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HOUSING AND ACCOMMODATION SUB-PLAN

A2I | Albury to Illabo

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DOCUMENT OWNER:	Naomi Rowe - Communications and Stakeholder Engagement Manager		
PREPARED BY:	Bronte Rivers	TITLE:	Senior Consultant, BD Infrastructure
REVIEWED BY:	Rachel Fox	TITLE:	Principal, BD Infrastructure

Approved by

NAME	TITLE	SIGNATURE	DATE
Andy Williams	Project Director		08/04/2025

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TABLE OF CONTENTS

GLOSSARY	5
1 INTRODUCTION	6
1.1 Purpose and scope.....	7
1.2 Objectives of the plan	7
1.3 Interface with other management plans	8
1.4 Adaptive management of this Subplan	8
2 SUMMARY OF PROJECT IMPACTS AND OPPORTUNITIES	9
2.1 Project overview.....	9
2.2 Project area	9
2.3 Regional context	12
2.4 Planning context.....	14
2.5 Social impacts managed and/or mitigated by this Subplan	15
2.6 Cumulative impacts.....	17
3 CONSULTATION	17
3.1 Overview	17
3.2 Consultation for this Subplan	18
4 HOUSING AND ACCOMMODATION STRATEGIES.....	19
4.1 Commitments and actions to prioritise the use of temporary local accommodation where local capacity allows	19
4.1.1 How This Will Be Achieved:	19
4.1.2 Agreements and Plans Developed:.....	19
4.2 Commitments and actions to avoid the use of private rental housing accommodation during workforce peak periods (possession).....	20
4.2.1 How This Will Be Achieved:	20
4.2.2 Agreements and Plans Developed:.....	21
4.3 Commitments and actions to consider combined strategies to mitigate shortages of accommodation	21
4.3.1 Overview:.....	21
4.3.2 Key Strategies to Minimise Housing and Accommodation Impacts:.....	22
4.3.3 Demonstrated Outcomes:	23
4.4 Commitments and actions for the daily transport arrangement of workers to and from work site daily	23
4.5 Commitments and actions to be informed by local analysis and consultation	23
4.5.1 Accommodation and Housing Subplan Informed by Capacity Analysis	23
4.5.2 Key Stakeholder Engagement	24
4.5.3 Implementation of Findings	24
4.5.4 Conclusion	25
4.6 Commitments and actions for regular monitoring and management	25
5 ROLES AND RESPONSIBILITIES	26
6 REVIEW, REVISION AND IMPROVEMENT	26
REFERENCES.....	28
APPENDICES.....	29
APPENDIX A	30
Housing and Accommodation Subplan deliverables	31

LIST OF TABLES

Table 1 Updated Mitigation Measures relevant to this sub-plan	6
Table 2 Key Housing and Accommodation Indicators	11
Table 3 EAD identified social impacts (WSP 2022) and additional social impacts for Housing and Accommodation	13
Table 4: Consultation Findings for this Subplan	15
Table 5 Roles and Responsibilities	23
Table 6: Housing and Accommodation Monitoring Approach	28

LIST OF FIGURES

Figure 1 Subplan interface with other management plans	7
Figure 2 Project Overview (Source: Preferred Infrastructure REport)	10
Figure 3 A2I Estimated Workforce Forecast	19

GLOSSARY

TERM	DEFINITION
A2I	Albury to Illabo (the project)
ABS	Australian Bureau of Statistics
ARTC	Australian Rail Track Authority
CEMP	Construction Environmental Management Plan
CoA	Conditions of Approval
CSSI	Critical State Significant Infrastructure
DPHI	Department of Planning, Housing and Infrastructure
EAD	Environmental Assessment Documentation
EIS	Environmental Impact Statement
EP&A Act	Environmental Planning and Assessment Act 1979
IRPL	Inland Rail Pty Ltd
Km	Kilometre
Km/h	Kilometres per hour
LALC	Local Aboriginal Land Council
LGA	Local Government Area
m	Metre
NSW	New South Wales
PIR	Preferred Infrastructure Report
SEARs	Secretary's Environmental Assessment Requirements
SIA	Social Impact Assessment

SIMP	Social Impact Management Plan
SSI	State Significant Infrastructure

1 INTRODUCTION

1.1 Purpose and scope

The purpose of this Housing and Accommodation Subplan (this Subplan) is to describe how housing and accommodation will be managed during construction of the Inland Rail - Albury to Illabo (A2I) project.

This Subplan addresses the requirements of the Environmental Assessment Documentation (EAD) including incorporating the relevant updated mitigation measures (UMMs).

TABLE 1 UPDATED MITIGATION MEASURES RELEVANT TO THIS SUB-PLAN

ID	REQUIREMENT	WHERE ADDRESSED IN THIS PLAN
SI6	A workforce accommodation plan will be implemented which will expand upon the requirements in the Outline CEMP. The plan will:	This Subplan
	a) prioritise the use of temporary local accommodation where local capacity allows	Section 4.1
	b) avoid the use of private rental housing accommodation during workforce peak periods (possession).	Section 4.2
	c) consider combined strategies to mitigate shortages of accommodation.	Section 4.3
	d) outline transport arrangement of workers to and from works site daily.	Section 4.4
	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, objectives of the social impact management plan and consultation with appropriate local stakeholders	Section 4.5
	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	Section 4.6

This Subplan has been developed to meet the commitments made in response to consultation with communities and stakeholders outlined in the A2I Social Impact Management Plan (SIMP).

1.2 Objectives of the plan

The objective of this plan is to provide a detailed management strategy to meet the requirements of the Updated Mitigation Measures (UMMs), deliver the desired outcomes identified in the Environmental Assessment Documentation (i.e. the project's Environmental Impact Statement and subsequent Preferred Infrastructure Report). These desired outcomes have been supplemented through consultation undertaken during the preparation of the SIMP.

The desired outcomes are:

- The proposal does not impact housing affordability and availability for locals.

- The proposal minimises impacts on temporary accommodation providers during major tourist events and peak seasons.

1.3 Interface with other management plans

This Subplan has been developed to provide detailed management strategies that explicate the strategies and methods outlined in the A2I Social Impact Management Plan (SIMP). Together with the Construction Environmental Management Plan (CEMP), the SIMP outlines how impacts will be mitigated and managed during the construction of the project. This Subplan has also been developed in line with commitments made in the Social Delivery Management Plan (5-0052-214PMA-00-PL-0045).

The Housing and Accommodation Subplan interfaces with the Workforce Management Subplan, the Local Business and Industry Content Subplan, the Community Health and Wellbeing Subplan, and the Community and Stakeholder Engagement Subplan.

The Figure 1 shows how this Subplan interfaces with other management plans, including program wide documents provided by Inland Rail.

FIGURE 1 SUBPLAN INTERFACE WITH OTHER MANAGEMENT PLANS



1.4 Adaptive management of this Subplan

The project will adaptively manage social impacts described in this Subplan during construction to ensure desired outcomes and targets are achievable given market and social constraints. To evaluate whether management measures need reconsideration, reorientation, or redefinition, Martinus and INLAND RAIL will consider the following data points:

- Regular data collection (including market testing and lived experience), review and reporting to consider whether desired outcomes and targets 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 Subplan

Should these data points indicate that social impact management measures are ineffective, market and social constraints render targets and outcomes unachievable, 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 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.

2 SUMMARY OF PROJECT IMPACTS AND OPPORTUNITIES

2.1 Project overview

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

Key components of the A2I project include:

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

Construction of the project would require:

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

2.2 Project area

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

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 Subplan, 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).

FIGURE 2 PROJECT OVERVIEW (SOURCE: PREFERRED INFRASTRUCTURE REPORT)



2.3 Regional Context

Table 2 below provides a summary of the key changes to the community profile regarding housing and accommodation since the public exhibition of the EIS for the project on 17 August 2022, 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) or from the same time period is included to elucidate where relevant indicators have changed since the publication of the SIA Report.

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

- 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%);
- 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.

These changes highlight the importance of the effective implementation of the strategies in this Subplan to mitigate further housing stress.

TABLE 2 KEY HOUSING AND ACCOMMODATION INDICATORS

INDICATOR	2022/2016 DATA (SIA OR OTHER)	CURRENT DATA STATE 2021 FIGURES	CHANGE
Wodonga			
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			
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			
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			
Number of occupied private dwellings	1,135	1,202	□ 5.9%
INDICATOR	2022/2016 DATA (SIA OR OTHER)	CURRENT DATA STATE 2021 FIGURES	CHANGE
Rental Costs (median weekly rent)	\$150	\$200	□ 33.3%
Households in Rental Stress	4.0%	37 / 20.6%	□ 16.6%
Wagga Wagga			
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			
Number of occupied private dwellings	1,910	2,103	□ 10.1%
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)

2.4 Planning Context

State and local government agencies are implementing strategic plans to increase housing availability in light of increasing population and rising rental costs and stress in the social locality.

The Riverina Murray Regional Plan 2036 (DPE, 2017) establishes a framework to grow the region's cities and local centres, support the protection of high-value environmental assets and develop a strong, diverse and competitive economy in the region. Inland Rail is identified in the plan as providing an essential role in freight and logistic hubs within the Riverina Murray region. Local and state government has identified potential future land uses in each of the precincts as described below.

Local Strategic Planning Statements in Albury, Wagga Wagga, Greater Hume, Lockhart, and Junee all focus on enabling new housing development to meet the demands of increasing populations. While these plans aim to reduce housing stress through increasing demand, it is assumed that these strategies will provide housing relief in the longer term, ongoing rental stress is likely to persist during the shorter term while the project is being constructed.

2.5 Social impacts managed and/or mitigated by this Subplan

The SIA Report for the project (WSP, 2022) identified potential impacts and opportunities associated with the construction and operation of the project. During the stakeholder and community consultation for the 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. Table 2 lists the social impacts managed and/or mitigated by this Subplan, either fully or in partnership with other identified Subplans. A full list of social impacts, both during construction and operation, is contained in Chapter 4 of the SIMP (6-0052-210-PMA-00-PL-0001).

TABLE 3 EAD IDENTIFIED SOCIAL IMPACTS (WSP 2022) AND ADDITIONAL SOCIAL IMPACTS FOR HOUSING AND ACCOMMODATION

CATEGORY	CHANGE IN IMPACT SINCE SIA	IMPACT	EXTENT	PRE-MITIGATED SIGNIFICANCE	RESIDUAL SIGNIFICANCE ¹	MANAGEMENT SUB-PLAN / MITIGATION STRATEGY
Construction						
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	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	Low Negative	Housing and Accommodation
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¹ 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.

2.6 Cumulative impacts

There are several nearby projects to the Inland Rail - Albury to Illabo (A2I) project that may increase the level of impact felt by community and stakeholders. These projects are either proposed, approved for construction, or currently under construction.

These projects include, but are not limited to:

- B2A (Victoria)
- Thurgoona Link Road (Albury)
- Nexus Industrial Precinct (Albury)
- Jindera Solar Farm (Greater Hume)
- Glenellen Solar Farm (Greater Hume)
- Walla Walla Solar Farm (Greater Hume)
- Culcairn Solar Farm (Greater Hume)
- Uranquinty Solar Farm (Wagga Wagga)
- Sandy Creek Solar Farm (Wagga Wagga)
- Gregadoo Solar Farm (Wagga Wagga)
- Wagga Wagga Special Activation Precinct (SAP) (Wagga Wagga)
- Riverina Intermodal Freight and Logistics Hub (Wagga Wagga)
- Olympic Highway intersection upgrades (Wagga Wagga)
- Project EnergyConnect (NSW – Eastern Section) (Wagga Wagga)
- HumeLink (Wagga Wagga)
- Junee Station upgrade (Junee)
- Junee to Griffith Line upgrade (Junee)
- Illabo Solar Farm (Junee)
- I2S (Junee)
- Grade separating road interfaces (Junee)

Risks of cumulative impacts on the ability of this Subplan to mitigate and manage social impacts include:

- **Reduced short term rental availability:** Due to the large number of nearby projects seeking short term rental accommodation for their non-resident workforce, there will likely be a shortage in available hotel and home-stay accommodation. This may affect key tourism events because tourists may be unable to access, or afford, accommodation to attend.
- **Increased rental prices:** Due to an increase in the non-resident workforce from a number of nearby projects, there may be a further shortage in available rental accommodation, leading to an increase in prices for both new and existing accommodation.

3 CONSULTATION

3.1 Overview

A targeted consultation program was undertaken to inform the development of the SIMP, including the development of this Housing and Accommodation Subplan. 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.

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. The stakeholder was advised to consider the mitigation measures which mattered the most to them, as well as to share their views on how these should be implemented.

3.2 Consultation for this Subplan

In total, 49 entities were approached (as listed in section 5.3 of SIMP 6-0052-210-PMA-00-PL-0001) and invited to participate in a consultation meeting. The feedback in Table 4 shows the feedback captured relevant to this Subplan from 6 different stakeholders, including how it has been considered in the Subplan.

TABLE 4: CONSULTATION FINDINGS FOR THIS SUBPLAN

MANAGEMENT STRATEGY	SUMMARY OF FEEDBACK	HOW FEEDBACK HAS BEEN CONSIDERED
Housing and Accommodation	Junee Shire Council - 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.	Section 4.1.2 Section 4.3
	Wagga Wagga City Council - Cumulative impacts on accommodation from nearby EnergyConnect project. - Contact the Wagga Access Reference Group to discuss vulnerable community members and how to mitigate impacts during construction.	Section 4.3 Section 4.5.1
	Lockhart Shire Council - The rail shutdowns planned for March 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	Section 4.3
	Albury City Council During shutdowns keep in mind accommodation requirements of the Gold Cup Racing Carnival in March and the basketball tournament that occurs in September.	Section 4.3
	Regional Development Australia – Murray Cumulative impacts on accommodation from nearby renewable energy projects.	Section 4.3 Redeveloping existing pubs and old hotels has not been considered due to the relatively small and short-term requirement to accommodate
MANAGEMENT STRATEGY	SUMMARY OF FEEDBACK	HOW FEEDBACK HAS BEEN CONSIDERED

	Consider redeveloping existing pubs and old hotels to use for accommodation and to provide local business with an upgraded asset.	workers in smaller towns such as Illabo and Henty etc.
	NSW Farmers Look into using existing and underutilised fields and development sites to provide housing.	Developing underutilised fields and development sites has not been considered due to the relatively small and short-term requirement to accommodate workers in smaller towns such as Illabo and Henty etc.

4 HOUSING AND ACCOMMODATION STRATEGIES

4.1 Commitments and actions to prioritise the use of temporary local accommodation where local capacity allows

The Inland Rail Albury to Illabo project is committed to prioritising the use of locally available temporary accommodation, ensuring that economic benefits flow directly to the community while minimising pressure on local housing resources. This will be achieved through active collaboration with local businesses and strategic planning to manage workforce accommodation needs efficiently.

4.1.1 How This Will Be Achieved:

1. Partnership with Local Providers:

- A Memorandum of Understanding (MoM) has been established with the locally owned Claremont Hospitality Group, which operates three motel-style properties in the region.
- These properties will serve as primary accommodation options for project workers, ensuring a reliable and localised solution.

2. Capacity Management:

- The project team will work closely with the Claremont Hospitality Group to assess capacity on an ongoing basis.
- Workforce accommodation needs will be carefully scheduled to align with the availability of rooms, ensuring efficient utilisation of local resources.

3. Integration with Workforce Planning:

- Accommodation arrangements will be coordinated with workforce mobilisation schedules to streamline logistics and avoid overburdening local housing.

4. Support for Local Businesses:

- By partnering with the Claremont Hospitality Group, a local business that contributed to the original project tender, the initiative strengthens ties with the community and reinforces local economic development.

4.1.2 Agreements and Plans Developed:

Memorandum of Understanding (MoM):

The MoM with the Claremont Hospitality Group outlines commitments to provide motel-style accommodation for project workers, including agreed terms for capacity, availability, and service quality.

Accommodation Management Plan:

The project team has developed an Accommodation Management Plan to formalise the use of local facilities.

This plan includes processes for managing bookings, aligning workforce schedules with capacity, and addressing any overflow scenarios through alternative local providers. This includes ensuring capacity is available for tourists and visitors during peak seasons, and during the following key tourist events (Source: EIS Technical Paper 4 – Social (WSP, 2022)):

- January – Australia day celebrations
- February – minor events across the regional study area, such as markets
- March – annual Junee Rhythm ‘n’ Rail Festival at Junee; Mardi Gras Festival at Wagga Wagga; Albury Gold Cup Carnival at Albury; Travelling Film Festival at Wagga Wagga; Fusion Festival at Wagga Wagga
- April – Anzac Day commemorations across the regional study area; Stone the Crows Festival at Wagga Wagga; Gindaymannha Sports Carnival at Albury
- May – Banff Mountain Film Festival at Wagga Wagga
- June – minor events across the regional study area, such as markets and festivals
- July – minor events across the regional study area, such as markets
- August – Riverina Schoolboys Football Carnival at Junee
- September – Spring Jam at Wagga Wagga; Write Around the Murray festival at Albury; Sydney Comedy Festival at Wodonga
- October – Illabo Show at Illabo; Junee Show at Junee; Octoberfest celebrations in various locations across the regional study area; Gears and Beers Festival at Wagga Wagga; Gardenesque at Albury
- November – minor events across the regional study area, such as markets
- December – Christmas carols and New Year’s Eve festivities in various locations across the regional study area; Borderville Summer Circus Festival at Albury.

Ongoing Engagement:

Regular communication with the Claremont Hospitality Group will ensure that any emerging issues, such as changes in workforce numbers or capacity constraints, are addressed proactively.

This approach demonstrates a clear commitment to leveraging local resources, supporting community businesses, and reducing the project's impact on the broader housing market.

4.2 Commitments and actions to avoid the use of private rental housing accommodation during workforce peak periods (possession).

The Inland Rail Albury to Illabo project is committed to minimising the impact on the local private rental housing market during workforce peak periods, such as possessions. This will be achieved through proactive planning, collaboration with local accommodation providers, and clear processes to secure temporary housing solutions well in advance.

4.2.1 How This Will Be Achieved:

1. Early Planning with Workforce Teams:

- Senior site engineers and regional managers will work together months ahead of peak periods to estimate the number of workers requiring accommodation.
- Preliminary forecasts for the number of nights and rooms needed will be established based on site-specific schedules and project requirements.

2. Engagement with Local Providers:

- The project team will proactively engage with local motels, caravan parks, and similar providers to reserve block bookings of accommodation well in advance. This includes block bookings with Claremont Hospitality Group, and other accommodation providers as required.
- These arrangements ensure priority access to temporary lodging, reducing reliance on private rental housing.

3. Refinement of Numbers:

- As possession dates approach, workforce rosters will be finalised, and exact numbers of workers requiring accommodation will be determined.

- Travel request forms will be completed to confirm room bookings and ensure all logistics are in place.

4. Coordination and Communication:

- A dedicated accommodation coordination team will oversee the booking process, maintaining regular communication with local providers to address any last-minute changes or requirements. This includes working with Claremont Hospitality Group to arrange bookings, as well as other providers where appropriate.
- This team will ensure alignment between workforce needs and available capacity without impacting the local housing market.

4.2.2 Agreements and Plans Developed:

Accommodation Block Bookings:

- Arrangements with local motels and caravan parks include pre-reserving rooms for workforce use during peak periods.
- These agreements secure sufficient capacity well in advance, ensuring housing availability.

Possession Accommodation Plan:

- A detailed Possession Accommodation Plan outlines the steps for forecasting, securing, and managing temporary accommodation for peak periods.
- The plan includes contingency measures for any unexpected changes in workforce numbers.

Travel and Roster Integration:

- Processes for integrating site rosters with accommodation planning ensure that bookings are accurate and responsive to workforce needs.

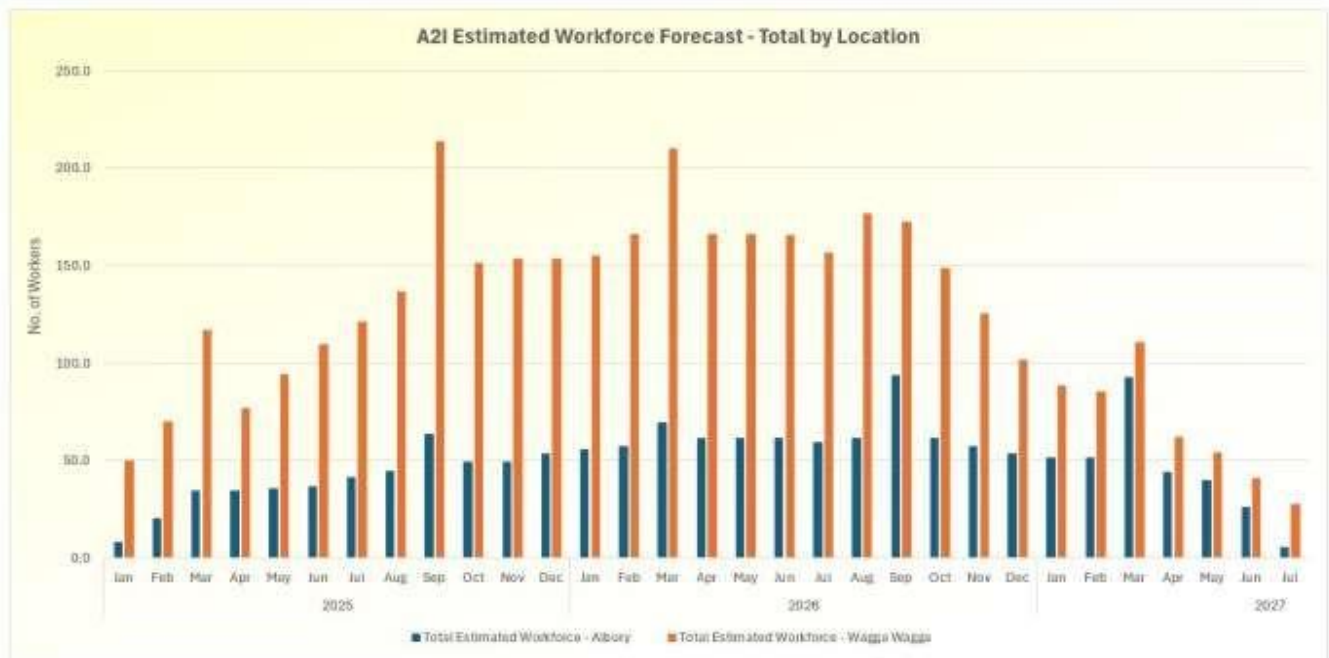
By reserving temporary accommodation early and aligning bookings with workforce schedules, the project ensures it avoids reliance on private rental housing, supporting both project efficiency and local housing stability.

4.3 Commitments and actions to consider combined strategies to mitigate shortages of accommodation.

4.3.1 Overview:

The Inland Rail Albury to Illabo project employs a strategic approach to workforce management, utilising agile crew structures and flexible deployment across multiple locations. This approach ensures that the cumulative accommodation demand appears less impactful than raw workforce totals might suggest. By distributing teams across sites and relying on locally sourced subcontractors where possible it ensures efficient resource use and minimises the need for long-term accommodation blocks in any single location. Our model is focused on accommodation for non-local workforce and supported by both the Workforce Management and Local Business and Industry Content sub plans our focus to prioritise local employment and supply chain to reduce the requirement for accommodation. An estimated workforce forecast for Albury and Wagga Wagga (the primary construction sites), is shown in Figure 3.

FIGURE 3 A2I ESTIMATED WORKFORCE FORECAST



4.3.2 Key Strategies to Minimise Housing and Accommodation Impacts:

1. Agile Crew Deployment Across Locations:

- Dedicated and Supplementary Crews:
- A core crew (~20) is dedicated to the Junee to Illabo (J2I) section, supplemented by additional personnel only during peak periods such as possessions.
- Location-Based Crew Distribution:
- Crews are strategically divided among multiple sites, including:
- Northern Yards (Junee to Wagga): ~12 personnel.
- Track Yards (Olympic Highway to Pearson): Separate crews operating locally.
- Southern Yards and Track Crew (Uranquinty to Albury): ~10–20 personnel using Albury and occasional Wagga-based accommodation.

2. Utilisation of Local Subcontractors:

- Local Procurement Priority:
- Subcontractors for key tasks such as earthworks, drainage, and formwork are procured locally whenever possible. This is because they are likely to live in the area and will not require short term accommodation.
- For example, structures crews at Kemp and Edmonson sites (~20–30 workers across both sites) and Albury sites (~12–30 workers) rely on locally sourced subcontractors to reduce the need for temporary accommodation.

3. Flexible Workforce Assignments:

- Dynamic Workforce Adjustments:
- Self-performing crews (~12–30 workers) are dynamically allocated across multiple locations such as Mothers, Cassidy, and Pearson, based on project needs.
- This flexibility ensures efficient resource use and minimises the need for long-term accommodation blocks in any single location.

4. Office and Administrative Staff Localisation:

- Regional Office Support:
- PMO and regional office staff are primarily based in Wagga and Albury, integrating with existing local accommodation and office resources.

5. Temporary Accommodation Planning:

- Crews operating across dispersed locations, such as track lowering and structures teams (~12–20 workers), are assigned accommodation based on proximity and availability, reducing cumulative pressure on any one area.

4.3.3 Demonstrated Outcomes:

Distributed Impact:

The dispersed nature of the workforce across multiple sites ensures no single location bears the full accommodation burden. For example:

- Northern crews utilise resources in Junee and Wagga.
- Southern crews share between Albury and Wagga accommodation options.

Local Economic Benefits:

By prioritising local subcontractors and procurement, the project not only minimises accommodation needs but also injects economic benefits into the community.

Adaptability During Peak Periods:

Supplementary crews for possessions are planned and accommodated for short-term requirements, avoiding long-term impact on local housing markets.

Conclusion:

Through flexible crew deployment, and local procurement, the project effectively mitigates the housing and accommodation impact. This distributed approach ensures that the cumulative demand remains manageable, benefiting both the project and the local communities.

4.4 Commitments and actions for the daily transport arrangement of workers to and from work site daily

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 CCTAMP.

4.5 Commitments and actions to be informed by local analysis and consultation

4.5.1 Accommodation and Housing Subplan Informed by Capacity Analysis

This Subplan is informed by a detailed capacity analysis of the local short-term accommodation and rental housing markets. This analysis includes a review of the Murray Region Accommodation Diversification and Gap Analysis (Murray Regional Tourism 2022) and the Draft Destination Management Plan (Wagga Wagga City Council, 204). This approach ensures the project aligns with the objectives of the Social Impact Management Plan (SIMP), findings of the Social Impact Assessment (SIA), and stakeholder consultation.

Capacity Analysis Overview

1. Local Accommodation Capacity:

- Engagement with **Wagga Wagga City Council**, **Albury City Council**, and their respective tourism and economic development teams has confirmed key local data:

- **Wagga Wagga Region:** Approximately 2,858 short-term accommodation rooms are available, including motels, hotels, and caravan parks.
- **Albury Region:** ~25,000 beds Additional capacity supports workforce needs, with supplemental accommodation options available through local providers.

2. Demand and Sequencing Alignment:

- Workforce Distribution:
- Across 20 working sites, workforce activity is sequenced to avoid cumulative pressure on specific locations.
- The roster system used by Martinus ensures only 50–75% of the workforce is "in-field" at any time during standard operations.
- Peak Demand (Possession Periods):
- During March and September possessions (lasting up to 100 hours), workforce numbers temporarily increase to 150% across 8–9 locations. The short duration of these peak periods minimises pressure on local resources.

3. Local Market Insights through stakeholder engagement:

- Participation in **monthly Major Project Round Table discussions** hosted by NSW Premiers Department 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.

4.5.2 Key Stakeholder Engagement

Ongoing Collaboration:

- Regular and active engagement with local government stakeholders ensures the project remains responsive to emerging accommodation trends and community concerns.
- Collaboration with Wagga Wagga City Council (this includes the Wagga Wagga Access Reference Group) and Albury City Council supports integration with broader regional tourism and economic strategies.

Community Consultation:

- Feedback from local businesses and residents gathered during SIMP consultations has shaped strategies to mitigate potential housing market impacts.

4.5.3 Implementation of Findings

Tailored Workforce Management:

- Project sequencing and the flexible roster system reduce workforce accommodation demands at any single location.

Targeted Use of Local Accommodation:

- Accommodation is pre-booked at local motels and caravan parks in coordination with site activity plans.
- Agreements with local providers, such as the Claremont Hospitality Group, ensure efficient use of short-term housing resources.

Peak Demand Management:

- Short-term surges during possession periods are addressed through advanced planning:
- Workforce numbers and accommodation needs are finalised weeks in advance.
- Temporary accommodation is distributed across multiple locations, ensuring equitable use of available resources.

Monitoring and Adaptation:

- Real-time monitoring of accommodation usage and local market conditions ensures the project remains agile in addressing unforeseen challenges.

4.5.4 Conclusion

By combining comprehensive capacity analysis, strategic workforce planning, and proactive stakeholder engagement, the project is well-positioned to manage its accommodation needs without undue pressure on local housing markets. The integration of robust local intelligence, effective planning, and flexible execution ensures alignment with community and project objectives.

4.6 Commitments and actions for regular monitoring and management

The following commitments to a regular monitoring and management mechanism have been made 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 this Subplan as appropriate.

Martinus will monitor and report on housing and accommodation usage as follows:

- 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:

- 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)

Martinus will engage with and seek feedback from relevant local stakeholders including relevant local council, tourism organisations, real estate agents or accommodation providers. In addition, we will discuss housing and accommodation at our monthly meetings with local councils, including direct engagement with key economic and tourism officers at council. Martinus will also ensure we monitor accommodation and rental availability through anecdotal feedback from the internal bookings team who will be in regular contact with local accommodation providers.

5 ROLES AND RESPONSIBILITIES

TABLE 5 ROLES AND RESPONSIBILITIES

POSITION	RESPONSIBILITIES
Inland Rail	
Head of Stakeholder Relations	Oversees all Inland Rail engagement teams from a program level.
Engagement Manager	Accountable for managing the A2I stakeholder engagement team and activities. The Manager will act as the interface with the Martinus on community engagement matters.
Stakeholder Engagement Lead	Responsible for the delivery of engagement activities associated with the A2I project and leads engagement with key stakeholders.
Martinus	
Communications and Stakeholder Engagement Manager	Co-ordinate and manage all communications and interactions with the Inland Rail communications and stakeholder engagement team, project stakeholders and the communities located in and adjacent to the project area. The Communications and Stakeholder Engagement Manager is responsible for making sure that the stakeholder engagement and communications activities meet the needs of all project stakeholders and adhere to the standards set by Inland Rail. Act as a key conduit for the flow of information to/from the Construction Contractor's project team.

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6 REVIEW, REVISION AND IMPROVEMENT

Martinus and Inland Rail will conduct annual reviews of the performance of this Subplan. Reviews will include consideration of:

- Project activities that have occurred during the period;
- A comprehensive review of complaints received during the period, including their location, nature, performance in closing out, and actions recommended by the Community Complaints Mediator;
- A comprehensive review of any environmental monitoring results relating to a social impact;
- Identification of any non-compliances or exceedances relating to a social impact during the period;

- Performance on implementation the mitigation measures outlined in Section 4
- Performance in meeting the desired outcomes and targets outlined in Section 4
- Consideration of relevant socio-economic trends.

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APPENDICES



APPENDIX A

Housing and Accommodation Subplan deliverables

Housing and Accommodation Subplan deliverables

Table 6 has been created to ensure that the commitments identified in the Housing and Accommodation Subplan, are delivered. Table 6 will track the delivery status and responsibility of each commitment.

TABLE 6: HOUSING AND ACCOMMODATION MONITORING DELIVERABLES

COMMITMENT	RESPONSIBILITY	MONITORING METHOD AND FREQUENCY	DELIVERY STATUS
Establish at least 5 formal agreements with local accommodation providers and hold quarterly meetings with relevant stakeholders to discuss and assess cumulative pressures throughout the project duration.	Martinus	Quarterly monitoring using total number of formal agreements	One formal agreement signed. Ongoing
At least 60% ² 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.	Martinus	Quarterly, using workforce accommodation data.	Ongoing
No complaints from temporary accommodation providers or tourism bodies relating to vacancy shortfalls due to the project during major tourist events	Martinus	Monthly during construction using vacancy rates for short term accommodation providers, and number of complaints received.	Ongoing

² This percentage target has been agreed between Martinus and INLAND RAIL as part of a commercial agreement, based on market testing and analysis.



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