

Communication Strategy

Narrabri to North Star Separable
Portion 1 and Narrabri to North Star
Stage 2C (N2NS SP1 & Stage 2C)



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3		
4		

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Glossary

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

Table 1: Terminology

TERM	ACRONYM	DEFINITION
Australian Bureau of Statistics	ABS	Australia's national statistical agency providing trusted official statistics on a wide range of economic, social, population and environmental matters.
Australian Rail Track Corporation	ARTC	ARTC is an Australian Government owned corporation which operates (as track owner or lessee) most of Australia's inter-city standard gauge rail network. It has been tasked by the Government with delivering Inland Rail.
Culturally and Linguistically Diverse	CALD	A term that describes communities with a variety of languages, ethnicities, nationalities, religions, traditions, and societal structures
Communication and Stakeholder Engagement Management Plan	CSEMP	A written document that outlines how to communicate with and engage stakeholders in a project
Critical State Significant Infrastructure	CSSI	Defined under the NSW Environmental Planning and Assessment Act 1979 (EP&A Act) as State significant infrastructure.
Consultation Manager	CM	Consultation Manager is an industry-leading stakeholder management platform
Conditions of Approval	CoA	Conditions set by the for Minister for Planning and Public Spaces on approval of the project.
Communication Strategy	The strategy	Has been developed to support communication and engagement for works associated with.
Investigation Works	Investigations	Work to help inform the preliminary design work on the Stage 2C project, including, but not limited to, Geotech Soil Investigations, Floor Level Surveys, Utilities Investigations.
"the contractor"	Contractor or "the contractor"	Any contractor engaged by IRPL to undertake works on the project.
Department of Climate Change, Energy, the Environment and Water	DCCEEW	Lead's Australia's response to climate change and sustainable energy use, and protects our environment, heritage and water.
The Department of Infrastructure, Transport, Regional Development, Communications, and the Arts (formerly the Department of Infrastructure, Transport, Regional Development and Communications)	DITRDCA	Responsible for delivering Australian Government policy and programs for infrastructure, transport, regional development, communications, cultural affairs, and the art

TERM	ACRONYM	DEFINITION
NSW Department of Planning, Housing, and Infrastructure (formerly NSW Department of Planning and Environment)	DPHI or “the Department”	NSW Department responsible for regional planning, local planning and environmental policy.
Environmental Impact Statement	EIS	A multi-disciplinary assessment of existing environmental conditions and the likely effect on a specified environment due to the proposed introduction of the proposed development or action.
<i>Environmental Planning and Assessment Act 1979 (NSW)</i>	EP&A Act	Governs matters such as planning administration, planning instruments, development assessments, building certification, infrastructure finance, appeals and enforcement.
<i>Environment Protection and Biodiversity Conservation Act 1999 (Cth)</i>	EPBC Act	Regulates actions that have a significant impact on the environment where the actions affect or are taken on Commonwealth land, in a Commonwealth marine area or are carried out by an Australian Government agency. This includes disposal of Commonwealth land.
Environmental Protection Licence	EPL	Issued by the NSW Environment Protection Authority (EPA), it lists the activities you can undertake and the conditions for operating your business as they relate to the environment.
Environmental Representative	ER	The Environment Representative for the project
Frequently Asked Questions	FAQs	Questions that are asked regularly about the N2NS P2 project or works.
International Association for Public Participation	IAP2	IAP2 is the preeminent international organisation advancing the practice of public participation
Inland Rail Proprietary Limited	IRPL	Inland Rail Pty Limited (subsidiary of ARTC)
Local Aboriginal Land Councils	LALCs	Aims to protect the interests and further the aspirations of its members and the broader Aboriginal community.
Local Emergency Management Committee	LEMC	Includes representatives from organisations involved in emergency management in the district to advise the local government.
Local Government Area	LGA	An administrative division of a country that a local government is responsible for.
Language other than English	LOTE	The name given to language subjects besides English in Australia
Narrabri to North Star SP 1 Stage 2C	Stage 2C	The IRPL section from Tapscott Road to Alice Street Level Crossing, which was descope from the construction of N2NS SP1 due to signalling complexities.
Narrabri to North Star SP1	N2NS SP1	The IRPL section from Narrabri to Tapscott Road and Camurra to North Star which was complete in 2023.
Narrabri to North Star Phase 2	N2NS Phase 2	The IRPL section from Moree just north of the Alice Street Level Crossing to Camurra

TERM	ACRONYM	DEFINITION
Moree Plains Shire Council	MPSC	Moree Plains Shire is a local government area in the North West Slopes region of New South Wales and the LGA of the N2NS P2 project.
Operational Noise and Vibration Review	ONVR	Presents environmental noise and vibration assessments obtained from Project design documentation for the modified railway stations, other fixed facilities and rail operations to demonstrate compliance with the Project's environmental obligations.
Out-of-hours work	OOHW	Any work hours outside the work hours included in the approval of the N2NS SP1 Stage 2C project
Preferred Infrastructure Report	PIR	The purpose of the PIR is to describe changes to the SSI and assess the economic, environmental and social impacts of the preferred infrastructure.
Public Liaison Officer	PLO	Responsible for engaging with the community and ensuring the project is developed with their input
Registered Aboriginal Parties	RAPs	The primary guardians, keepers and knowledge holders of Aboriginal Cultural Heritage
Response to Submissions	RtS	The purpose of the submissions report is to give the proponent an opportunity to respond to the issues raised in submissions.
Secretary of the Department of Planning, Housing and Infrastructure	Planning Secretary or "the Secretary"	Responsible for the creation of productive spaces and precincts; the effective management of lands, assets and property; and the delivery of affordable and diverse housing.
Socio-Economic Indexes for Areas	SEIFA	Provides measures of socio-economic conditions by geographic area.
State Significant Infrastructure	SSI	Critical State significant infrastructure (CSSI) projects are high priority infrastructure projects that are essential to the State for economic, social or environmental reasons.
Transport for NSW	TfNSW	To lead the development of a safe, efficient, integrated transport system that keeps people and goods moving, connects communities.
'Works'	Work	Any physical activity for the purpose of the N2NS SP1 & Stage 2C projects.

Table 2: Compliance matrix

CONDITION REFERENCE	REQUIREMENT	COMMUNICATION STRATEGY REFERENCE
B1	A Communication Strategy must be prepared to facilitate communication between the Proponent, and the community (including relevant councils, government authorities, adjoining affected landowners and businesses, and others directly impacted by the CSSI).	This Strategy
B2	The Communication Strategy must:	
B2 (a)	identify people, organisations and government authorities to be consulted during works;	Section 5.2 Table 6
B2 (b)	set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the CSSI;	Section 5 and 5.1 Table 5
B2 (c)	identify opportunities to provide accessible information regarding regularly updated site construction activities, schedules and milestones at each construction ancillary facility and at construction sites located adjacent to town centres;	Section 5.2 Table 6
B2 (d)	consider opportunities for the community to visit construction sites (taking into consideration workplace, health and safety requirements);	Section 6 Table 7 Table 8
B2 (e)	provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant community(ies) for the CSSI;	Section 7 Table 8
B2 (f)	set out the procedures and mechanisms for consulting with relevant councils and government authorities required by Condition E7, including procedures for repeated requests and nil responses;	Section 7 and 7.1
B2 (g)	describe the method for broadcasting the 24-hour toll-free telephone complaints number and postal and email addresses for enquiries	Section 7 and Table 8
B2 (h)	- set out procedures and mechanisms: (i) through which the community can discuss or provide feedback to the Proponent; (ii) through which the Proponent will respond to enquiries or feedback from the community; and (iii) to resolve any issues and mediate any disputes that may arise in relation to environmental management and delivery of the CSSI, including timing	Section 8 Table 11

1 Introduction

This Communication Strategy (the strategy) has been developed to support communication and engagement for works associated with the Inland Rail Narrabri to North Star (N2NS) Separable Portion 1 (N2NS SP1) project (the project), and Stage 2C. The latter is an 8-kilometre segment of the project between Tapscott Road and Alice Street which was removed from the N2NS SP1 construction scope due to signalling complexities.

This is an all-encompassing strategy that will cover all remaining rectification works, and investigation works within the N2NS SP1 and Stage 2C project. Rectification activities in discrete areas include:

- Downstream culvert scour repair works at Boggy Creek, Bulldog Creek, Pan Creek and unnamed creek (730.580Km);
- Activation (installation of signals and boom gates) of Level Crossing 3056 (580.455km);
- Adjustments to the private level crossing LX3164 to achieve the required site line distances for safety at the two level crossings.
- Flooding rectification works identified at Croppa Creek

In addition, preliminary investigation within the Stage 2C area could include:

- Site surveys;
- Biodiversity and ecological surveys;
- Cultural Heritage surveys;
- Geotechnical site investigations;
- Contaminated land site investigations; and
- Asset condition surveys of the exiting railway.

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

This strategy has been prepared in accordance with the NSW Minister for Planning and Public Spaces' Project CoA (Application Number: SSI-7474). As per Condition B2 of the CoA, this strategy seeks to:

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

1.1 Approval and review of this strategy

This strategy will be submitted to the Secretary of the Department of Planning, Housing and Infrastructure (Planning Secretary) by quarter 1 2026.

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

2 Inland Rail Program overview

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

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

2.1 Inland Rail Program details

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

- provide a rail link between Melbourne and Brisbane to serve future rail freight demand and stimulate growth for interstate and regional/bulk rail freight
- provide an increase in productivity that will benefit consumers through lower freight transport costs
- provide a step-change improvement in rail service quality in the Melbourne–Brisbane corridor to deliver a freight rail service that is strongly competitive with road
- improve road safety, ease congestion, and reduce environmental impacts by moving freight from road to rail
- bypass bottlenecks on the congested metropolitan Sydney rail network, and free up train-path capacity for other services on the coastal route, including passenger services through the Sydney region and bulk freight through the NSW Southern Highlands
- act as an enabler for regional economic development along the Inland Rail corridor.

For more information on the Inland Rail Service Offering, please visit inlandrail.artc.com.au/what-is-inland-rail/using-inland-rail/.



Figure 1: Beveridge to Kagaru projects

2.2 Narrabri to North Star

The Narrabri to North Star section of Inland Rail is one section within NSW comprising of 184.5 km of track upgrade works, and 1.7 km of new track to be constructed. Due to its scale and complexity, this segment was split into two phases, Major construction on the Phase 1 project was complete in 2023 with the exception of Stage 2C. N2NS Phase 2 has received approval from the NSW Minister for Planning in December, 2025 and EPBC Approval from the Australian Government in February 2026, but is not covered under this communications plan.

An 8-kilometre segment from Tapscott Road to Alice Street Level Crossing was descope from the construction scope, due to signalling complexities. Inland Rail appointed a design services contract to joint venture Arcadis BG & E to develop preliminary design for the section. The segment will include the construction of a new Inland Rail alignment to the west of the existing rail infrastructure, within the existing rail corridor, to accommodate double- stacked freight trains.

The N2NS section sits primarily within the Moree Plains Shire Council Local Government Area.



Figure 2- Narrabri to North Star SP1 corridor



Figure 3- Stage 2C rail corridor

2.3 Project timeline

Table 3 outlines the project timeline for Stage 2C.

Table 3: Stage 2C project timeline

YEAR	MILESTONE
2016	The N2NS project was declared SSI under the NSW EP&A Act and a controlled action under the Commonwealth EPBC Act.
2017	Inland Rail completes field studies, engagement and design work associated with the development of the project EIS.
Late 2017	The EIS was placed on public exhibition, with 18 submissions received.
Late 2019 - early 2020	The SPIR was prepared in December 2019 to address the issues raised in submissions and to complete environmental assessments of the finalised design. The DPHI (then known as DPIE) accepted submissions on the SPIR in January 2020.
2020	The DPHI (then known as DPIE) the Minister for Planning and Public Spaces set the CoA under the EP&A Act (Application no.: SSI 7474) – 13 August 2020.
2020	EPBC approval was issued 1 October 2020.
April 2021	Construction Commenced on the N2NS SP1 project
July 2022	Stage 2C descoped from the SP1 project due to signalling complexities
October 2023	Major construction complete on the N2NS SP project
November 2024	New concept sketch for Stage 2C endorsed by ARTC
From February 2025	Minor defect repair/omission items arising out of the completion Stage 1 commenced.
April 2025	Consultation on new Stage 2C concept with community and stakeholders
Mid 2025- mid 2026	Preliminary Design of Stage 2C
March 2026	Consultation with landowners identified with an exceedance of hydrology Quantitative Design Limits (QDLs)

3 Engagement approach

3.1 Engagement approach and principles

In delivering the N2NS SP1 & Stage 2C project, Inland Rail seeks to:

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

The engagement approach is founded on the following principles:

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

3.2 Alignment with IAP2 public participation spectrum

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

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

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

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

For the purpose of this strategy, consultation is defined as any element of public participation, or combination of elements, as outlined in Figure 3: IAP2 Spectrum of Public Participation below.

Figure 3: IAP2 Spectrum of public participation

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

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4 Structure and accountabilities

The Inland Rail N2NS SP1 and Stage 2C Stakeholder Engagement team will have responsibility for stakeholder and community relations in partnership with any contractors who are working on the project. The Inland Rail Area Director has overarching accountability for the implementation of engagement related matters.

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

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

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

Table 4 outlines the positions responsible for key engagement activities within Inland Rail, and external stakeholders.

Table 4: Position and responsibilities for Stakeholder Engagement and Communications on the N2NS project

POSITION	RESPONSIBILITIES
Inland Rail	
Head of Stakeholder Relations	Oversees all Inland Rail engagement teams from a program level.
Stakeholder Engagement and Communication Manager	Accountable for managing the N2NS stakeholder engagement team and activities. The Manager will act as the escalation point on community engagement matters.
Stakeholder Engagement Lead	Responsible for the delivery of engagement activities associated with the N2NS projects and leads engagement with key stakeholders.
Stakeholder Engagement Advisor	Provides support to the Inland Rail N2NS Stakeholder Engagement Lead and undertakes engagement activities, planning, review and reporting requirements associated with the project.
First Nations Engagement Advisor	Responsible for leading and will retain primary relationships with the Moree Local Aboriginal Land Council. Will lead engagement with key First Nations stakeholders, organisations and the wider First Nations community.
Communication Lead – Northern NSW	Oversees all communication activities on the project, including the provision of input and advice to the Inland Rail Stakeholder Engagement team relating to engagement and project material; interface with the Construction Contractor to support project delivery communication; and facilitate communication approvals.
External - Independent	
Environmental Representative	Receive and respond to communication from the Planning Secretary. Report monthly to the Planning Secretary. Review documents identified by the Conditions of Approval and monitor their implementation. Other matters as requested by the Planning Secretary and as per the Conditions of Approval.

5 Stakeholders and community

Stakeholders of the N2NS SP1 & Stage 2C projects are individuals or groups affected by, or with an interest in either project.

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

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

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

5.1 Community demographics

The following table provides an overview of some of the key community demographics of the N2NScommunity (Moree). These demographics will be considered when determining communication methods and developing communication material to ensure the methods and materials are suitable for the audiences they are being targeted to.

Table 5: Community demographics

LOCAL GOVERNMENT AREA	POPULATION	ABORIGINAL AND/OR TORRES STRAIT ISLANDER	MEDIAN AGE	COMPLETED YEAR 12 OR EQUIVALENT	BORN IN AUSTRALIA	SEIFA
Moree	8035	22.9%	38.5	35.6%	93.6%	932

Source: Australian Bureau of Statistics 2021

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

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

5.2 Key stakeholders to be consulted during design and work phases

Table 6 identifies key stakeholders that will be consulted during the design and project. Other identified stakeholders will be informed and provided with objective information that will assist them in understanding the project.

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

Table 6: N2NS SP1 and Stage 2C Key Stakeholders

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT (IAP2)	LEVEL OF INTEREST	KEY TOPICS	ENGAGEMENT TIMING	WHO IS RESPONSIBLE
Commonwealth Government	Department of Climate Change, Energy, the Environment and Water (DCCEEW)	Consult/Involve	High	- Approval process - Project updates - commencement and conduct of works	As required during works	CA
	Elected Representatives	Inform (via CA team)	High	- Approval timing - Community events led by IRPL	Reactive only	CA
NSW Government	Department of Planning, Housing, and Infrastructure (DPHI)	Consult/Involve	High	- CSSI design review - All matters pertaining to environmental management - Project reporting - Communication material and engagement activities pertaining to the CSSI approval - Project updates - Incident reporting	Regular meetings until CSSI approval	CA, Environment Stakeholder Engagement

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT (IAP2)	LEVEL OF INTEREST	KEY TOPICS	ENGAGEMENT TIMING	WHO IS RESPONSIBLE
	Environmental Protection Authority NSW (NSW EPA)	Consult/Involve	Medium	Impact of the IRPL on the environment	As required during works	CA, Environment
	Transport for NSW	Consult/Involve	High	- Impact from IRPL on the road network including during works - Traffic, transport and access management - Project updates		State Relationships Manager
	Crown lands	Consult/Involve	Medium	- Impact of the IRPL on Crown Owned land - Project updates		SE, CA
	Biodiversity, Conservation and Science Division of the Environment and Heritage Group of the NSW Department of Climate Change, Energy, the Environment and Water (BCS)	Consult/Involve	Medium	Project updates		Environment
	Heritage NSW	Consult/Involve	Medium	- Cultural assessment and find updates - Project updates	As required during works	Environment, First Nations
	DPI Fisheries	Consult/Involve	Low	Project updates		Environment, CA

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT (IAP2)	LEVEL OF INTEREST	KEY TOPICS	ENGAGEMENT TIMING	WHO IS RESPONSIBLE
	NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW - Water)	Consult/Involve	Medium	Project updates	Reactive only	Environment, CA
	Local Land Services	Consult/Involve	High	- Project updates - Works – commencement and conduct of works (where required) - Impacts from the project on TSR		SE
	Elected Representatives	Inform (via CA team)	High	Project updates		CA
Local government	Moree Plains Shire Council (MPSC)	Consult/Involve	High	- Project updates - Traffic management - Approval updates - Works – commencement and conduct of works - Design development - Impact -landowner issues	As required during works	SE, CA
	Mayors and Councillors (of above Councils)	Consult	High	Project updates		SE

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT (IAP2)	LEVEL OF INTEREST	KEY TOPICS	ENGAGEMENT TIMING	WHO IS RESPONSIBLE
First Nations/Aboriginal and Torres Strait Islander peoples	Registered Aboriginal Parties (RAPs) Local Aboriginal Land Councils (LALCs)	Consult/Involve (via FN engagement team)	Medium	- Project updates - Works commencement and conduct of works (where required) - Aboriginal Cultural Heritage Work	As required during works	First Nations
Affected landowners	Directly impacted stakeholders including landowners, business operators and residents along the alignment	Consult/Involve	High	- Project updates - Works s-commencement and conduct of works - CSSI approval progress - Design Development	As required during works	
Broader community	Community members residing in Moree local government area	Involve and Consult (as required)	Low	Project updates	As required during works	SE, Communications
Emergency services	NSW Police	Consult	Medium	- Project updates - Design Development	As required during works	SE
	NSW Ambulance, stations located in Moree	Consult	Medium	- Project updates - Design Development		SE
	Fire and Rescue NSW	Consult	Medium	- Project updates - Design Development		SE

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT (IAP2)	LEVEL OF INTEREST	KEY TOPICS	ENGAGEMENT TIMING	WHO IS RESPONSIBLE
	Rural Fire Service	Consult	• Medium	• Project updates • Design Development		SE
	State Emergency Services	Consult	• Medium	• Project updates • Design Development		SE
	Local emergency management committee (LEMC)	Consult	• Medium	• Project updates • Design Development		SE
ARTC ARTC customers	GrainCorp, LDC, NSW Train Link, Pacific National	Consult/Inform	• High	• Project updates • Design Development	As required during works	SE, Project Updates
Utilities	Essential Energy	Consult	• Medium	• Project updates • Low impact work (where required)	As required during works	SE, Project Updates
	NBN	Consult	• Medium	• Project updates • Low impact work (where required)		SE, Project Updates
	Telstra	Consult	• Medium	• Project updates • Low impact work (where required)		SE, Project Updates
	Gwydir Valley Irrigators Association	Consult	• Low	• Project updates • Low impact work (where required)		SE Project Updates
Educational Institutions	Moree Public School, Moree Christian School, Moree East Public School, Moree Secondary	Consult	• Low	• Project updates	As required during works	SE

COMMUNICATION STRATEGY – N2NS SP1 & STAGE 2C

SECTOR	STAKEHOLDER	LEVEL OF ENGAGEMENT (IAP2)	LEVEL OF INTEREST	KEY TOPICS	ENGAGEMENT TIMING	WHO IS RESPONSIBLE
	College, St Philomena's School					
	TAFE	Consult	Low	Project updates		SE
	Registered Training Organisations	Consult	Low	- Project updates - Social Performance updates		
Hospitals	Moree Hospital	Consult	Low	- Project updates - Workforce Planning	As required during works	SE

6 Accessibility mechanisms and procedures

Table 7 identifies practices for achieving accessibility in the regular distribution of information, which will be delivered through the listed mechanisms.

The vulnerable community include people on low incomes, people living with disabilities, chronic medical conditions or in poor health requiring access to services, culturally and linguistically diverse (CALD) communities, people who are homeless or in insecure housing, people who are unable to represent themselves, or other vulnerable people such as elderly people, children or single parent.

Table 7: Accessibility mechanisms and procedures

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

7 Communication tools and engagement methods

Inland Rail will keep stakeholders and the community up to date about the progress of the N2NS SP1 and Stage 2C projects through a range of communication tools and engagement methods.

Table 8 outlines communication tools and engagement methods which present an opportunity to educate the community about construction sites and will be used to inform the community about upcoming construction, impacts, milestones, and project achievements.

Table 8: Communication tools and engagement methods

TOOL/ACTIVITY	DESCRIPTION	AUDIENCE	TIMING	SPECIFICATIONS
Stakeholder Engagement Action (SEAP) Plan	These plans will be developed by IRPL when required to engage with Stakeholders on activities prior to works	Internal	Developed and endorsed for use prior to the start of works	These plans will be developed to be consistent with this communication strategy and will include, but not be limited to, stakeholders to be engaged, engagement tools and activities to be utilised and roles and responsibilities.
Crisis communication plan	Crisis communication plan will be developed to clearly outline the process and procedures for communication which will be followed in the event of an emergency or crisis.	Internal	Preconstruction Developed and endorsed for used prior to the start of contractor works.	The crisis communication plan will detail the method of managing communication response to an emergency or crisis. The strategy of the plan is to communicate the response promptly to mitigate or reduce the adverse impacts to stakeholder.
Community notifications	Community notification will be used regularly to distribute information to the surrounding residents of the upcoming works near them.	Community members impacted by works e.g. traffic diversions.	Notification to impacted stakeholders will be sent out a minimum of 7 calendar days before works commence or change comes into effect.	Notification will include information on, traffic changes, track possessions and out-of-hours work. Works notifications will be sent via mail and will appear on the Inland Rail website and, depending on impact, will be advertised in the local newspapers.
Door knocking	Doorknocks will be used to facilitate face-to-face interactions with directly impacted residents and businesses as their preferred method of contact.	Directly affected residents and businesses.	Doorknocks to notify and discuss general works will be carried out a minimum 5 to 7 calendar days prior to the activity starting.	Doorknocks will be carried out as required and will focus on directly impacted residents and businesses. They will be completed where no other contact details such as phone or email are available, or the resident has nominated this

TOOL/ACTIVITY	DESCRIPTION	AUDIENCE	TIMING	SPECIFICATIONS
			Doorknocks to notify of emergency situation or works to be carried as soon as practical.	They will be used to provide updates on activities, schedule and key milestones will be provided during this engagement. Doorknocks will be carried out in pairs.
Factsheets/information sheets	Factsheets will be developed as needed to explain key parts of the project or specific issues or concerns raised.	Community and stakeholders, any interested parties.	As required	Factsheets will be used to provide an overview of the project, its environment approvals, and to support engagement on specific issues such as noise mitigation, managing dust during works etc. Information sheets provide a more technical description of activities. Both fact sheets and information sheets will be displayed on the Inland Rail website and will include the projects 24/7 1800 number, email address, postal address and website address.
Advertising	Press, social media and radio advertisements will be used to provide communication to the wider community.	Local community, community and stakeholder groups, residents and any interested parties	Between 5 and 14 days before works and at project milestones.	Written advertisements will be placed in local papers relevant to the proposed works. Social media posts will be distributed via Inland Rail's existing channels Radio advertisements to be agreed based on impacts and specific activities. They will be used to: - raise awareness and understanding of the project - provide information and promote channels through which stakeholders can communicate their views, issues and concerns - raise awareness of project milestones, upcoming works activity and timeframes
Media releases	To inform and raise awareness about the project among the project's Australian	Local community and businesses,	Project milestones, quarterly project updates.	Inland Rail will develop media as required to address issues raised.

TOOL/ACTIVITY	DESCRIPTION	AUDIENCE	TIMING	SPECIFICATIONS
	Government shareholders, government agency stakeholders, local communities and businesses, and broader industry, potentially leading to coverage in news and media channels.	government agencies, broader industries, stakeholder and community groups and any interested parties.	Issues of importance to Shareholding Ministers and the Department.	
Out-of-hours work (OOHW) notifications and notices	Work outside the hours of 6am until 6pm	Local community, directly impacted residents and businesses, emergency services.	Between 7 – 30 days prior to commencement	Directly impacted stakeholders will be notified via email, phone call or letter depending on preferred contact method. Notifications will also be available on the Inland Rail website.
Community hotline	A 24-hour community hotline number (1800 732 761) has been established for the community to ask questions, provide feedback or make complaints about the project.	Community and stakeholder groups, any interested parties.	Ongoing.	The hotline number will be included on all project communication material. Records of calls received, and their responses will be captured in Consultation Manager.
Email address	An email address (InlandRailNSW@inlandrail.com.au) has and will continue to be maintained to provide a means for the community to contact the stakeholder and project teams and ask questions or make complaints about the project.	Community and stakeholder groups, any interested parties.	Ongoing.	The email address will be included on all project communication material. Records of received emails and their responses will be captured in Consultation Manager.
Project website	The project website (inlandrail.com.au/N2NS) will provide access to digital material and provide reference point to obtain further information.	Community and stakeholder groups, any interested parties.	Ongoing. Content reviewed quarterly.	Information about the Stage 2C project will be uploaded to the existing N2NS SP1 project website. The website is the single source of truth for all project information and will be updated throughout works All documentation

TOOL/ACTIVITY	DESCRIPTION	AUDIENCE	TIMING	SPECIFICATIONS
				required under the CoA and approvals will be uploaded to the site. Stakeholder and community members can submit enquiries, feedback and comment via the contact us feature (Contact Inland Rail: Enquiries, Information & Feedback - Inland Rail).
Social media platforms	Various social media platforms such as Facebook, LinkedIn and Instagram assist in raising awareness and understanding of the project, support the Works delivery and share updates and achievements of both the project and the broader Inland Rail Program.	Community and stakeholder groups, any interested parties.	Ongoing and as required during project milestones and key consultation periods including when public information sessions are scheduled.	Engagement through social media can be targeted and designed to engage with communities according to interests and concerns. As the project moves through works, social media will assist in providing information to targeted communities, such as road detour notifications.
Project signage	Signage to include construction safety signs	Community and stakeholder groups, any interested parties.	Preconstruction and during works	Signposts notifying of changed conditions will be installed before changes are implemented. Safety signs will be used, where there is interface with the community.
Project website	The project website (inlandrail.com.au/N2NS) will provide access to digital material and provide reference point to obtain further information.	Community and stakeholder groups, any interested parties.	Preconstruction, construction and post construction	Information about the SP1 (including 2C) project will be uploaded to the existing project website. The website is the single source of truth for all project information and will be updated throughout the works and construction. All documentation required under the CoA and approvals will be uploaded to the site. Stakeholder and community members can submit enquiries, feedback and comment via the contact us feature (Contact Inland Rail: Enquiries, Information & Feedback - Inland Rail).
N2NS e-newsletter	To provide impacted stakeholders registered for	Local community and	Preconstruction and construction	Distributed prior to and during works, the e-newsletter will be promoted through socials,

TOOL/ACTIVITY	DESCRIPTION	AUDIENCE	TIMING	SPECIFICATIONS
	emails regular updates on site works activities, schedules, key milestones and rail safety messages.	businesses, stakeholder and community groups and any interest parties.		emails, distributed at community meetings/events and displayed on the Inland Rail website. Community contact information will be provided in this communication.
Community information sessions/forums	These sessions will provide an opportunity for community members to find out more about the work, discuss environmental issues, and ask questions about the project	Community and stakeholder groups, any interested parties.	As required throughout the duration of the project.	Sessions will be held in public venues such as shopping centres, libraries or local events.
Meetings (one on one and small group forums)	Direct interaction with community members and stakeholders will be held to obtain feedback and raise or measure awareness of the project. Meetings may also be scheduled to address specific questions and issues in person.	Community and stakeholder groups, residents and businesses, any interested parties.	Meeting with key stakeholders, nearby residents and businesses will proactively be offered for the duration of the project. The frequency will be determined by the works being completed and the preferences to meet from the stakeholders/community.	Meetings may be formal or informal depending on the purpose of the meeting. Meeting minutes will be recorded and sent to all external participants. Meetings minutes will be recorded in Consultation Manager.
Stakeholder presentations/briefings and forums	To provide technical or specific issue-related information for specific stakeholder groups and agencies. These forums may be targeted based on location and impacts on those communities.	Councils and agencies, local organisations, key stakeholder, community groups and any interested parties.	Ahead of key milestones and as required. Meeting with key stakeholders and agencies will proactively be offered for the duration of the project.	Inland Rail will provide presentations to community groups. This may be at the request of community groups or at the initiative of Inland Rail Records of engagement will be captured in Consultation Manager.

TOOL/ACTIVITY	DESCRIPTION	AUDIENCE	TIMING	SPECIFICATIONS
Attendance at markets and events	Provide community with the opportunity to provide feedback, obtain project information and raise awareness of the project.	Community and stakeholder groups, any interested parties.	As required.	Examples of local events include local annual shows.
Feedback surveys	A structured format for community feedback on the project includes written, web-based or telephone feedback. Feedback surveys will help measure awareness of and engagement with the project.	Community and stakeholder groups, residents and businesses, any interested parties.	Six months after works have commenced.	Feedback surveys may also be used to understand community attitudes towards noise barriers or other noise mitigation measures.
Education opportunities	Education campaign will be developed to increase community awareness around construction sites, this may include promoting safe travel through worksites/detours.	Community and stakeholder groups, residents and businesses, any interested parties.	As required.	Community education will include a variety of mediums to reach the community and may include social media, site signage and digital tools.
LOTE, CALD and other vulnerable and marginalised groups and communities	Information and engagement to be available for all members of the community including those in LOTE, CALD and other vulnerable and marginalised groups or communities.	LOTE, CALD and vulnerable and marginalised communities.	As required.	To provide for all members of the community, Inland Rail has adopted: • Disclaimer on all works communication materials for interpreting services. • Website is WCAG accessible. First Nations Advisors to provide engagement with an understanding of historical, cultural and social complexity of specific local or regional First Nations contexts.

7.1 Community information for works activities

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

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

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

Where out-of-hours works (OOHW) or annoying works are required to be completed, Inland Rail will provide further notice than work to be undertaken during standard hours or not deemed to be annoying under the relevant guidelines. Works defined as annoying activities by the Interim Construction Noise Guidelines (ICNG) will require additional notification periods to allow of arrange alternative for work, accommodation and alike. Works defined as annoying will have a 14 to 30 day works notification timeframe, depending on the triage of impact. Annoying activities as defined by the ICNG include:

- ▶ use of power saws, such as used for cutting timber, rail lines, masonry, road pavement or steel work;
- ▶ grinding metal, concrete or masonry;
- ▶ rock drilling;
- ▶ line drilling;
- ▶ vibratory rolling;
- ▶ bitumen milling or profiling;
- ▶ jackhammering, rock hammering or rock breaking;
- ▶ impact piling; and
- ▶ tamping.

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

- works notifications (letterbox drop or mailed) to impacted residents
- media (e.g. local newspapers advertisements)
- website notifications displayed on the Inland Rail N2NS P2 webpage
- phone call
- door knock
- meetings with highly impacted residents
- negotiated agreements.

7.2 Consultation on documents and monitoring programs

The SP1 Conditions of Approval specify documents and monitoring programs to be prepared or a review to be undertaken in consultation with identified parties. Table 9 lists the individual conditions of approval which relate to a deliverable (e.g. document, monitoring program, review) with reference to the condition, the deliverable, stakeholders and level of engagement required. The documents have already been approved in relation to the SP1 construction works and a revision will be completed to determine the relevant to the 2C works. Some other conditions of approval also require consultation if the requirement is triggered, however, these conditions are not listed because the stakeholder (s) and level of engagement will be determined by the triggered circumstances.

Table 9: Key documents for stakeholder consultation

CONDITION	DELIVERABLE	STAKEHOLDERS	LEVEL OF ENGAGEMENT
C4, C6	Construction Environmental Management Plan (CEMP)	- ER - DPHI (Approve)	Review
C4, (a)	CEMP Sub Plan – Traffic, Transport and Access	- Transport for NSW - Relevant Councils - ER - DPHI (Approver)	Consult
C4 (b)	CEMP Sub Plan – Noise and Vibration	- Relevant Councils - ER - DPHI (Approver)	Consult
C4 (c)	CEMP Sub Plan – Biodiversity	- BCS - DPI Fisheries - Relevant Councils - ER - DPHI (Approver)	Consult
C4, (e)	CEMP Sub Plan – Non-Aboriginal Heritage	- Heritage NSW - Relevant Councils - ER - DPHI (Approver)	Consult
C4, (e)	CEMP Sub Plan – Heritage	- Heritage NSW - RAPs - Relevant Councils - ER - DPHI (Approver)	Consult
C4, (d)	CEMP Sub Plan- Soil and Water	- BCS - NSW EPA - Relevant Councils - DCCEEW Water Group - ER - DPHI (Approver)	Consult

CONDITION	DELIVERABLE	STAKEHOLDERS	LEVEL OF ENGAGEMENT
C4, (f)	CEMP Sub Plan – Flood Emergency Management	• SES • EES • relevant councils • ER • DPHI (Approver)	Consult
C14 (a)	Construction Monitoring Programs – Noise and Vibration	• Transport for NSW • Relevant Councils • ER • DPHI (Approver)	Consult
C14 (b)	Construction Monitoring Programs – Water Usage	• Relevant Councils • ER • DPHI (Approver)	Consult
C14 (c)	Construction Monitoring Programs – Air Quality	• NSW EPA • Relevant Councils • Planning Secretary (Approver)	Consult
C14 (d)	Construction Monitoring Programs – Physical condition of local roads	• Relevant Councils • TfNSW • ER • DPHI (Approver)	Consult
E26	Sloane's Froglet Management Plan	• DCCEEW • Affected landowners • DPHI (Approver)	Consult
E28, E32	Flood Design Verification Report	• Relevant Councils • Planning Secretary (Approver)	Consult
E70	Aboriginal Archaeological Test Excavation Methodology	• Heritage NSW • RAPs • LALC • Planning Secretary (Approver)	Consult
E8	Out-of-Hours Work Protocol	• ER • EPA • AA • Planning Secretary (Approver)	Consult
E13	Operational Noise and Vibration Review (ONVR)	• Relevant Councils • EPA • Planning Secretary (approver)	Consult
E42	Public Level crossing Treatment Report	• TfNSW • Relevant Councils • Planning Secretary (Approver)	Consult

CONDITION	DELIVERABLE	STAKEHOLDERS	LEVEL OF ENGAGEMENT
E44	Private Level crossing Report	- Affected landowners - Planning Secretary (Approver)	Consult

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

Table 10: Process for managing document review

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

8 Feedback channels and complaints management

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

8.1 Definitions

8.1.1 Complaints

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

8.1.2 Feedback

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

8.1.3 Enquiry

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

8.2 Feedback channels

Inland Rail will use the following channels to maintain contact with the community and other stakeholders throughout the life of the SP1 project.

Table 11: Feedback channels

CHANNEL	WHERE CAN IT BE FOUND
Email address: inlandrailnsw@inlandrail.com.au	All communication materials and the website display this email address.
Community information line, toll free: 1800 732 761 (24 hours, 7 days a week)	The community information line number is displayed on all communication material (signage, project updates and calling cards, etc.) and on the Inland Rail website (inlandrail.artc.com.au/N2NS). The number is monitored and answered by a team member 24 hours a day and is not automatically diverted to a message bank. All calls are registered and recorded on Consultation Manager. The proponent will also run a 24/7 on-call roster to respond to complaints.
Postal address and Reply-Paid facility: Inland Rail Engagement Team GPO Box 14 Sydney NSW 2000 Reply Paid 89629 SYDNEY NSW 2001	This central postal address is displayed and included on all the communication material and the Inland Rail website. It offers another way for the community and other stakeholders to contact the project team, with the Reply-Paid facility providing further encouragement. Correspondence will be redirected to the relevant project team and contractors as required.
Project information Centres: Goondiwindi, Narrabri	IRPL currently has an existing project information centre in Goondiwindi and Narrabri both an hour from the project site.

CHANNEL	WHERE CAN IT BE FOUND
	IRPL will ensure that relevant community engagement personnel are available to assist with enquiries at project information centres during business hours. The location of this project information centre is to be available on the Inland Rail website.

8.3 Responsibilities

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

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

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

8.4 Complaints management process

All complaints received during the N2NS SP1 and Stage 2C projects will be actioned and recorded through Consultation Manager and used as an improvement opportunity for Inland Rail.

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

Table 12: Complaints Management Process

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

PROCESS FOR MANAGING COMPLAINTS		
Response sent	Upon approval being received	Team member assigned to response
Response recorded in CM and action closed out	Day of reply	Team member assigned to response
Document any lessons learned and issues that may need to be followed up	2–3 days after response sent	Relevant Stakeholder Engagement Lead Advisor
Unresolved issue where a member of the public requests the Community Complaints Mediator to review Inland Rail's response	28 days	Community Complaints Mediator

8.5 Response times to complaints and enquiries

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

8.5.1 Feedback and enquiries:

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

8.5.2 Complaints and issues:

- provide verbal response to telephone enquires within two hours if received during work hours or during out of hours construction works, for other times a response will be provide the next business day
- provide written response to emails and written complaints within 24 hours or on the next business day if received outside work hours
- where possible, all complaints will be resolved within three business days. Where responses require technical assistance, responses may take up to five business days.

8.6 Complaints Register

All complaints will be tracked and recorded in Inland Rail's Consultation Manager System. Upon the request of the Secretary of the Department of Planning, Housing and Infrastructure (DPHI), a Complaints Register will be provided, within the timeframe stated in the request.

At the request of the Environment Representative, the details of complaints on the N2NS SP1 and Stage 2C project will be provided in a report format within the agreed time frame. The Environment Representative will have access to Inland Rail's CM system to see all complaints related to the N2NS SP1 project and the Stage 2C project).

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

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

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

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

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

8.7 Mediation process

Inland Rail has engaged a Community Complaints Mediator that is independent of the design and construction and accredited under the National Mediator Accreditation System, administered by the Mediator Standards Board. The nomination of the Community Complaints Mediator is required to be submitted to the Planning Secretary for approval within one month before commencement of Work (refer to Conditions of Approval B7 and B9). The role of the Community Complaints Mediator is to address any complaint where a member of the public is not satisfied with Inland Rail's response to issues raised through the Complaints Management System. The mediation process will review unresolved disputes relating to the environmental management and delivery of the N2NS SP1 and Stage 2C project where an acceptable resolution to both parties has not been achieved.

Escalation of issues to independent mediation will be in accordance with the Complaint Escalation and Mediation Process (see Table 11: Complaints escalation and mediation process).

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

The Community Complaints Mediator will:

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

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

The Community Complaints Mediator will not act before the Complaints Management System has been executed for a complaint and will not consider issues, such as property acquisition, where other dispute processes exist to manage those issues in accordance with Condition B6.

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

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

Table 13: Complaints escalation and mediation process

STEPS	PROCEDURE	TIMEFRAME
1	Complaint will be referred to Inland Rail N2NS Stakeholder Engagement Lead and/or Project Environment Advisor for Environmental Complaints. They will complete an investigation of the complaint and advise the complainant of the outcome within three (3) business days.	Three business days
2	If not resolved at Step 1, details of the investigation and complaint will be escalated by Inland Rail N2NS SP1 Stakeholder Engagement Lead to the N2NS Stage 2C Senior Project Manager, and/or HSE Manager for Environmental Complaints. The relevant level of management will subsequently complete an investigation of the complaint and advise the complainant of the outcome within three business days.	Three business days
3	If not resolved at Step 2, details of the investigation and complaint will be escalated to Inland Rail Head of Stakeholder Relations and Inland Rail Area Director, NS2B and N2NS The relevant level of management will subsequently complete an investigation of the complaint and advise the complainant of the outcome within five business days.	Five business days
4	If not resolved at Step 3, the complainant may request (in writing) the Community Complaints Mediator to review Inland Rail's response to the issue where they are not satisfied with the response. The Community Complaints Mediator must respond within 28 days of the request being made, or other specified timeframe, as agreed between the Community Complaints Mediator and the member of the public. Inland Rail must implement the recommendations made by the Community Complaints Mediator within a timeframe agreed with the Community Complaints Mediator, unless otherwise agreed with the Planning Secretary.	Within 28 days of receiving written application by the complainant, or as agreed by the Community Complaints Mediator

9 Lessons Learnt

FEEDBACK/ISSUE	EXPLANATION AND RESULT
Staff turnover	Changes in project staffing, especially during feasibility, and lack of resourcing from the service provider (exacerbated by issues with procurement contracts) have added costs and reduced efficiencies.
More resources for engagement	The Senate Standing Committees on Rural and Regional Affairs and Transport report into the Management of the Inland Rail Project by the ARTC and the Commonwealth Government identified that there was not adequate consultation in the early years of the Inland Rail project. This report was finalised in August 2021 and notes the following at 4.46 <i>'In order to improve its consultation process, the ARTC had conducted an independent audit of its stakeholder engagement function and performance for Inland Rail in July 2015. Key findings included: a move away from consultants to instead directly employ engagement staff; the need for more engagement staff as projects progressed; increase the number of staff based in communities along Inland Rail's alignment; and that all staff employed should be afforded with opportunities for skill improvement and training. A follow up review in October 2020 took place to assess the ARTC's performance against recommendations made in the 2015 review. The 2020 review found there to be progress across all recommendations. In total, the number of engagement staff across communities had increased from 20 in 2018 to 49 in October 2020, all of which are employees of the ARTC, with 33 based along Inland Rail's alignment.'</i> The majority of the N2NS team is all regionally based.
First Nations engagement	Some of the indigenous community in Moree previously commented on their dissatisfaction with engagement by the program, however targeted engagement events and communication occur regularly in consultation with the First Nations Engagement Advisor.
Engagement with NSW Local Land Services (LLS)	There has been indication that there was dissatisfaction from NW Local Land Services about prior engagement and commitments made. In response, Inland Rail has reinstated monthly meetings to discuss the N2NS SP1 and Stage 2C project interfaces with Traveling Stock Routes.

10 Community Surveys

Inland Rail currently undertakes two (2) surveys on an annual basis. These surveys are undertaken to gain insight into how stakeholders and community members perceive the project, evaluate our approach and make amendments as required. These surveys will continue to take place while investigations and construction works are being completed.

Metro audience

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

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

Alignment survey

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

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

Reporting

Engagement activities will be reported internally to the Delivery Team, Inland Rail Executive Leadership Team and Chief Executive Officer as well as to external stakeholders including DITCRDA, Federal Government ministers and Treasury, as required. Reports prepared, and frequency are summarised below:

- monthly project report
- media and social media reporting: weekly media summaries are prepared by the Corporate Affairs team, as well as a monthly dashboard report which captures media coverage and sentiment
- all community interactions saved in the Consultation Manager database

- annual independent audits against the ISC stakeholder engagement criteria.

In addition, this strategy will be reviewed every six (6) months by the Stakeholder Engagement Lead to ensure engagement activities are being implemented in accordance with the plan, and the objectives of the plan are being achieved.

As part of the review, the engagement approach may be altered depending on feedback from stakeholders and the project team. Corrective action will be identified and taken as required. Performance in relation to the IAP2 Spectrum of Public Participation will also be considered. It is the Stakeholder Engagement Lead's responsibility to ensure this is undertaken, in consultation with their team.

Alongside the Stakeholder Engagement reporting mentioned above, weekly localised reporting will be completed by the N2NS SP1 Stakeholder Engagement team (which is responsible for the Stage 2C).

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Final Audit Report

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