				Source: ARTC event logs, feedback surveys.			
The community is educated and actively implementing rail safety practices.	Construction	Successful partnerships established between local mental health services and Inland Rail	At least one partnership is established during construction. e.g. Murrumbidgee Primary Health Network	Data: Number of partnerships established with local mental health services, details of the programs initiated and participation rates. Source: ARTC partnerships records, attendance and participation records from mental health initiatives	Quarterly	Martinus Community and Stakeholder Manager Inland Rail	Community Health and Wellbeing Strategy
The project makes best efforts to avoid or minimise any activities causing adverse stress and anxiety for the community including affected landowners	Construction	Number of works notifications sent out to residents within 1km of distance of each enhancement site	90% of residents located within 1km to enhancement site was notified	Data: Total number of notifications sent, number of residents within 1km of each enhancement site. Source: engagement records	Quarterly	Martinus Community and Stakeholder Manager	Community and Stakeholder Engagement Strategy Community Communications Strategy
	Construction	Meetings held with Emergency Services – represented by the Regional Emergency Management Officer	At least one meeting per month during construction Reports of major access issues impacting emergency services are resolved within 24 hours.	Data: Number of meetings scheduled and held with emergency services, attendance records from each meeting and topics discussed and outcomes from meetings Source: Meeting minutes and agendas, attendance logs, follow-up correspondence summarising discussions	Quarterly	Martinus Community and Stakeholder Manager Martinus Traffic Manager	Community Health and Wellbeing Strategy

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
The level of access for emergency services is not negatively affected by the project	Construction	Number of complaints about delays to emergency services	80% of complaints are responded to within 24 hours and resolved to a satisfactory level for the complainant	Data: Total number of complaints received regarding delays, time taken to respond to each complaint and resolution status of each complaint Source: Complaints register	Monthly during construction	Martinus Community and Stakeholder Manager Martinus Traffic Manager	Community and Stakeholder Engagement Strategy Community Communications Strategy
Access to school and parking is not negatively affected by the project	Construction	Number of complaints about mobility or parking issues at schools during construction	80% of complaints are responded to within 24 hours and resolved to a satisfactory level for the complainant	Data: Total number of complaints received, time taken to respond to each complaint and resolution status of each complaint Source: Complaints register	Monthly during construction	Martinus Community and Stakeholder Manager Martinus Traffic Manager	Community and Stakeholder Engagement Strategy Community Communications Strategy Construction Traffic, Transport and Access Management Plan
	Construction	Percentage of local schools engaged in discussions about construction timelines and support initiatives during the project.	Achieve engagement with at least 80% of local schools within the project area, ensuring they are informed and supported throughout the construction period	Data: List of local schools within the project area, number of schools engaged in discussions and topics covered during discussions and any follow-up actions Source: Engagement records	Quarterly to assess engagement progress and inform future outreach efforts	Martinus Community and Stakeholder Manager Martinus Traffic Manager	Community and Stakeholder Engagement Strategy Community Communications Strategy Construction Traffic, Transport and Access Management Plan
Access to key transport infrastructure, such as railway stations and bus stops, are not	Construction	Number of complaints about access, mobility or parking issues at	80% of complaints are responded to within 24 hours and resolved to a satisfactory level for the complainant. 100% of site office	Data: Total number of complaints received, time taken to respond to each complaint and resolution status of each complaint	Monthly during construction	Martinus Community and Stakeholder Manager Martinus Traffic Manager	Community and Stakeholder Engagement Strategy

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
negatively affected by the project		key transport infrastructure	workers are educated on the need to only park in designated parking spots and active transport and public transport use are encouraged	Source: Complaints register			Construction Traffic, Transport and Access Management Plan
	Pre-construction and construction	Targeted engagement with local organisations and representative bodies to identify and support vulnerable populations within the project area	Establish agreed engagement plan with key local organisations and/or representative bodies within the first six months of the project Key local organisations and/or representatives report effectiveness of engagement plan within 12 months of its implementation	Data: Number of households visited or contacted within 1 km of enhancement sites, number of vulnerable individuals identified through the engagement process, documentation of the engagement plan and actions taken, feedback from key local organisations and/or representative bodies. Source: Engagement records, including those local organisation or representative bodies with knowledge and insights as to respectfully identifying potentially vulnerable residents.	Quarterly	Martinus Community and Stakeholder Manager Inland Rail	Community Health and Wellbeing Strategy

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
Distribution equity is adequately managed and not exacerbated by the project	Pre-construction/ construction	Number of vulnerable residents who received additional support reports having improved their wellbeing	100% of vulnerable residents' requests to manage wellbeing issues due to construction activities are resolved to a satisfactory level.	Data: Number of vulnerable residents identified and supported and documentation of the types of support provided (e.g., mental health services, financial assistance, etc.) Source: Engagement records and reports or feedback from local organisations involved in providing support.	Quarterly during construction	Martinus Community and Stakeholder Manager Inland Rail	Community Health and Wellbeing Strategy
Stakeholders and community impacted by death by suicide are consulted in the design of new pedestrian bridges	Construction	Death by suicide is considered in the design.	The impact of death by suicide is considered in the design of the new pedestrian bridges	Data: Death by suicide is considered in the design Source: Detailed Design	Quarterly during design phase	Martinus Community and Stakeholder Manager	Community and Stakeholder Engagement Strategy
Community severance is not exacerbated by the project	Operations	Number of complaints about delays to movement during operation	<i>As per relevant ARTC operational procedure(s). To be confirmed 12 months prior to operation.</i>	Data: Total number of complaints received, time taken to respond to each complaint and resolution status of each complaint Source: Complaints register	<i>As per relevant ARTC operational procedure(s). To be confirmed 12 months prior to operation.</i>	ARTC (operation)	Community and Stakeholder Engagement Strategy
	Operations	Number of activities/sponsorships developed by Inland Rail with the community to promote social	At least two sponsorships annually to enhance social cohesion in Junee.	Data: Total number of sponsorships and activities implemented, details of each sponsorship (e.g., nature of the initiative, location, duration)	Quarterly	ARTC (operation)	Community Health and Wellbeing Strategy

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
		cohesion and / or enhance a sense of place.	Duration to be confirmed 12 months prior to operation. At least one sponsorship annually to promote social cohesion in Wagga Wagga and Greater Hume, and Lockhart. Duration to be confirmed 12 months prior to operation.	Source: ARTC social investment records and community feedback or surveys regarding the impact of the sponsorships.			
Key community events are not negatively impacted by the project	Construction	Number of complaints about difficulty to access key community events from local residents, visitors, and businesses	80% of complaints are responded to within 24 hours and resolved to a satisfactory level for the complainant	Data: Total number of complaints received, time taken to respond to each complaint and resolution status of each complaint Source: Complaints register	Monthly during construction	Martinus Community and Stakeholder Manager	Community and Stakeholder Engagement Strategy
COMMUNITY AND STAKEHOLDER ENGAGEMENT							
Stakeholders and the community are engaged in an open and transparent process.	Construction	Number of complaints received during the construction program, and whether those complaints followed the Inland Rail complaints handling procedure	80% of complaints are responded to within 24 hours and resolved to a satisfactory level for the complainant	Data: Total number of complaints received, time taken to respond to each complaint and resolution status of each complaint Source: Complaints register	Monthly during construction	Martinus Community and Stakeholder Manager	Community and Stakeholder Engagement Strategy Community Communications Strategy

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
	Construction	Number of stakeholder engagement activities conducted	Conduct at least two stakeholder engagement activities per year, with participation from at least 50% of key stakeholder groups	Data: Number of stakeholder engagement activities conducted, attendance records and feedback from participants Source: Engagement records and attendance logs.	Quarterly during construction	Martinus Community and Stakeholder Manager	Community and Stakeholder Engagement Strategy Community Communications Strategy
Landowners are aware of the proposal schedule and supported to manage impacts.	Construction	Proportion of landowners who received information on the proposal schedule via the landowner liaison officer	100% of landowners with Land access agreement received information via Liaison officer	Data: Number of landowners contacted. Source: Engagement records	Monthly during construction	Martinus Community and Stakeholder Manager	Community and Stakeholder Engagement Strategy Community Communications Strategy
	Construction	Number of complaints from landowners/adjacent properties about not meeting land access agreements or property damage	80% of complaints are responded to within 24 hours and resolved to a satisfactory level for the complainant	Data: Total number of complaints received, time taken to respond to each complaint and resolution status of each complaint Source: Complaints register	Monthly during construction	Martinus Community and Stakeholder Manager	Community and Stakeholder Engagement Strategy Community Communications Strategy
	Operations	Number of complaints from landowners/adjacent properties about not meeting land access agreements or property damage	<i>As per relevant ARTC operational procedure(s). To be confirmed 12 months prior to operation.</i>	Data: Total number of complaints received, time taken to respond to each complaint and resolution status of each complaint Source: Complaints register	<i>As per relevant ARTC operational procedure(s). To be confirmed 12 months prior to operation.</i>	ARTC (operation)	Community and Stakeholder Engagement Strategy

DESIRED OUTCOME	PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY	RELEVANT MANAGEMENT STRATEGY
	Operations	Number of property residents who report to experience increased vibration and noise from increased number of trains	<i>As per relevant ARTC operational procedure(s). To be confirmed 12 months prior to operation.</i>	Data: Total number of complaints received, time taken to respond to each complaint and resolution status of each complaint Source: Complaints register	<i>Align with ARTC operational monitoring requirements. To be confirmed 12 months prior to operation.</i>	ARTC (operation)	Community and Stakeholder Engagement Strategy
The community is made aware of disruptions and able to manage impacts accordingly.	Construction	Number of complaints received during the construction program, and whether those complaints followed the IRPL complaints handling procedure	80% of complaints are responded to within 24 hours and resolved to a satisfactory level for the complainant	Data: Total number of complaints received, time taken to respond to each complaint and resolution status of each complaint Source: Complaints register.	Quarterly	Martinus Community and Stakeholder Manager IRPL	Community and Stakeholder Engagement Strategy Community Communications Strategy

7 ADAPTIVE MANAGEMENT

During the construction phase, the project will adaptively manage social impacts through a systematic approach. To evaluate whether management measures need reconsideration, reorientation, or redefinition, Martinus, Inland Rail and ARTC will consider the following data points:

- Regular data collection, review and reporting to consider whether desired outcomes and targets outlined in Section 6 are on track to be achieved or whether corrective actions are required;
- Regular review of complaints relating to social impacts to identify risks and trends;
- Any incidents and non-conformances relating to social impacts;
- Monitoring of socio-economic data for relevant indicators;
- Ongoing engagement with stakeholders with an interest in social impact, in particular councils and Community Consultative Committees;
- Annual review of the effectiveness of the implementation of this SIMP.

Should these data points indicate that social impact management measures are ineffective, or that unanticipated social impacts are occurring and as such adaptive management is required, Martinus will use the following process, as relevant:

- In the case of incidents and non-conformances; conduct an investigation in accordance with the incident management process (outlined in the Construction Environmental Management Plan) and identify corrective actions to avoid reoccurrence;
- In conjunction with Inland Rail and relevant stakeholders revise strategies as needed;
- For social impacts which are cumulative in nature (e.g. housing related impacts), engage with other project proponents to identify joint strategies to mitigate impacts;
- Provide remediation to affected stakeholders where non-conformances or non-compliances have occurred.

If this process necessitates an update or revision to the strategies outlined in Section 6, an updated SIMP will be sent to the Planning Secretary for approval. Once the updated SIMP is approved, it will be published on the project's website and provided to relevant stakeholders for information.

8 REPORTING

In accordance with CoA E114(e), the project will publicly report on a quarterly basis and will include information relating to:

- Progress in meeting the targets outlined in Table 8
- Community engagement activities undertaken;
- Complaints received;
- Any adaptive management measure implemented.

Reporting will occur quarterly and be published on the project website (<https://inlandrail.com.au/where-we-go/projects/albury-to-illabo/planning-approval-documents/>) and shared at Community Consultative Committee meetings.

During the construction phase, Martinus is responsible for providing relevant information to Inland Rail, and Inland Rail is responsible for publishing the information.

9 REVIEW, REVISION AND IMPROVEMENT

Martinus and Inland Rail will conduct regular reviews of the SIMP to assess the effectiveness of the mitigation measures and ensure they remain aligned with project activities. This section outlines the review process, including key stages of evaluation and revision. This SIMP has been developed for all stages of construction. The SIMP was reviewed and updated as required, prior to commencement of Stage B of construction in July 2025 to further test and address mitigation measures related to the main construction impacts occurring during the remaining stages of construction. A further revision of the SIMP was undertaken to consider Stage C of construction. Minimal changes were required as the demolition of the Edmondson Street bridge was originally included in the scope of Stage B.

9.1 Annual Review Process

An annual review of the SIMP will be conducted during the construction phase. This review will focus on:

- **Project Activities:** Assessment of activities that have occurred during the review period;
- **Complaints and Community Feedback:** A comprehensive review of complaints and concerns received from the community, including their resolution;
- **Monitoring Data:** Review of environmental monitoring results related to social impacts;
- **Non-Compliance and Exceedances:** Identification of any non-compliances or exceedances in relation to social impact indicators;
- **Performance of Mitigation Measures:** Evaluation of the effectiveness of the mitigation measures outlined in Section 6, including implementation and achieving the desired outcomes and targets;
- **Socio-Economic Trends:** Consideration of emerging socio-economic trends that may affect the community or project.

Where necessary, adjustments to the SIMP have been made, and an updated version will be submitted to the Planning Secretary for approval. The review undertaken prior to Stage B may replace (and re-set the timeframe) the annual review requirement.

Once approved, the updated SIMP will be published on the project's website and provided to relevant stakeholders for their information.

One year after the commencement of operation, the requirement for continued implementation of the SIMP will be reviewed. This review will be undertaken by ARTC for approval by the Planning Secretary.

9.2 Pre-Stage B Review

A detailed review of the Social Impact Management Plan (SIMP) has been completed following the successful implementation of Stage A. This review assessed the effectiveness of the mitigation measures and strategies applied during Stage A, confirming that they were largely effective in managing identified social impacts. Given the short timeframe between the conclusion of Stage A and the anticipated commencement of Stage B in July 2025, no significant emerging socio-economic trends have been observed to date.

The review included the following components:

- **Stage A Review:** A comprehensive evaluation of the performance of mitigation measures implemented during Stage A. The review identified key lessons learned, including the need to refine stakeholder engagement—particularly with the Regional Emergency Management Office—and to improve clarity around the project's phased delivery. As a result, adjustments to the SIMP have been made to better differentiate between pre-construction, construction, and operational phases, enhancing the relevance and effectiveness of mitigation strategies for Stage B.
- **Community Engagement:** An assessment of community feedback collected during Stage A, with attention to concerns that may continue into Stage B. Insights from this engagement have informed updates to engagement protocols and response mechanisms.
- **Socio-Economic Trends:** Although no new socio-economic trends have emerged in the short period between project stages, the project team remains committed to ongoing monitoring to identify any future developments that could affect the community or project outcomes.

9.3 Revised SIMP Submission

As a result of the detailed review process undertaken prior to Stage B of construction (Section 9.2), minor revisions to the SIMP have been identified. Accordingly, a revised SIMP will be prepared and submitted to the Planning Secretary for approval. Once approved, the updated SIMP will be:

- Published on the project's website
- Distributed to relevant stakeholders

This process ensures that the community and other stakeholders remain informed and engaged in the project's ongoing social impact management, with continued transparency around how feedback and lessons learned are being incorporated into the remainder of construction.

If any future reviews (refer Section 9.1) indicate that substantial or material updates or revisions are necessary, a revised SIMP will be prepared and submitted to the Environmental Representative for consideration and approval in accordance with CoA A22(j), if the amendments are deemed minor, or to the Planning Secretary for approval. The updated plan will be published on the project's website and distributed to relevant stakeholders.

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APPENDICES



APPENDIX A

Qualifications of contributors

Angela Peace – Lead Author

The lead author of this document is Angela Peace. Angela has more than 20 years of experience in social science methodologies, community engagement, social performance and social practice.

Angela holds a Bachelors in Communications from the University of Newcastle (Australia), A Social Impact Assessment Certificate from the University of Strathclyde and Community Insights Group (2020) and is undertaking post-graduate studies at the University of Newcastle in Social Change and Development, most recently achieved High Distinctions in Social Research Methodologies.

Qualifications and Professional Memberships:

- Bachelor of Arts (Communications);
- Graduate Certificate (Social Change and Development) (2024);
- Social Impact Assessment Certificate, University of Strathclyde and Community Insights Group (2020);
- Member, International Association of Impact Assessment (membership no. 10499330);
- Member, International Association of Public Participation;
- Member, Social Impact Measurement Network Australia.

Angela is a member of the International Association for Impact Assessment (IAIA), the International Association of Public Participation, EIANZ and the Social Impact Measurement Network Australia.

Katie Baxter – Reviewer

Katie has reviewed this Plan and has been involved in consultation with various stakeholders in the development of this document.

Katie has over 11 years of experience on large infrastructure projects in Australia. She has varied experience, including environmental post-approvals, stakeholder and community engagement, as well as social impact assessment and management plan preparation.

Katie has a Bachelors (Hons.) in Social Anthropology from the Queen's University of Belfast (United Kingdom), as well as a Graduate Diploma in International Development and a Masters Degree in Environmental Management from the University of Sydney. Katie's undergraduate degree in social anthropology and her graduate diploma in International Development included undertaking several years of qualitative and quantitative research in communities in countries such as the Lao People's Democratic Republic, Kenya, New Zealand, Northern Ireland, and South Africa.

Qualifications and Professional Memberships:

- Bachelor (Honours) in Social Anthropology from the Queen's University of Belfast, United Kingdom;
- Graduate Diploma in International Development from the University of Sydney;
- Masters Degree in Environmental Management from the University of Sydney;
- IAP2 Certificate in Public Participation.

Katie is a member of the International Association for Impact Assessment (IAIA) as well as the Environment Institute of Australia and New Zealand (EIANZ).

Bronte Rivers – Supporting Author

The supporting author of this Plan is Bronte Rivers. She also coordinated the consultation on the SIMP. Bronte has nine years' experience in communications and engagement.

Bronte holds a Bachelor of Communications (Social and Political Science) from the University of Technology Sydney, and is undertaking postgraduate studies in a Master of Planning at the same University.

Bronte has completed the IAP2 Certificate of Public Participation and is a member of the International Association for Public Participation (IAP2).



APPENDIX B

Workforce Management Strategy

B. Workforce Management Strategy

Introduction

This strategy describes how the project will effectively manage its workforce to ensure optimal performance and compliance with community and stakeholder expectations. It outlines strategies for recruitment, engagement, and support throughout the project's lifecycle.

Table 13 sets out the desired outcomes for the Workforce Management Strategy and details the approach to monitoring and reporting these outcomes as detailed in the SIMP.

Table 14 presents the Updated Mitigation Measures, from Appendix B of the Albury to Illabo Preferred Infrastructure Report – Response to Submissions, and outlines the strategies and tools that will be implemented by the project to achieve these mitigation measures.

TABLE 13: WORKFORCE MANAGEMENT MONITORING FRAMEWORK

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
Desired outcome: The project has maximised local employment opportunities and employment opportunities are available to people of all backgrounds, including Indigenous people, women, under 25's and the unemployed.					
Construction	Amount as a cumulative total, number of residents employed from the social locality at end of project	20% of the Workforce are residents in the social locality. The percentage of the workforce in each LGA is greater than zero.	Data: Workforce participation data Source: Construction employment register Employment enquiry log	Monthly during construction	Martinus Inland Rail

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
Construction	Number of Indigenous people, women, under 25s employed and apprentices at end of project	20% of total cumulative workforce should comprise of: <ul style="list-style-type: none"> Local residents Indigenous people Women Under 25 years of age Apprenticeship/traineeship positions 	Data: Workforce participation data Source: Construction employment register Employment enquiry log	Monthly during construction	Martinus Inland Rail
Construction	Resources and support provided to successfully access and engage in local employment opportunities	Minimum of 4 employment information sessions are conducted in the social locality at schools and career expos and result in job applications on the project. Proactive promotion of project opportunities through community groups, schools and colleges within the social locality.	Data: Number of employment information sessions conducted, attendance figures, feedback from participants and records of proactive promotions made and channels used, employment enquiry log. Source: Event attendance records, feedback surveys, communication records, Martinus Rail HR records.	Pre-construction, and as new roles are released throughout construction. Quarterly during construction.	Martinus
Desired outcome: The project has enhanced skills of residents that lead to employment.					
Pre-construction and construction	Number of residents who have completed Inland Rail Skills Academy courses in the social locality at end of project	At least 100 residents from the social locality completed Inland Rail Skills Academy courses. Inland Rail Skills Academy graduates can be successful in applying and receiving work on the project.	Data: Employment enquiry log, Construction employment register Source: Martinus Rail HR records and subcontractor training records, IR Skills Academy Database	Quarterly during pre-construction Monthly during construction	Inland Rail

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
Pre-construction and construction	Number of residents who have completed training delivered by Martinus in the social locality at end of project	6% of the workforce from social locality will participate in training and skills development programs	Data: Workforce participation data Source: Martinus Rail HR records and subcontractor training records	Quarterly during pre-construction Monthly during construction	Martinus
Desired outcome: The non-resident workforce has a minimal impact on the local community and there are mitigation measures in place to minimise negative impacts					
Construction	Number of complaints from community members regarding non-resident workforce behaviour.	0 avoidable community complaints attributed to workforce behaviour / conduct	Data: Number of complaints Source: Complaints register	Monthly during construction	Martinus Inland Rail
Desired outcome: The workforce requirements of local business and councils are considered during workforce planning.					
Construction	Number of complaints from local businesses and councils about staff shortages	0 avoidable community complaints attributed to local workforce constraints caused by the project	Data: Number of complaints Source: Complaints register	Monthly during construction	Martinus Inland Rail
Desired outcome: The project does not impact health service access for locals.					

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
Construction	Implementation of wellness programs that promote preventive care and mental health support for the workforce	100% of workforce are engages in at least one wellness initiative implemented by the contractor during each construction year.	<p>Data: Number of wellness initiatives offered, participation rates of the workforce in each initiative and feedback from participants on the initiatives' effectiveness and areas for improvement</p> <p>Source: Attendance records for each wellness initiative, surveys or feedback forms completed by participants, contractor reports summarising engagement levels and wellness program outcomes</p>	Quarterly social delivery reports	Martinus

Workforce management mitigation measures - strategies and methods

TABLE 14: WORKFORCE MANAGEMENT STRATEGY

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
SI1	A workforce management plan will be implemented to manage local and Indigenous employment opportunities and to manage the interaction between the non-resident workforce with the community. The workforce management plan will expand upon the requirements in the Outline CEMP. The plan will include:		
	<p>a) Identification of local skills gaps and potential workforce skills and training requirements, and establish how the contractor will use the Inland Rail Skills</p>	<ul style="list-style-type: none"> Inland Rail Skills Academy: e.g. Pre-employment readiness, industry awareness and competencies training. 	<ul style="list-style-type: none"> Work with the Inland Rail Skills Academy to identify potential candidates who have completed job readiness and other skills programs and seek to offer opportunities to suitable candidates. Develop a robust resource, recruitment and succession planning strategy for the A21 Project which focuses on identifying the knowledge, job skills, social relationships, project-specific information required to perform certain job functions

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
	Academy to achieve its training objectives		<p>to ensure a continuous pipeline of candidates that can perform those functions. This will be targeting completion prior to Stage A construction beginning, and further refined during Stage B and Stage C.</p> <ul style="list-style-type: none"> Undertake a Project Area Labour Market Analysis to help assess cumulative impacts on the labour market from multiple projects. This is currently being developed, in partnership with Regional Development Australia – Murray, and due for completion before mid-2025. The Project Area Labour Market Analysis will assess the cumulative impacts on the labour market from multiple projects. This analysis will be used to update and refine the resource, recruitment and succession planning strategy. Promote the Inland Rail Skills Academy at local career expos, such as the Koori Careers Expo Annual event in Albury and Next Gen Careers in Wagga Wagga, and to local target groups through Albury Tafe and the Albury Wodonga Aboriginal Health Service Koori Men’s Shed.
	b) employment targets for local and regional residents, Indigenous people, women, under 25-year-old participation and trade related positions	<ul style="list-style-type: none"> Inland Rail Skills Academy: e.g. Pre-employment readiness, construction and rail Certificate II training. Clontarf and Stars Foundations partnerships STEM on Track Partnership with University of Newcastle 	<ul style="list-style-type: none"> Undertake a Project Area Labour Market Analysis (see above) Use Labour Market Analysis to adjust and refine employment targets as appropriate, noting that currently the target is 20% of total cumulative workforce and should comprise of: <ul style="list-style-type: none"> Local residents Indigenous people Women Under 25 years of age Apprenticeship/traineeship positions Currently targets have been developed in collaboration between Inland Rail and Martinus, informed by market testing and analysis of local capacity.
	c) strategies for maximising local training and employment opportunities for residents	<ul style="list-style-type: none"> Inland Rail Skills Academy: e.g. Pre-employment readiness, construction and rail Certificate II training. Clontarf and Stars Foundations partnerships 	<ul style="list-style-type: none"> Work with the Inland Rail Skills Academy to support or enhance university scholarships and take on recipients as vacation students. This will involve engaging with universities within the social locality to identify suitable candidates or promote opportunities and seek to offer opportunities to suitable candidates

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
			<ul style="list-style-type: none"> Implement Martinus' Pathways to Growth program, including providing opportunities for apprenticeships and traineeships. Advertise all direct vacancies locally using online media platforms, including geotargeting on social media. Engage with local councils and businesses to identify their skills shortages and seek to avoid further exacerbating. Engagement with job search agencies, TAFE, local jobs programs to identify potential job seekers. Participate in career fairs with social locality to provide information about opportunities on the project. Advertise available opportunities for school leavers during engagement with local high schools. Work with Inland Rail Skills Academy and TAFEs in Albury, Wagga Wagga and Forbes to provide traineeships to young residents within the social locality Design and delivery tailored Work Ready Program, targeting residents with the social locality, First Nations people., females and school leavers.
	d) a localised communication and engagement strategy to raise awareness of opportunities to gain employment and training	<ul style="list-style-type: none"> Inland Rail Skills Academy: e.g. Pre-employment readiness, construction and rail Certificate II training. Clontarf and Stars Foundations partnerships STEM on Track Partnership with University of Newcastle 	<ul style="list-style-type: none"> As above Advertise all direct vacancies locally in online media. Engage with Project Area and Regional job search agencies, TAFE, local jobs programs to identify potential job seekers. Attend local career expos, such as the Koori Careers Expo Annual event in Albury and Next Gen Careers in Wagga Wagga, to promote job opportunities. Stakeholder mapping and analysis to ensure key stakeholders in target groups are contacted about upcoming employment and training opportunities.
	e) manage health and wellbeing services needs of the temporary construction workforce, including medical, allied health and wellbeing services	N/A	<ul style="list-style-type: none"> Implementation of wellness programs that promote preventive care and mental health support within the workforce during construction Ensure that employees who are new to the rail industry are offered a mentor to guide and support their growth and development and lead to improved mental health outcomes.

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
			<ul style="list-style-type: none"> Consideration will be given to providing telehealth services for non-resident workforce to reduce pressure on local health services.
f)	consultation with councils, local health and emergency services to establish processes for managing potential increased demand due to non-resident workforce, if required	N/A	<ul style="list-style-type: none"> Survey 60% of local area health providers and other key stakeholders to understand provision of services and availability of services to new patients. This survey will be undertaken on a quarterly basis. If ongoing surveys indicate consistent low availability of services, adjust the strategy each quarter, either by increasing resources (telehealth, mobile clinics) or expanding partnerships with regional or private providers to address ongoing needs. Regular engagement with local councils, health and emergency services, as per this SIMP Consideration will be given to providing telehealth services for non-resident workforce to reduce pressure on local health services
g)	a code of conduct and strategies to promote workforce wellbeing	N/A	<ul style="list-style-type: none"> Prepare a Code of Conduct to be included in the Workforce Management Subplan. This Code of Conduct will outline expectations for non-resident workforce behaviour in the community, including how to be respectful neighbours both during work hours, and while staying in local accommodation. Implementation of wellness programs that promote preventive care and mental health support within the workforce during construction Ensure that employees who are new to the rail industry are offered a mentor to guide and support their growth and development
h)	liaison with Inland Rail to identify potential opportunities to provide, where possible, the continuation of employment to maximise worker retention from subsequent Inland Rail projects	<ul style="list-style-type: none"> Ongoing engagement with Martinus to identify retention opportunities for workers 	<ul style="list-style-type: none"> Regular collaboration with Inland Rail to track workforce transitions between Inland Rail stages and projects.

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
	i) monitor regional infrastructure projects to pre-emptively identify potential constraints in labour markets	<ul style="list-style-type: none"> Work with construction contractor to undertake half yearly Labour Market and Constraints Analysis to understand potential cumulative impact of labour and resource strain 	<ul style="list-style-type: none"> Work with Inland Rail to undertake half yearly Labour Market and Constraints Analysis to understand potential cumulative impact of labour and resource strain. Update strategies as required to adapt to change.
SI2	A volunteering program will be implemented to encourage community cohesion between the local community and non-resident workforce through activities facilitated by ARTC.	N/A	<ul style="list-style-type: none"> Encourage and support staff to become involved in, volunteer with or support local events and organisations. Provide opportunities for the workforce to engage with and contribute to the local community, fostering positive relationships.



APPENDIX C

Local Business and Industry Content Strategy

C. Local Business and Industry Content Strategy

Introduction

This strategy aims to ensure that entities are provided full, fair and reasonable opportunity to bid to supply key goods and services to the project and ensure opportunities are provided for the social locality and Indigenous business and Social Enterprises to supply the project.

Table 15 sets out the desired outcomes for the Local Business and Industry Content Strategy and details the approach to monitoring and reporting these outcomes as detailed in the SIMP.

Table 16 presents the Updated Mitigation Measures, from Appendix B of the Albury to Illabo Preferred Infrastructure Report – Response to Submissions, and outlines the strategies and tools that will be implemented by the project to achieve these mitigation measures.

TABLE 15: LOCAL BUSINESS AND INDUSTRY CONTENT MONITORING APPROACH

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
Pre-construction and construction	Amount spent as a cumulative total, and number of businesses engaged during the delivery of the proposal from different LGAs in the social locality by end of project	20% of contractor spend is with businesses from the social locality across minimum 15 business.	Data: Principal contractor procurement data Source: Project Financial Reports	Monthly	Martinus Inland Rail
		5% of contractor spend is with Indigenous businesses, including 1.5% with Indigenous businesses from the social locality. The percentage of construction contractor spend in each LGA is greater than zero.			
Pre-construction and construction	Delivery of business capability initiatives and activities for local and Indigenous businesses.	Delivery of Business Capacity Building Program Delivery of 'Meet the Contractor' events Over 50% of participants involved in business capability initiatives and activities report it being of value.	Data: Principal contractor procurement data, post-event/program participant feedback Source: Project Financial Reports, IR Skills Academy Database,	Quarterly pre-construction/Construction	Martinus Inland Rail

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
			feedback surveys, communications records		
Pre-construction, construction and operation	Resources and support provided to successfully access and engage in supply chain opportunities	<p>Minimum of 4 supplier information sessions to be conducted in Wagga Wagga and Albury.</p> <p>Proactive promotion of project opportunities through industry associations within the social locality.</p> <p>Over 50% of participants receiving support report it being of value.</p>	<p>Data: Number of supplier information sessions conducted, attendance figures, feedback from participants and records or proactive promotions made and channels used.</p> <p>Source: Event attendance records, feedback surveys, communication records.</p>	<p>Pre-construction, and as new tenders are release throughout construction.</p> <p>Quarterly during construction.</p> <p>Quarterly during operation</p>	Martinus
Pre-construction and construction	Attendance rates at Inland Rail Skills Academy capacity building sessions, by end of project	At least 50 businesses from the social locality and five Indigenous businesses attend Inland Rail Skills Academy capacity building sessions during the reporting time period	<p>Data: Total attendance pre-count, sessions details and breakdown of attendees</p> <p>Source: IR Skills Academy Database</p>	Quarterly during pre-construction / Construction	Inland Rail
Desired outcome: The project contributes to the regional economic benefit and market activation					
Operations	Number of local businesses who use Inland Rail to transport their products/materials	<i>To be confirmed 12 months prior to operation</i>	<p>Data: Number of businesses that have utilised Inland Rail for transporting their products or materials over a specified period.</p> <p>Source: TBV</p>	Biannually	ARTC

TABLE 16: LOCAL BUSINESS AND INDUSTRY CONTENT STRATEGY

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
SI3	A local and Indigenous industry participation plan will be implemented which will expand upon on the requirements in the Outline CEMP. The plan will		
	a) identify the capacity of local and Indigenous businesses suitable to supply the proposal	<ul style="list-style-type: none"> Inland Rail Skills Academy: e.g. Pathways to Opportunities capacity building program, sustainability education and mentoring Program. Australian Industry Participation Plan (AIP) 	<ul style="list-style-type: none"> Searches of social locality to gain an understanding of existing capability. Engagement with relevant RDA's, local government, chambers of commerce and relevant economic development organisations. Monthly meetings with local elders and LALC's to identify local indigenous businesses and opportunities to engage with local business and suppliers. Search relevant vendor identification entities such as Yarpa, Social Traders on Kinaway, Supply Nation and Indigenous Business Network Engagement with vendor identification agencies Release EOIs on the ICN Gateway
	b) set out procurement targets and identify methods for preparing suppliers to be ready for potential demand	<ul style="list-style-type: none"> As above 	<ul style="list-style-type: none"> 5% of construction contractor spend is with Indigenous Businesses from the social locality Delivery of Business Capacity Building Program, focussing on business development , financial stability and compliance. At a minimum, seek to support or participate in Inland Rails 'Pathways to Opportunities' supplier capability development program and the Inland Rail Business Sustainability webinars and mentoring program. Delivery of 'Meet the Contractor' information sessions that provide specific information on workforce capability requirements, information about job opportunities and the Pathways to Opportunities program. These sessions have been scheduled for the week of Monday 3 February, and in July 2025. Further sessions will be arranged as required.
	c) liaison with business development and industry support groups, and the Wagga Wagga and Albury LALCs to understand the capacity of local and Indigenous business to	<ul style="list-style-type: none"> As above First Nations Engagement Advisor 	<ul style="list-style-type: none"> Engagement with relevant RDA's, local government, chambers of commerce and relevant economic development organisations. Engagement with vendor identification agencies Delivery of 'Meet the Contractor' information sessions. These sessions have been scheduled for the week of Monday 3 February, and in July 2025. Further sessions will be arranged as required.

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
	engage in business with the proposal		<ul style="list-style-type: none"> Monthly meetings with local elders and LALC's to identify local indigenous businesses and opportunities to engage with local business and suppliers.
	d) promote the Inland Rail website and supplier portal to businesses in the region	N/A	<ul style="list-style-type: none"> Engage with vendor identification agencies to obtain a broad understanding of the capability and capacity of Australian entities to deliver project opportunities Provision of information on project website and inclusion on collateral as applicable. Delivery of 'Meet the Contractor' information sessions. These sessions have been scheduled for the week of Monday 3 February, and in July 2025. Further sessions will be arranged as required. Monthly meetings with local elders and LALC's to identify local indigenous businesses and opportunities to engage with local business and suppliers. Provision of information on ICN Gateway page. Martinus will engage with Project Area chambers of commerce and economic development organisations to promote opportunities within the project. Engagement with entities in the A2I area will occur prior to EOI's being released for these projects. This includes the following organisations: <ul style="list-style-type: none"> » Albury Business Connect, » Wagga Wagga Business Chamber, » Committee 4 Wagga, » Junee Business and Trades Chamber of Commerce, » Regional Development Australia (RDA Riverina and Murray) Issue media releases and/or ASX announcements on project developments and opportunities. Publish supply opportunities in local, regional or national newspapers and/or in industry publications.
	e) deliver business capacity workshops to address contract requirements and meet-the-contractor events	<ul style="list-style-type: none"> Inland Rail Skills Academy: e.g. Pathways to Opportunities, Sustainability education and information. 	<ul style="list-style-type: none"> Delivery of Business Capacity Building Program, at minimum, seek to support or participate in Inland Rails 'Pathways to Opportunities'

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
	for local and/or Indigenous businesses		<ul style="list-style-type: none"> Delivery of 'Meet the Contractor' information sessions. These sessions have been scheduled for the week of Monday 3 February, and in July 2025. Further sessions will be arranged as required. supplier capability development program and the Inland Rail Business Sustainability webinars and mentoring program. Delivery of 'Meet the Contractor' information sessions Provision of targeted supplier development and/or training as required.
SI4	Business and service providers whose access and/or properties will be impacted during construction will be engaged to:		
	a) agree on feasible and reasonable property-specific measures	N/A	<ul style="list-style-type: none"> Provision of business and service provider specific engagement approach to understand specific access and impact concerns. Business access arrangements will be arranged as per the <i>Stage A: Construction Traffic and Transport Management Plan</i>.
	b) maintain active communication with landowners and residents adjacent to enhancement sites to inform any changes on construction schedule and receive feedback about the effectiveness of measures in place	N/A	<ul style="list-style-type: none"> The Martinus will engage Stakeholder Engagement Leads/Advisors to be based in the regional offices in Wagga Wagga and Albury. They will be the 'on the ground' personnel responsible for liaising with stakeholders, landowners and the community regarding construction impacts and requirements as well as preparing community notifications, construction updates, plans and attending community events. Establish a regular communication schedule for affected businesses and landowner and provide clear communication on changes to schedules and any access issues.
SI5	ARTC will promote the use of Inland Rail for local businesses to reach markets elsewhere in Australia, through social investment programs that foster innovation and business growth.	<ul style="list-style-type: none"> Work with key partners to link local businesses with other projects and local industries to provide the greatest regional benefit. 	N/A



APPENDIX D

Housing and Accommodation Strategy

D. Housing and Accommodation Strategy

Introduction

This strategy describes how the project will implement actions that minimise the potential negative impacts on local housing markets and maximise economic benefits emanating from the accommodation requirements of the project.

Table 17 sets out the desired outcomes for the housing and accommodation strategy and details the approach to monitoring and reporting these outcomes as detailed in the SIMP.

Table 18 presents the Updated Mitigation Measures, from Appendix B of the Albury to Illabo Preferred Infrastructure Report – Response to Submissions, and outlines the strategies and tools that will be implemented by the project to achieve these mitigation measures.

TABLE 17: HOUSING AND ACCOMMODATION MONITORING APPROACH

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
Desired outcome: The proposal does not impact housing affordability and availability for locals					
Construction	Percentage of workers sourced from the social locality	20% of the Workforce are residents in the social locality. The percentage of the workforce in each LGA is greater than zero.	Data: Workforce participation including number of workers, number of workers who are residents from the social and breakdown of workforce by LGA. Source: Construction employment register Employment enquiry log	Quarterly during construction	Martinus
Pre-construction/ construction	Number of agreements or arrangements made with local accommodation providers and stakeholders (such as councils and tourist	Establish at least 5 formal agreements with local accommodation providers and hold quarterly	Data: Total number of formal agreements, records of quarterly meetings with relevant stakeholder, documentation of discussions and outcomes from those meetings. Source: Engagement records, local rental data from SQM Research	Quarterly	Martinus

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
	operators) to manage housing pressures	meetings with relevant stakeholders to discuss and assess cumulative pressures throughout the project duration.			
Construction	Percentage of non-residential workers accommodated in a variety of solutions (rented apartments, hotels, motels, etc.) versus the total number of non-residential workers.	At least 60% ⁷ of non-residential workers are accommodated in a mix of solutions (e.g., 30% in rented accommodations and 30% in hotels/motels) to diversify accommodation types and minimise local market impact.	Data: Total number of non-residential workers, breakdown of accommodation types used by contractors, proportion of non-residential workers in each accommodation category. Source: Accommodation usage reports from contractors, engagement records with local accommodation providers, monitor rental listings.	Quarterly	Martinus
Desired outcome: The proposal minimises impacts on temporary accommodation providers during major tourist events and peak seasons.					

⁷ This percentage target has been agreed between Martinus and Inland Rail as part of a commercial agreement, based on market testing and analysis.

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
Construction	Short term accommodation vacancy rates remain consistent throughout the delivery program.	No complaints from temporary accommodation providers or tourism bodies relating to vacancy shortfalls due to the project during major tourist events	Data: Vacancy rates for short-term accommodation, number of complaints received from temporary accommodation providers and tourism bodies regarding vacancy issues. Source: Engagement and complaints records, meetings and feedback from tourism bodies and local councils.	Monthly during construction	Martinus

TABLE 18: HOUSING AND ACCOMMODATION MANAGEMENT STRATEGY

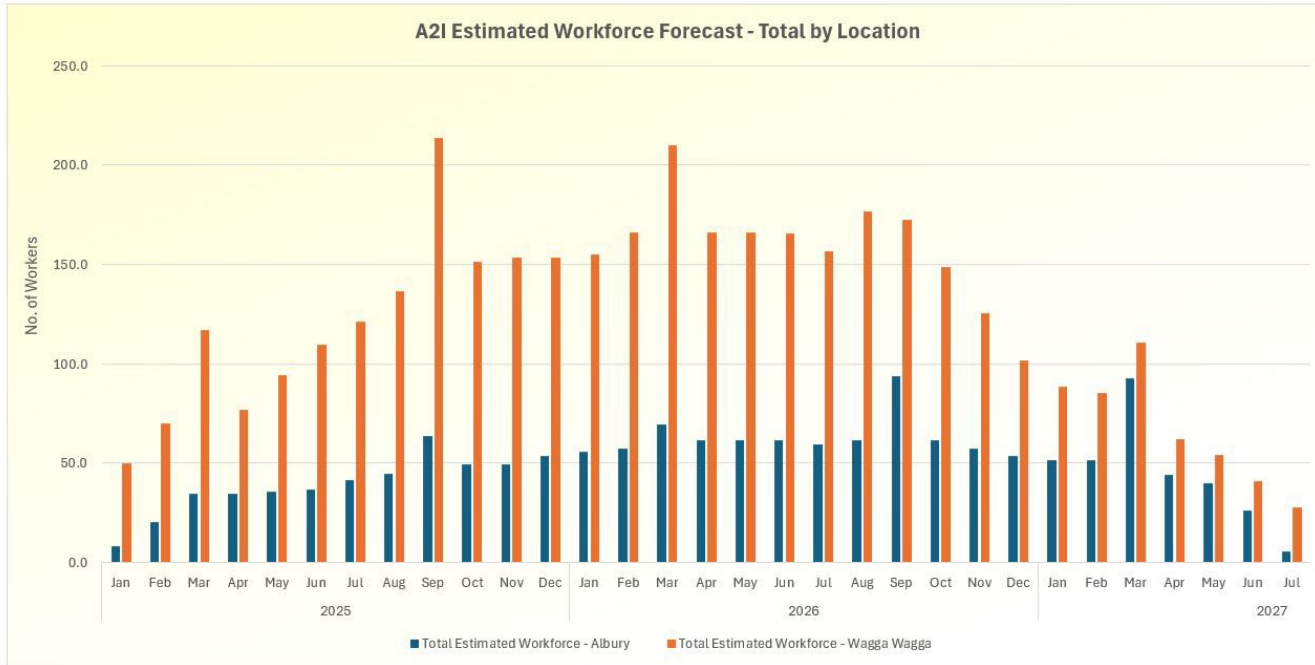
ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
SI6	A workforce accommodation plan will be implemented which will expand upon the requirements in the Outline CEMP. The plan will:		
	a) prioritise the use of temporary local accommodation where local capacity allows	N/A	<ul style="list-style-type: none"> A Memorandum of Understanding (MoU) has been reached with locally owned accommodation provider which operates motel-style properties in the Region. These properties will serve as primary accommodation options for project workers, ensuring a reliable and localised solution. In addition, Martinus will actively pursue further partnerships with other local accommodation providers, to ensure contingency capacity is available for peak periods and unforeseen surges in accommodation demand, with consideration of minimising impacts on tourism. Implementation of local employment initiatives to maximise local workforce. As per Appendix C, Martinus is committed to maximising the use of the local which includes collaboration with local employment services, training organisations, and community groups to ensure workers are both available and job-ready. This will be supported by upskilling programs and training initiatives,

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
			<p>such as a focus on the Pathways to Opportunities program. By fostering strong links with local workforce development agencies, Martinus will prioritise local hires wherever possible, and reduce the reliance on external labour, which in turn alleviates pressure on the local accommodation market.</p> <ul style="list-style-type: none"> ▪ Martinus will implement a comprehensive reporting system to track accommodation usage monthly. This will include detailed breakdowns of the number of rooms occupied, the duration of stay, and the specific workforce categories (e.g., local vs non-local) to better understand trends in accommodation demand. Reports will be compiled by Martinus and shared with key stakeholders, including Inland Rail Pty Ltd, to ensure transparency and facilitate ongoing adjustments to the accommodation strategy. ▪ The internal bookings team will be responsible for maintaining real-time accommodation data and providing regular updates on occupancy rates, availability, and any potential shortages. This team will liaise directly with local accommodation providers to track the current and future availability of rooms to allow for early identification of potential accommodation constraints. ▪ Discuss housing and accommodation at our monthly meetings with local councils, including direct engagement with key economic and tourism officers at council. ▪ In cases where issues are identified—whether due to peak demand periods, seasonal fluctuations, or unexpected workforce surges—immediate action will be taken. Martinus will facilitate rapid consultations with local stakeholders, including local councils, tourism bodies, and regional development agencies, to assess the impact and jointly develop tailored solutions. This may include adjusting workforce schedules, seeking additional local accommodation options, for example.
	b) avoid the use of private rental housing accommodation during workforce peak periods (possession).	N/A	<ul style="list-style-type: none"> ▪ Implementation of local employment initiatives to maximise local workforce. ▪ A Memorandum of Understanding (MoU) has been reached with locally owned accommodation provider which operates motel-style properties in the Region. These properties will serve as primary accommodation options for project workers, ensuring a reliable and localised solution.

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
			<ul style="list-style-type: none"> A workforce histogram has been created (see Figure 1) which shows the employment peaks. These employments peaks have been designed to fall outside peak tourist seasons over January and December. Monitor feedback and complaints continuously. Continually identify key tourist events and schedule – to the extent feasible and practicable – major works to avoid these. A full list of key tourist events will be found identified in the Housing and Accommodation Subplan.
	c) consider combined strategies to mitigate shortages of accommodation.	N/A	<ul style="list-style-type: none"> Implementation of local employment initiatives, including a mix of accommodation solutions and set targets (refer to SIMP). A Memorandum of Understanding (MoU) has been reached with locally owned accommodation provider which operates motel-style properties in the Region. These properties will serve as primary accommodation options for project workers, ensuring a reliable and localised solution. Agreements with additional local providers will be reached to address any overflow scenarios. A workforce histogram has been created (see Figure 1) which shows the employment peaks. These employments peaks have been designed to fall outside peak tourist seasons over January and December.
	d) outline transport arrangement of workers to and from works site daily.	N/A	<ul style="list-style-type: none"> Non-resident crew members will be organised into designated crews based on their accommodation location. These crews will carpool to and from the work site. Further detail on these transport arrangements will be included in the Stage A Construction Traffic, Transport and Access Management Plan (CCTAMP): The CCTAMP developed for Stage A will be used as a pilot of traffic and transport arrangements. Based on the monitoring and reporting on the success of the Stage A CCTAMP, updates and improvements will be made to the Stage B / Stage C CCTAMP.
	e) be informed by a capacity analysis of the local short-term accommodation and rental housing markets, demand patterns, the findings of the social impact assessment,	N/A	<ul style="list-style-type: none"> A capacity analysis will be developed in the Housing and Accommodation Subplan.

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
	objectives of the social impact management plan and consultation with appropriate local stakeholders		<ul style="list-style-type: none"> ▪ Participation in monthly Major Project Round Table discussions hosted by Regional NSW has provided valuable intelligence on local accommodation availability and rental market trends. ▪ Data and insights from Regional Development Australia (RDA) Riverina and Murray Region further refine the project's understanding of regional supply and demand patterns. ▪ Regular and active engagement with local government stakeholders to ensure the project remains responsive to emerging accommodation trends and community concerns. ▪ Collaboration with Wagga Wagga City Council and Albury City Council supports integration with broader regional tourism and economic strategies. ▪ Monitor feedback and complaints continuously.
	f) include a regular monitoring and management mechanism to identify impacts on the capacity of local short-term accommodation and rental housing. If accommodation supply constraints become apparent, amendments will be done to the workforce housing and accommodation plan appropriately	N/A	<ul style="list-style-type: none"> ▪ Martinus will monitor and report on housing and accommodation usage as follows: <ul style="list-style-type: none"> » Martinus will report on accommodation usage in monthly contractor report. » Martinus to report on Martinus and contractor accommodation usage to Inland Rail Pty Ltd on a quarterly basis. ▪ Martinus will monitor rental market indicators on a quarterly basis and amend strategy if needed. Indicators to include: <ul style="list-style-type: none"> » Total number of rental bonds held (NSW Department of Communities and Justice) » Median weekly rent for new bonds (NSW Department of Communities and Justice) » Rental vacancy rates (SQM Research) » Rental vacancies (SQM Research)

FIGURE 1: A2I ESTIMATED WORKFORCE FORECAST





APPENDIX E

Community Health and Wellbeing Strategy

E. Community Health and Wellbeing Strategy

Introduction

This strategy describes how the project will implement actions to avoid harm to communities and to contribute to improved community health, safety and wellbeing.

Table 19 sets out the desired outcomes for the Community Health and Wellbeing Strategy and details the approach to monitoring and reporting these outcomes as detailed in the SIMP.

Table 20 presents the Updated Mitigation Measures, from Appendix B of the Albury to Illabo Preferred Infrastructure Report – Response to Submissions, and outlines the strategies and tools that will be implemented by the project to achieve these mitigation measures.

TABLE 19: COMMUNITY HEALTH AND WELLBEING MONITORING APPROACH

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
Desired outcome: The project adequately manages and enhances aesthetic values in the social locality					
Construction and operations	Support projects within the social locality that enhance aesthetic values	A minimum of two financial support initiatives or partnerships with projects, events or entities (e.g. schools) that enhance aesthetics within the local community (i.e. providing labour to build a community garden), during each year of construction	<p>Data: Number of financial support initiatives or partnerships established, and description of each including objectives and outcomes and documentation of funding amounts allocated to each project.</p> <p>Source: Financial records and expenditure reports, partnership agreements and progress reports from supported projects, detailing activities and impacts on local aesthetics</p>	Quarterly social delivery reports (during Construction)	Martinus
Desired outcome: The project enhances connection to Country in the social locality					
Construction	Number of initiatives that build appreciation for Indigenous	At least two initiatives to enhance workforce appreciation per year, during construction, as determined in	<p>Data: Number of initiatives, description of each initiative, including objectives, activities, and participant feedback, participation rates of workforce members in each initiative</p>	Monthly social delivery reports	Martinus

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
	history and culture in the workforce	consultation with local Indigenous leaders.	Source: Event records and attendance logs, feedback surveys from participants engagement, records from consultations with local Indigenous leaders.		
Construction and operations	Number of initiatives implemented to enhance connection to Country for those people living and working in the social locality.	At least two initiatives to enhance connection to Country per year, during construction, for example cultural immersion tours and participation in significant Indigenous events.	Data: Number of initiatives, description of each initiative, including objectives, activities, and participant feedback, participation rates of workforce members in each initiative Source: Event records and attendance logs, feedback surveys from participant engagement records from consultations with local Indigenous leaders.	Quarterly social delivery reports (during Construction)	Martinus
Desired outcome: The project does not impact health service access for locals.					
Construction	Number of non-resident workforce accessing local health service providers	60% of health providers within social locality surveyed to understand provision of services and availability of services to new patients. Non-resident workforce does not have an impact on services access for locals.	Data: Number of non-resident workforce members accessing local health services, survey responses from health providers regarding service provision and capacity to accept new patients Source: Health service provider surveys and feedback forms, data collected from local health service providers (clinics, hospitals) about the number of non-resident patients.	Quarterly	Martinus

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
Construction	Implementation of wellness programs that promote preventative care and mental health support for the workforce	100% of workforce are engaged in at least one wellness initiative implemented by the contractor during each construction year.	<p>Data: Number of wellness initiatives offered, participation rates of the workforce in each initiative and feedback from participants on the initiatives' effectiveness and areas for improvement</p> <p>Source: Attendance records for each wellness initiative, surveys or feedback forms completed by participants, contractor reports summarising engagement levels and wellness program outcomes</p>	Quarterly social delivery reports	Martinus Community and Stakeholder Manager
Desired outcomes: Stakeholders and community impacted by death by suicide are consulted in the design of new pedestrian bridges					
Construction	Impact of death by suicide is considered in the design	The impact of death by suicide is considered in the design of the new pedestrian bridges	<p>Data: Death by suicide is considered in the urban design</p> <p>Source: Detailed design</p>	Quarterly during design phase	Martinus Community and Stakeholder Manager
Desired outcome: Health and wellbeing initiatives are enhanced by the project					
Construction	Number of community grants delivered to assist with enhancing health and wellbeing outcomes in the social locality	Implementation of Inland Rail Community Grants Program. Four rounds annually (Feb-April, May-July, Aug-Oct, Nov-Jan)	<p>Data: Number of community grants awarded, amount of funding allocated for each grant, description of each funded initiative and its intended health and wellbeing outcomes.</p> <p>Source: Inland Rail social investment records, reporting from grant recipients on project implementation and outcomes.</p>	Quarterly	Inland Rail
Desired outcome: The community is educated and actively implementing rail safety practices.					

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
Construction	Number of community safety initiatives delivered or supported	At least two events rail safety events annually during construction. 50% of community attendees at the events find it informative and valuable	Data: Total number of community safety initiatives or events organised, attendance numbers and feedback or evaluations from participants on the effectiveness of the initiatives. Source: Inland Rail event logs, feedback surveys.	Quarterly	Martinus Inland Rail
Desired outcome: The project makes best efforts to avoid or minimise any activities causing adverse stress and anxiety for the community including affected landowners					
Construction	Successful partnerships established between local mental health services and Inland Rail	At least one partnership is established during construction. e.g. Murrumbidgee Primary Health Network	Data: Number of partnerships established with local mental health services, details of the programs initiated and participation rates. Source: Inland Rail partnerships records, attendance and participation records from mental health initiatives	Quarterly	Martinus Inland Rail
Desired outcome: The level of access for emergency services is not negatively affected by the project					
Construction	Meetings held with Emergency Services (represented by the Regional Emergency Management Officer - REMO)	At least one meeting per month during construction Reports of major access issues impacting emergency services are resolved within 24 hours.	Data: Number of meetings scheduled and held with emergency services, attendance records from each meeting and topics discussed and outcomes from meetings Source: Meeting minutes and agendas, attendance logs, follow-up correspondence summarising discussions	Quarterly	Martinus

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
Desired outcome: Distribution equity is adequately managed and not exacerbated by the project					
Pre-construction and construction	Targeted engagement with local organisations and representative bodies to identify and support vulnerable populations within the project area	Establish agreed engagement plan with key local organisations and/or representative bodies within the first six months of the project Key local organisations and/or representatives report effectiveness of engagement plan within 12 months of its implementation	Data: Number of households visited or contacted within 1 km of enhancement sites, number of vulnerable individuals identified through the engagement process, documentation of the engagement plan and actions taken, feedback from key local organisations and/or representative bodies. Source: Engagement records, including those local organisation or representative bodies with knowledge and insights as to respectfully identifying potentially vulnerable residents.	Quarterly	Martinus Inland Rail
Pre-construction/ construction	Number of vulnerable residents who received additional support reports having improved their wellbeing	100% of vulnerable residents' requests to manage wellbeing issues due to construction activities are resolved to a satisfactory level.	Data: Number of vulnerable residents identified and supported and documentation of the types of support provided (e.g., mental health services, financial assistance, etc.) Source: Engagement records and reports or feedback from local organisations involved in providing support.	Quarterly during construction	Martinus Inland Rail
Desired outcome: Community severance is not exacerbated by the proposal					
Operations	Number of activities/ sponsorships developed by ARTC with the community to	At least two sponsorships annually to enhance social cohesion in Junee.	Data: Total number of sponsorships and activities implemented, details of each sponsorship (e.g., nature of the initiative, location, duration)	Quarterly	ARTC

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
	promote social cohesion and/or enhance a sense of place.	Duration to be confirmed 12 months prior to operation. At least one sponsorship annually to promote social cohesion in Wagga Wagga and Greater Hume / Lockhart. Duration to be confirmed 12 months prior to operation.	Source: Inland Rail social investment records and community feedback or surveys regarding the impact of the sponsorships.		

TABLE 20: COMMUNITY HEALTH AND WELLBEING STRATEGY

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
S17	A community health and wellbeing plan will be implemented, which will expand upon the requirements in the Outline CEMP. The plan will:		
	a) identify those residents within 1 kilometre (km) of enhancement sites who are more prone to experience stress and wellbeing issues due to construction activities	N/A	<ul style="list-style-type: none"> Targeted engagement with local organisations and representative bodies to identify and support vulnerable populations within the project area. This will be done through existing stakeholder contacts, and new contacts as they are identified, and will include emailing, calling and briefing stakeholders. The targeted engagement will be ongoing throughout the construction of the project. Establish agreed engagement plan with key local organisations and/or representative bodies within the first six months of the project Notify and engage with residents as per the Communication and Stakeholder Engagement Management Plan
	b) partner with local support mechanisms/services to provide information and support to residents who report wellbeing issues, and establish approaches to adaptively manage support measures on a case-by-case basis	<ul style="list-style-type: none"> Inland Rail Partnership with Murrumbidgee PHN Implementation of Inland Rail Community Grants Program. Four rounds annually (Feb-April, May-July, Aug-Oct, Nov-Jan) 	<ul style="list-style-type: none"> Targeted engagement with local organisations and representative bodies to identify and support vulnerable populations within the project area Establish partnerships between local mental health services and the project, in collaboration with Inland Rail Martinus will inform nearby residents and other potentially sensitive receptors about works which may impact their health, safety or wellbeing. The process for notifying residents is set out in the Communication and Stakeholder Engagement Management Plan Survey 60% of local area health providers and other key stakeholders to understand provision of services and availability of services to new patients. This will be undertaken on a quarterly basis to ensure there is minimal impact from non-resident workforce on health service availability.
	c) liaise with local Indigenous services and community service providers to identify potential increases in health service demand that may be as a result of the proposal's amenity changes	<ul style="list-style-type: none"> Inland Rail Partnership with Murrumbidgee PHN 	<ul style="list-style-type: none"> Establish agreed engagement plan with key local organisations and/or representative bodies within the first six months of the project

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
	d) outline measures to address changes in access for vulnerable community members across the rail corridor at Junee and Wagga Wagga as a result of bridge replacement works. For changes in access related to the Kemp Street Bridge, at Junee, this shall constitute provision of a community transport service and commercial transportation vouchers, for eligible residents and school activities, or equivalent connectivity arrangements/outcomes established through consultation with Junee Shire Council, key stakeholders along with technical information relating to demand and timing for the duration of the closure of the Kemp Street bridge.	N/A	<ul style="list-style-type: none"> Identify vulnerable community members with Council, key stakeholders and local community organisations. Consider suitable transport alternatives, such as buses and transportation vouchers, during the replacement of the pedestrian footpath. Vulnerable residents will be notified via letterbox drops, communication with local disability and community organisations, and signage on site. Implement an extensive communications program that will allow people to make alternative decisions to suit their needs. Undertake regular engagement (at least quarterly) with local impacted schools, as identified in the Communication and Stakeholder Engagement Management Plan, to ensure any accessibility issues for school students caused by the project are known and can be resolved. Implement the requirements of Conditions E134A to E134E.
	e) promote road and rail safety during construction and operation, including school-based education programs for schools in the local study area, and culturally appropriate approaches to rail safety education and awareness campaigns for Indigenous communities	N/A	<ul style="list-style-type: none"> Rail safety campaign in local media Deliver rail safety information programs to school students Work with Inland Rail to identify schools and explore potential programs and opportunities to engage with them. Establish agreed engagement plan with key Indigenous stakeholders within the first six months of the project Engagement as per the Communication and Stakeholder Engagement Strategy and Community Communication Strategy. Consider the impact of death by suicide in the design of new pedestrian bridges.
	f) address privacy and safety concerns of residents adjacent to Cassidy Parade pedestrian bridge enhancement site, Edmondson Street bridge, Wagga	N/A	<ul style="list-style-type: none"> Establish neighbourhood specific engagement approach to understand specific concerns. Install privacy and safety mitigations during construction, such as screening and hoarding, and conduct workforce training to ensure appropriate conduct.

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
	Wagga Station pedestrian bridge and Kemp Street bridge		<ul style="list-style-type: none"> Incorporate resident design and safety concerns within solutions during operation, such as permanent screening and changes to lighting.
	g) ARTC will work with the Wagga Wagga and Albury LALCs and the local Aboriginal community to investigate opportunities to incorporate Aboriginal aspirations and connection to Country design principles into the proposal.	Refer to Heritage Implementation Plan	
SI8	<p>Cultural values and community identity</p> <p>ARTC will explore with the local community, including relevant Indigenous groups, ways to enhance aesthetic value, cultural heritage, and community identity and cohesion across the social locality through a community investment program.</p>	<ul style="list-style-type: none"> Implementation of Inland Rail Community Grants Program. Four rounds annually (Feb-April, May-July, Aug-Oct, Nov-Jan) Meet all statutory and regulatory obligations under relevant Cultural Heritage legislation Where practical, manage Cultural Heritage by agreement with Aboriginal Cultural Heritage parties. Enhance community identity and sense of place by sponsoring at least two events annually. Duration for operations to be confirmed 12 months prior to operation. 	<ul style="list-style-type: none"> Incorporate Connecting with Country design principles within Urban Design and Heritage Interpretation Plan. Martinus will work with Inland Rail Pty Ltd and local communities to develop and implement meaningful legacy projects. We envisage the nature of these varying between sites, and will prioritise projects with high community impact. Martinus will support – financial or in-kind – local projects that enhance long term community wellbeing. We envisage identifying and selecting these in collaboration with the community and our preference is to go beyond financial donations to work with communities in the execution of projects. Enhance community identity and sense of place by sponsoring at least two events annually during construction. Respectfully incorporate local knowledge of death by suicide at pedestrian bridge locations collected during the public consultation on this SIMP by incorporating preventative measures within the design of new pedestrian bridges.
SI9	<p>Way of Life</p> <p>Prior to closure of the Kemp Street bridge, ARTC will investigate opportunities to</p>	<ul style="list-style-type: none"> Ongoing discussions with ARTC about moving driver change over facility slightly south to prevent closure of rail crossing over the 	N/A

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
	reduce the duration of level crossing closures on the Olympic Highway, Junee.	Olympic Highway during driver change over.	



APPENDIX F

Community and Stakeholder Engagement Strategy

F. Community and Stakeholder Engagement Strategy

Introduction

This strategy supports Inland Rail’s *Community Communications Strategy – Albury to Illabo (I2A)*.

Inland Rail’s *Community Communications Strategy – Albury to Illabo (I2A)* contains the following information:

- Engagement approach and responsibilities
- Stakeholders and community
- Accessibility mechanisms and requirements
- Communications tools and channels
- Feedback and complaints management process
- Mediation process, including information about an independent Community Complaints Mediator.

Table 21 set out the desired outcomes for the Community and Stakeholder Engagement Strategy and details the approach to monitoring and reporting these outcomes as detailed in the SIMP.

Table 22 presents the Updated Mitigation Measures, from Appendix B of the Albury to Illabo Preferred Infrastructure Report – Response to Submissions, and outlines the strategies and tools that will be implemented by the project to achieve these mitigation measures.

TABLE 21: COMMUNITY AND STAKEHOLDER ENGAGEMENT MONITORING APPROACH

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
Desired outcome: The non-resident workforce has a minimal impact on the local community and there are mitigation measures in place to minimise negative impacts.					
Construction	Number of complaints from community members regarding non- resident workforce behaviour.	0 avoidable community complaints attributed to workforce behaviour / conduct	Data: Number of complaints Source: Complaints register	Monthly during construction	Martinus Inland Rail

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
Construction	Number of complaints around noise, vibration, dust and traffic from sensitive receivers	80% of complaints are responded to within 24 hours and resolved to a satisfactory level for the complainant	Data: Total number of complaints, response time for each complaint and resolution status of each complaint. Source: Complaints register	Monthly during construction	Martinus Inland Rail
Desired outcome: The workforce requirements of local business and councils are considered during workforce planning.					
Construction	Number of complaints from local businesses and councils about staff shortages	0 avoidable community complaints attributed to local workforce constraints caused by the project	Data: Number of complaints Source: Complaints register	Monthly during construction	Martinus Inland Rail
Desired outcome: The project adequately manages and enhances aesthetic values in the social locality					
Construction	Percentage of disturbed areas that have been revegetated within a specified timeframe after construction activities are complete	100% of identified vulnerable areas to be revegetated within 2 weeks of construction completion in those areas	Data: Total area of disturbed land that requires revegetation, area of disturbed land that has been successfully revegetated and dates of completion for revegetation activities. Source: Revegetation monitoring reports, environmental management plans, site inspection records and photographs to document revegetation progress.	Weekly during the revegetation period (to ensure timely tracking of progress). Monthly reports thereafter, summarising the success of revegetation efforts and any challenges faced.	Martinus
Desired outcome: The project makes best efforts to avoid or minimise any activities causing adverse stress and anxiety for the community including affected landowners					

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
Construction	Number of works notifications sent out to impacted residents within 1km of distance of each enhancement site	90% of impacted residents identified within 1km of the work are notified.	Data: Total number of notifications sent, number of residents within 1km of each enhancement site. Source: engagement records	Quarterly	Martinus
Desired outcome: The level of access for emergency services is not negatively affected by the project					
Construction	Number of complaints about delays to emergency services	80% of complaints are responded to within 24 hours and resolved to a satisfactory level for the complainant	Data: Total number of complaints received regarding delays, time taken to respond to each complaint and resolution status of each complaint Source: Complaints register	Monthly during construction	Martinus
Desired outcome: Access to school and parking is not negatively affected by the project					
Construction	Number of complaints about mobility or parking issues at schools during construction	80% of complaints are responded to within 24 hours and resolved to a satisfactory level for the complainant 100% of site office workers are educated on the need to only park in designated parking spots and active transport and public transport use are encouraged	Data: Total number of complaints received, time taken to respond to each complaint and resolution status of each complaint Source: Complaints register	Monthly during construction	Martinus
Construction	Percentage of local schools engaged in discussions about construction timelines and support initiatives during the project.	Achieve engagement with at least 80% of local schools within the project area, ensuring they are informed and supported throughout the construction period	Data: List of local schools within the project area, number of schools engaged in discussions and topics covered during discussions and any follow-up actions Source: Engagement records	Quarterly to assess engagement progress and inform future outreach efforts	Martinus

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
Desired outcome: Access to key transport infrastructure, such as railway stations and bus stops, are not negatively affected by the project					
Construction	Number of complaints about access, mobility or parking issues at key transport infrastructure	80% of complaints are responded to within 24 hours and resolved to a satisfactory level for the complainant	Data: Total number of complaints received, time taken to respond to each complaint and resolution status of each complaint Source: Complaints register	Monthly during construction	Martinus
Desired outcome: Stakeholders and community impacted by death by suicide are consulted in the design of new pedestrian bridges					
Construction	Death by suicide is considered in the design.	Incorporate preventative measures within the design of new pedestrian bridges.	Data: Preventative measures incorporated Source: Detailed design	Quarterly during design phase	Martinus
Desired outcome: Community severance is not exacerbated by the project					
Operations	Number of complaints about delays to movement during operation	<i>As per relevant ARTC operational procedure(s). To be confirmed 12 months prior to operation.</i>	Data: Total number of complaints received, time taken to respond to each complaint and resolution status of each complaint Source: Complaints register	Biannually	ARTC (operation)
Desired outcome: Key community events are not negatively impacted by the project					
Construction	Number of complaints about difficulty to access key community events from local residents, visitors, and businesses	80% of complaints are responded to within 24 hours and resolved to a satisfactory level for the complainant	Data: Total number of complaints received, time taken to respond to each complaint and resolution status of each complaint Source: Complaints register	Monthly during construction	Martinus

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
Desired outcome: Stakeholders and the community are engaged in an open and transparent process.					
Construction	Number of stakeholder engagement activities conducted	Conduct at least two stakeholder engagement activities per year, with participation from at least 50% of key stakeholder groups	Data: Number of stakeholder engagement activities conducted, attendance records and feedback from participants Source: Engagement records and attendance logs.	Quarterly	Martinus Inland Rail
Desired outcome: Landowners are aware of the proposal schedule and supported to manage impacts.					
Construction	Number of complaints received during the construction program, and whether those complaints followed the Inland Rail complaints handling procedure	80% of complaints are responded to within 24 hours and resolved to a satisfactory level for the complainant	Data: Total number of complaints received, time taken to respond to each complaint and resolution Source: Complaints register	Monthly during construction	Martinus
Construction	Proportion of landowners who received information on the proposal schedule via the landowner liaison officer	100% of landowners with Land access agreement received information via Liaison officer	Data: Number of landowners contacted. Source: Engagement records	Monthly during construction	Martinus
Construction	Number of complaints from landowners/adjacent properties about not meeting land access	80% of complaints are responded to within 24 hours and resolved to a satisfactory level for the complainant	Data: Total number of complaints received, time taken to respond to each complaint and resolution Source: Complaints register	Monthly during construction	Martinus/Inland Rail

PROJECT ASPECT	INDICATORS	TARGET	METHOD	REPORTING FREQUENCY	RESPONSIBILITY
	agreements or property damage				
Operations	Number of property residents who report to experience increased vibration and noise from increased number of trains	<i>As per relevant ARTC operational procedure(s). To be confirmed 12 months prior to operation.</i>	Data: Total number of complaints received, time taken to respond to each complaint and resolution status of each complaint Source: Complaints register	Biannually	ARTC (operations)
Desired outcome: The community is made aware of disruptions and able to manage impacts accordingly.					
Construction	Number of complaints received during the construction program, and whether those complaints followed the Inland Rail complaints handling procedure	80% of complaints are responded to within 24 hours and resolved to a satisfactory level for the complainant	Data: Total number of complaints received, time taken to respond to each complaint and resolution status of each complaint Source: Complaints register.	Quarterly	Martinus Inland Rail

TABLE 22: COMMUNITY AND STAKEHOLDER ENGAGEMENT STRATEGY

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
SI10	ARTC will oversee the preparation and implementation of a proposal-specific communication management plan. This plan will expand upon the requirements in the Outline CEMP, which would include:		
	a) the appointment of a dedicated community and landowner liaison officer	<i>Refer to Community Communications Strategy – Albury to Illabo (A21)</i>	<ul style="list-style-type: none"> ▪ The Martinus will engage Stakeholder Engagement Leads/Advisors to be based in the regional offices in Wagga Wagga and Albury. They will be the 'on the ground' personnel responsible for liaising with stakeholders, landowners and the community regarding construction impacts and requirements as well as preparing community notifications, construction updates, plans and attending community events.
	b) communications action plans tailored to each stage of the construction program that focus on awareness and preparedness for upcoming impacts, with special attention to most vulnerable groups at each precinct	Approve Martinus Community Action Plans prior to implementation	<ul style="list-style-type: none"> ▪ Martinus will develop and implement communication action plans for significant activities, including those that involve: <ul style="list-style-type: none"> » the start of construction activities or movement of materials. » out of hours work (including deliveries outside of standard working hours). » piling. » traffic changes. » operational rail impacts. » the start of significant new Contractor's Activities. » establishing new work sites (including Site offices, laydown areas and material storage sites). » implementing and/or changing the use of approved haulage routes. » significant delivery of equipment/materials. » other activities as requested by Inland Rail. ▪ All action plans will be submitted for approval to Inland Rail and any other Approval Authority prior to implementation. ▪ Inland Rail has developed and provided Martinus with a Communication Action Plan template and this document will be reviewed and likely be changed over time as the works progress, sites change and various challenges become known. ▪ CAP's are likely to be accompanied by notifications and other collateral used to inform stakeholders.

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
	c) targeted engagement for residents who may experience cumulative impacts	<ul style="list-style-type: none"> ▪ Inland Rail has established a Stakeholder Engagement Coordination Group A21. It is understood that these groups meet once a quarter. Martinus will also attend to provide information and current or emerging issues regarding our works' potential or actual impact on the community and stakeholders. ▪ Inland Rail will establish a Community Reference Group that will meet regularly. Martinus will be represented at those meetings and present details of planned construction activities to the group. 	<ul style="list-style-type: none"> ▪ Martinus understands that stakeholders may experience fatigue from being exposed to several construction and/or rail maintenance projects over a short period. We will share information about notification and communication campaigns about our activities with stakeholders. ▪ We will do this by: <ul style="list-style-type: none"> » Identifying projects and influences around work sites that could result in cumulative impacts, including private, local, state and federal developments. » Liaising and interfacing with other project teams in relation to their work staging plans. » Considering local businesses and residents in this context to minimise the duration and impact of construction work. » Considering issuing joint communications that are cognisant of the overlapping construction impacts. » Coordination of engagement activities such as community information sessions, newsletters, notifications and complaints management. ▪ We will identify adjacent projects in the Communications Action Plan and any measures to manage cumulative impacts. ▪ Martinus will also have regard to local events when planning our works. We will endeavor to arrange works so as to avoid significantly impacting local events, such as the local agricultural show or the Henty Field Day. We will also be mindful of the impact our need for accommodation may have on tourism accommodation in some areas and will aim to reduce this through careful work planning.
	d) engagement with the LALCs to incorporate local Indigenous community knowledge into	<ul style="list-style-type: none"> » ▪ Inland Rail will retain primary relationship and oversight of these representatives/organisations during all stages of the project. 	<ul style="list-style-type: none"> ▪ Will provide a spokesperson, attend and/or prepare and deliver relevant information about upcoming works and planned engagement activities if requested by Inland Rail. ▪ A member of the Community Stakeholder Engagement Team will attend these meetings and be available to answer questions. ▪ Will maintain records of any enquiries and records in Consultation Manager.

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
	engagement practices	<ul style="list-style-type: none"> Inland Rail will request Martinus to provide a spokesperson, attend and/or present to meetings and/or provide a technical expert and/or update on planned engagement activities to support Inland Rail's liaison with the stakeholder(s). 	<ul style="list-style-type: none"> Seek Inland Rail's assistance to coordinate specific meetings with stakeholders to provide project updates, planned engagement activities – e.g., procurement opportunities. Seek Inland Rail assistance to coordinate engagement with First Nations communities. Must CC Inland Rail First Nations Advisor into all correspondence with First Nations representatives, organisations and services. Will maintain records of any stakeholder interactions in Consultation Manager including follow up actions.
	e) requirements for ongoing consultation with Transport for NSW, and the requirement to inform emergency services of changes to access routes and road conditions.	<p>Transport for NSW</p> <ul style="list-style-type: none"> IRLP will maintain primary relationship during all stages of the project. Inland Rail will request Martinus assistance to provide spokesperson, attend and / or present to meetings and/or provide a technical expert to support Inland Rail's liaison with the stakeholder(s). <p>Emergency Services and Local Emergency Management Committees (LEMCs)</p> <ul style="list-style-type: none"> Inland Rail will retain oversight of the relationship. 	<p>Transport for NSW</p> <ul style="list-style-type: none"> Martinus will facilitate Inland Rail's request to provide support with stakeholder liaison. Delivery type activities (road dilapidation, road occupancy licences, road opening permits, traffic management, any other TfNSW obligation under approvals) will be completed by the Martinus with Inland Rail copied into all correspondence. Must CC Inland Rail into all other correspondence and invite Inland Rail to attend meetings. Prior to Master Deed Agreement Execution, the following process applies: <ul style="list-style-type: none"> » Designs submitted to Engineering Manager at Inland Rail » Engineering Manager will issue to TfNSW and coordinate comments and review meetings. » The Project Manager is to be the contact point for delivery activities. <p>Emergency Services, Local Emergency Management Committees (LEMCs) and Regional Emergency Management Officer (REMO)</p> <ul style="list-style-type: none"> Will take primary responsibility for stakeholder relationship. Will invite Inland Rail to stakeholder meetings (or working groups).

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
		<ul style="list-style-type: none"> Will transition primary stakeholder relationship to Martinus. 	
SI12	<p>ARTC will develop an operations communication and engagement plan that builds community awareness of the rail corridor's operational characteristics, including information on level crossing operations, likely daily train movements and ARTC's ongoing role after construction. ARTC will continue to monitor and inform the community about ways for people to be informed about the time of day in which trains may be passing</p>	<ul style="list-style-type: none"> ARTC will develop an operations communications and engagement plan closer to the planned operational date of the line. 	N/A

ID	MITIGATION MEASURE	STRATEGIES AND METHODS	
		INLAND RAIL	MARTINUS
	through a level crossing to facilitate access and movement around the town.		



MARTINUS 

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