



Social impact management plan

NARROMINE TO NARRABRI PROJECT

ARTC

INLAND
RAIL

An Australian Government Initiative

COVER IMAGE

Existing Walgett rail branch.

ACKNOWLEDGEMENT OF COUNTRY

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

Disclaimer:

This document has been prepared by JacobsGHD and ARTC for the purposes of the Inland Rail Program and may not be relied on by any other party without JacobsGHD and ARTC's prior written consent. Neither JacobsGHD, ARTC nor their employees shall have any liability in respect of any unauthorised users of the information for any loss, damage, cost or expense incurred or arising by reason of an unauthorised user using or relying upon the information in this document, whether caused by error, negligence, omission or misrepresentation in this document.

This document is uncontrolled when printed.

© Australian Rail Track Corporation Limited 2022



ARTC Inland Rail
Narromine to Narrabri Project
Social Impact Management Plan
Revision 5

2-0001-250-EAP-00-RP-0405

Table of contents

1.	Introduction.....	1
1.1	Purpose of the SIMP.....	1
1.2	Regulatory requirements and guidelines	2
1.3	SIMP implementation.....	2
1.4	Roles and responsibilities	4
1.4.1	ARTC	4
1.4.2	Contractors	4
1.4.3	Other stakeholders	5
2.	Proposal overview	6
2.1	Proposal location	6
2.2	Social area of influence.....	6
2.2.1	Local study area	6
2.2.2	Regional study area.....	14
2.3	Stakeholder and community engagement	18
3.	Summary of social impacts and benefits	19
4.	Impact mitigation and management.....	31
4.1	Stakeholder and community engagement	32
4.1.1	Overview.....	32
4.1.2	Impact management framework	32
4.2	Industry participation.....	41
4.2.1	Overview.....	41
4.2.2	Impact management framework	41
4.3	Workforce management.....	47
4.3.1	Overview.....	47
4.3.2	Impact management framework	47
4.4	Housing and accommodation	56
4.4.1	Overview.....	56
4.4.2	Impact management framework	56
4.5	Community health and wellbeing.....	61
4.5.1	Overview.....	61
4.5.2	Impact management framework	61
5.	Monitoring, reporting and review	70
5.1	Monitoring	70
5.2	Reporting	70
5.3	Review	70

Table index

Table 1-1	Alignment with relevant guideline requirements	2
Table 2-1	Towns closest to the proposal	6
Table 3-1	Definitions of likelihood of impact	19
Table 3-2	Definition of consequence of impact.....	19
Table 3-3	Impact significance rating	20
Table 3-4	Summary of potential social impacts during construction.....	21
Table 3-5	Summary of potential social impacts during operation	28
Table 4-1	Stakeholder and community engagement – impact management framework	33
Table 4-2	Industry participation – impact management framework	42
Table 4-3	Workforce management – impact management framework.....	48
Table 4-4	Housing and accommodation – impact management framework	57
Table 4-5	Community health and wellbeing – impact management framework	62
Table 5-1	SIMP monitoring framework	72

Figure index

Figure 1-1	Diagram showing integrated management system for N2N	3
Figure 2-1	Social Assessment local study area	8
Figure 2-2	Age and sex profile for SA1s close to proposal	13
Figure 2-3	Household breakdown for SA1s close to proposal.....	14
Figure 2-4	Tenure type for SA1s close to proposal.....	14
Figure 2-5	Location of SA1s intersected by proposal site.....	15
Figure 2-6	Social Assessment regional study area.....	16

1. Introduction

Australian Rail Track Corporation (ARTC) proposes to construct and operate the Narromine to Narrabri section of Inland Rail (the proposal). The proposal is part of the proposed Inland Rail freight route connecting Melbourne and Brisbane, via central-west New South Wales (NSW) and Toowoomba in Queensland.

The *ARTC Inland Rail Narromine to Narrabri Social Assessment* (JacobsGHD, 2020) (Social Assessment), prepared as part of the Environmental Impact Statement (EIS) for the proposal, identifies social impacts and opportunities of the construction and operation of the proposal.

This Social Impact Management Plan (SIMP) outlines ARTC's approach to managing social impacts and opportunities identified in the Social Assessment (JacobsGHD, 2020) and establishes the roles and responsibilities of ARTC and other parties in relation to the implementation of identified management measures.

The document is set out as follows:

- Section 1 (this section) outlines the purpose of the SIMP, contextualises the document within ARTC's broader Environmental Management System and sets out the personnel responsible for implementing the SIMP.
- Section 2 and 3 provide an overview of the proposal, the socio-economic context and identified social impacts and opportunities arising from the proposal.
- Section 4 outlines the mitigation and management measures that will be undertaken to enhance the benefits and avoid, minimise or manage social impacts (including the responsible part for implementation).
- Section 5 addresses monitoring, evaluation, reporting and management review.

1.1 Purpose of the SIMP

ARTC recognises its responsibility to deliver and operate Inland Rail with the least social impact possible, while enhancing the benefits Inland Rail will deliver to the people of Australia at both a local and national scale.

The purpose of this SIMP is to provide a framework for the implementation of management measures to address impacts and opportunities identified in the Social Assessment (JacobsGHD, 2020). The SIMP:

- Outlines the management measures required to minimise or manage identified social impacts and maximise opportunities.
- Identifies and defines the roles and responsibilities of ARTC and other parties in the mitigation and management of social impacts throughout construction and operation of the proposal.
- Outlines a framework to monitor social outcomes throughout the life of the proposal.

This framework SIMP has been prepared as an overview document to align the commitments from the Social Assessment prepared for the EIS and ARTC's social procurement processes. It is commensurate with the level of proposal planning at the reference design phase prior to project approval. (Refer to Figure 1-1 which shows where the SIMP fits into the broader integrated management system for the proposal).

In accordance with the principle of adaptive management, the SIMP is intended to be a 'live' document and will be updated as required during the design, construction and operation phases based on continuous monitoring and engagement with councils, Community Consultative Committees (CCCs), affected landholders and other key stakeholders. Further details on reviews and reporting are provided in Section 5.

1.2 Regulatory requirements and guidelines

The proposal is critical State significant infrastructure and is subject to approval by the NSW Minister for Planning and Public Spaces under the *NSW Environmental Planning and Assessment Act 1979* (EP&A Act). The Social Assessment was prepared as part of the EIS for the proposal and addresses the environmental assessment requirements of the Secretary of the NSW Department of Planning, Industry and Environment (the SEARs), dated 9 September 2020.

ARTC has prepared this document in accordance with ARTC's Inland Rail Programme Social Impact Management Programme Framework (0-9000-ESO-00-PL-1000), the Inland Rail Social Impact Assessment (SIA) Procedure (0-9000-ESO-00-PR-1000) and industry best practice. There are no specific requirements outlined in the SEARs for the proposal in relation to the preparation of a SIMP.

The SIMP has been guided by the NSW Government's *Social Impact Assessment Guideline for State Significance Projects* (DPIE, 2021). The alignment of this document with the general requirements for a SIMP, as set by the Guideline (section 5.2), is outlined in Table 1-1.

Table 1-1 Alignment with relevant guideline requirements

Guidance principle	Section addressed in this document
A project summary	Section 2
How social impacts were identified, plans for mitigation or enhancement, and management commitments	Section 3
How engagement informed the plan, including the engagement strategy and future activities, and how these will inform monitoring and management	Section 2.3
Measurable and defined targets and actions for monitoring, reporting, auditing and reviewing progress	Section 5
A commitment to measure results and report these findings	Section 5.1
How shortfalls will be addressed	Section 5.2

1.3 SIMP implementation

The SIMP is a component of a broader, integrated management system for managing potential impacts arising from the proposal.

As outlined in Section D5.2.1 of the EIS, a construction environmental management plan (CEMP) will be prepared by the construction contractor(s). The CEMP will provide a centralised mechanism through which all potential construction-related environmental impacts will be managed. The CEMP also provides the overall framework for the system and procedures to ensure that environmental impacts are minimised, and that legislative and approval requirements are fulfilled. The CEMP will be prepared in consultation with relevant agencies and in accordance with the *Environmental Management Plan Guideline for Infrastructure Projects* (DPIE, 2020) and the Inland Rail Construction Environmental Management Framework. An outline of the CEMP, including the required plans and a guide to the general construction management measures required in each, is provided in Appendix I of the EIS.

Figure 1-1 shows how the SIMP fits into the broader integrated management system for the proposal.

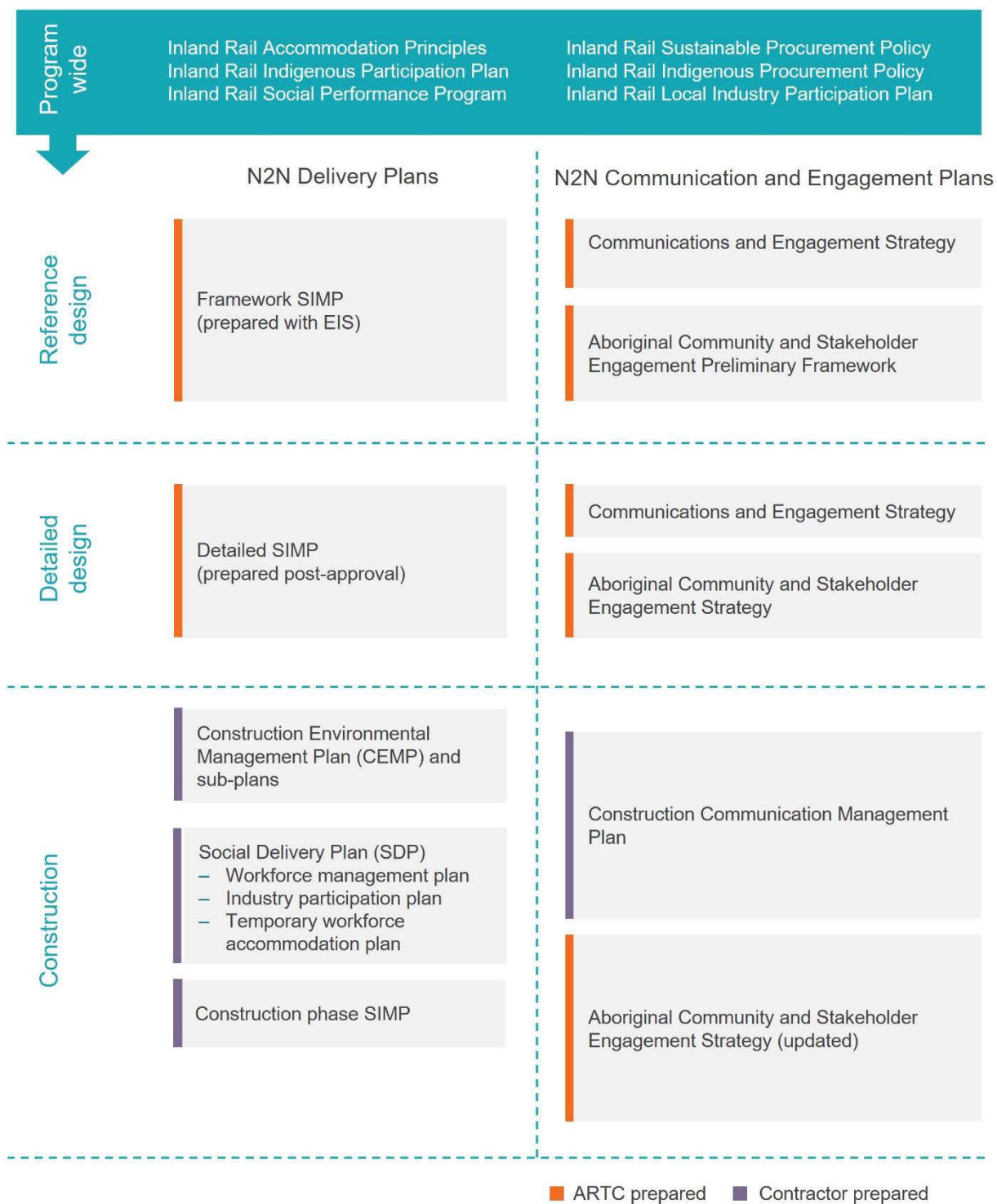


Figure 1-1 Diagram showing integrated management system for N2N

1.4 Roles and responsibilities

Overall responsibility to deliver, manage and monitor the SIMP rests with ARTC's Environment and Social Performance team, the Communications and Engagement team and the Delivery team.

1.4.1 ARTC

ARTC is responsible for the overall construction, operation and maintenance of Inland Rail.

Specific tasks to be undertaken by ARTC in relation to the SIMP include:

- Implementation of relevant SIMP management measures.
- Communicating SIMP requirements to the Primary Contractors and ensuring they meet their responsibilities.
- Managing the review and acceptance of contractor-prepared Social Delivery Plans (refer to section 1.4.2) and monitoring their implementation.
- Functional support to the Primary Contractors in implementation of management measures outlined in SIMP.
- SIMP monitoring, reporting and review.
- Notifying the Primary Contractors of any amendments to the requirements of the SIMP.
- Communicating the compliance monitoring commitments and requirements to the Primary Contractors.

1.4.2 Contractors

The proposal's delivery will involve ARTC contracting with suitably experienced construction management companies for a range of work packages during construction (referred to in this document as 'Primary Contractors').

ARTC will require all Primary Contractors to prepare and submit a Social Delivery Plan (SDP), as a requirement in the tendering process. The SDP is similar to a SIMP however contains additional elements required by ARTC to meet their social performance and commercial objectives. The SDP outlines agreed targets for industry participation, workforce, community health and wellbeing and housing and accommodation.

The SDP will be required to include four management plans that describe how the Primary Contractor will commit to and manage:

- Industry participation
- Workforce management
- Communication management
- Temporary workforce accommodation.

The requirements for these plans have been identified in section 4 of this SIMP (where relevant) and are aligned with ARTC's social performance principles:

- Employment and training
- Local and Indigenous industry participation
- Housing and accommodation
- Community health and wellbeing
- Stakeholder and community engagement.

The SDP will contain the expected procurement, employment and training opportunities and provide details of how housing and accommodation and community health and wellbeing actions/ initiatives will be managed over the duration of the proposal's construction phase.

The SDP will identify specific commitments, actions and strategies the Primary Contractor will implement to support ARTC's social performance and local content requirements, including local and Indigenous participation and the spread of local economic benefit.

Details on the overall Inland Rail Social Performance Program can be found on the Inland Rail website <https://inlandrail.artc.com.au/opportunities/>.

1.4.3 Other stakeholders

During the EIS process, ARTC has worked with a range of stakeholders to develop mitigation and management measures to be included in the SIMP, relevant to the social impacts and opportunities identified in the Social Assessment.

Engagement with these stakeholders will continue during the design and construction phases to develop further detail of the management measures to be implemented in cooperation with stakeholders and agree specific performance targets for these measures, where relevant.

Specific tasks to be implemented by various stakeholders, include (but are not limited to):

- Australian Government – responsible for funding, National policy direction, overseeing ARTC and certain approval aspects for Inland Rail.
- NSW Government – certain approval aspects and NSW Government level policy direction (especially in relation to local participation and skilling and training), monitoring the implementation of the Environmental Management Plan and the SIMP.
- Local governments – certain approval aspects and ongoing management of their local government area, including facilitating enhanced community outcomes associated with Inland Rail.
- Business/business advocates – provision of goods and services for the proposal during its planning and construction phases. Maximising business opportunity through access to goods transportation once Inland Rail is operational.

More information about the roles and responsibilities in monitoring and reporting on the management and mitigation measures outlined in this SIMP is included in section 5.

2. Proposal overview

2.1 Proposal location

The proposal would be located between the towns of Narromine and Narrabri in western NSW. The proposal would link the Parkes to Narromine section of Inland Rail located in central west NSW, with the Narrabri to North Star section of Inland Rail located in north west NSW.

The proposal would consist of about 306 kilometres of new single-track standard gauge railway with crossing loops. The proposal would also include changes to some roads to facilitate construction and operation of the new section of railway, and ancillary infrastructure to support the proposal. The majority of the proposal would comprise new greenfield development and construction works, crossing floodplains, farmland and the Pilliga East State Forest. The location of the proposal is shown in Figure 2-1.

2.2 Social area of influence

The social area of influence is based on those communities that have potential to experience changes to social conditions due to the location of the proposal or proposal infrastructure, construction activities, or changes to local movement patterns for residents, workers and visitors. The social area of influence includes a local study area and a regional study area.

2.2.1 Local study area

The local study area for the Social Assessment encompasses the proposal site and about one kilometre of the surrounding area either side of the proposal site.

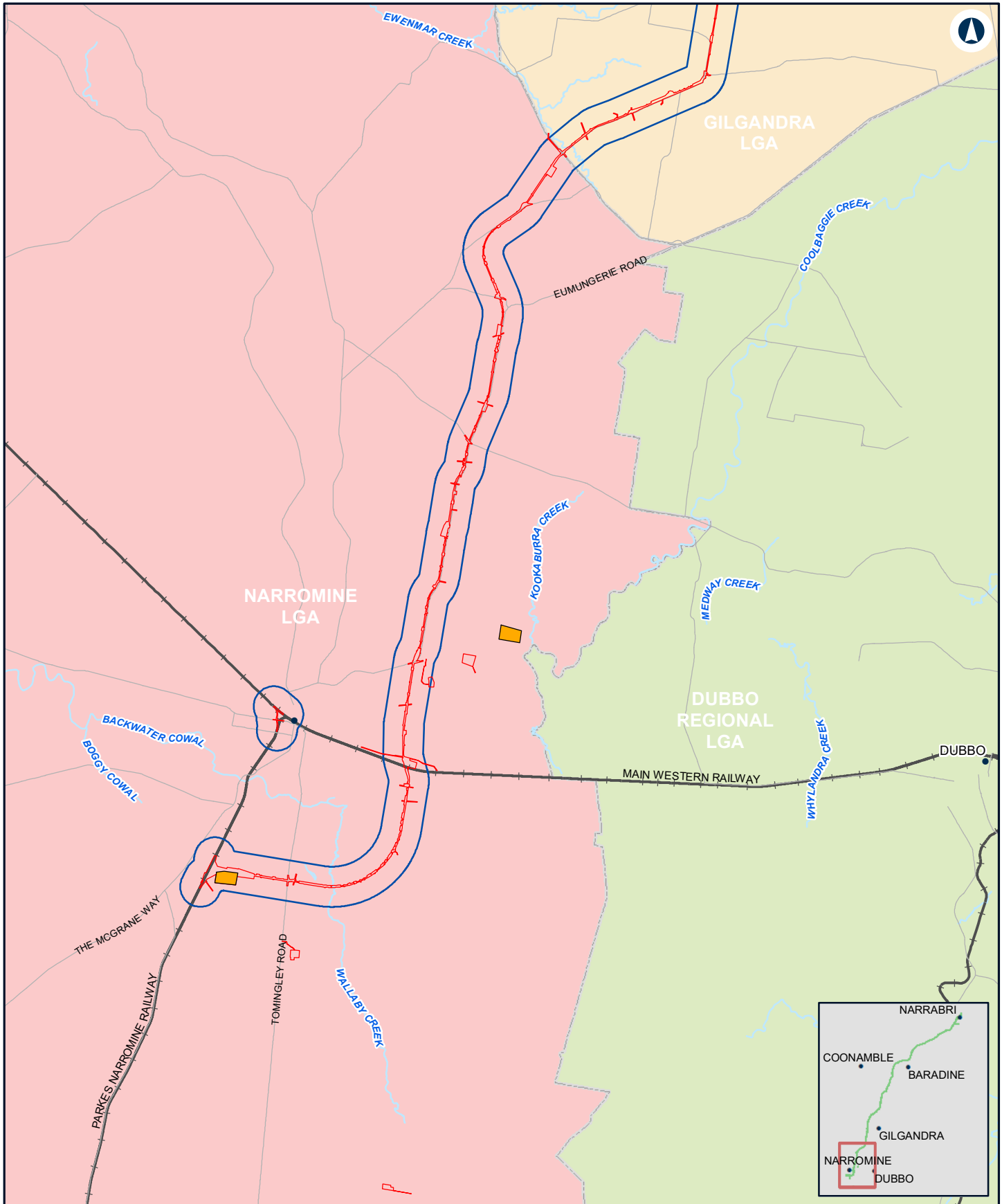
This one kilometre buffer is considered appropriate for the identification and assessment of social impacts, as it aligns with the areas with the potential to be affected by land and amenity related changes due to the proposal. In addition to the one kilometre buffer, the local study area also includes the towns and communities nearest to the proposal site and therefore most likely to experience social effects as a result of the proposal.

An overview of the towns located close to the proposal and would therefore experience social effects is presented in Table 2-1 and location of these towns in relation to the proposal is shown in Figure 2-1.

Table 2-1 Towns closest to the proposal

Name of town/ locality	Description	Proximity to proposal
Narromine	The town of Narromine is the main town in Narromine LGA. Narromine Urban Centre and Locality (UCL) had a population of 3,528 people in 2016, which was 54.7 per cent of the LGA population (6,444 people).	The town of Narromine is located at the southern end of the proposal site and east of the proposal site. The proposal site starts about eight kilometres south of the central business district, crosses Tomingley Road then curves north and crosses the Mitchell Highway about 5.75 kilometres east of the central business district. Two potential sites for temporary workforce accommodation facilities are proposed located outside of the town: Narromine South – located in a multi-function compound about eight kilometres south of Narromine.

Name of town/locality	Description	Proximity to proposal
	Narromine town is located 43.7 kilometres west of Dubbo which is a main service hub for the region.	Narromine North – located on Euromedah Road about ten kilometres north-east of Narromine. If both sites are selected, they would each have capacity for up to 250 workers. However if only one site is selected, it would have capacity for up to 500 workers.
Gilgandra	The town of Gilgandra is the main town of Gilgandra LGA. Gilgandra UCL had a population of 2,595 people in 2016, which was 61.3 per cent of the LGA population (4,236 people). Gilgandra town is located 67.5 kilometres north of Dubbo.	The town of Gilgandra is located to the east of the proposal site. The proposal crosses the Oxley Highway about 17 kilometres west of the central business district. There would be a temporary workforce accommodation facility located on the north-western edge of Gilgandra on Federation Street, with capacity for up to 500 workers.
Curban	Curban is a suburb of Gilgandra LGA. In 2016 it had a population of 131 people which was three per cent of the LGA population (4,236 people). Curban is located 23.2 kilometres north west of Gilgandra town.	The proposal site would connect to the existing Dubbo to Coonamble rail line at Curban and continue north crossing the Castlereagh Highway and running parallel to National Park Road. There would be a multi-function compound located north of the Castlereagh Highway crossing on the eastern side of the proposal, about one kilometre west of the Curban Community Hall.
Baradine	The town of Baradine is located in Warrumbungle LGA. In 2016 Baradine UCL had a population of 626 people which was 6.7 per cent of the LGA population (9,384 people). Baradine town is located 46 kilometres north west of Coonabarabran which is the main town in the LGA.	The town of Baradine is located south east of the proposal site. The proposal crosses Gwabegar Road about 8.8 kilometres north-west of Baradine's town centre. A temporary workforce accommodation facility is proposed on the western edge of town on Lachlan Street within Baradine Showground. It will have capacity for up to 500 workers.
Narrabri	Narrabri is the main town of Narrabri LGA. In 2016 Narrabri UCL had a population of 5,903 people which was 45.1 per cent of the LGA population (13,084 people). Narrabri is located 173 kilometres north west of Tamworth which is a main service hub for the region.	Narrabri is located at the northern end of the proposal site. The proposal curves around the western edge of the town crossing the Kamilaroi Highway about 2.4 kilometres from Narrabri's central business district then travelling north, parallel to the Newell Highway. There will be a temporary workforce accommodation facility located in a multi-function compound situated where the proposal connects with the Narrabri to Walgett Line, about four kilometres south west of the Narrabri central business district. It will have capacity for up to up to 500 workers.



NARROMINE TO NARRABRI

Social Assessment local study area

Figure 2.1 a

03.57

Km

Coordinate System: GDA 1994 MGA Zone 55

ARTC makes no representation or warranty and assumes no duty of care or other responsibility to any party as to the completeness, accuracy or suitability of the information contained in this GIS map. The GIS map has been prepared from material provided to ARTC by an external source and ARTC has not taken any steps to verify the completeness, accuracy or suitability of that material.

ARTC will not be responsible for any loss or damage suffered as a result of any person whatsoever placing reliance upon the information contained within this GIS map.

Date: 20/12/2021

Author: JacobsGHD

Data Sources: Basemap layers: NSWSS; Footprints, sensitive receivers: GHDJACOBS

Paper: A4

Scale: 1:260,000

LEGEND

The proposal site

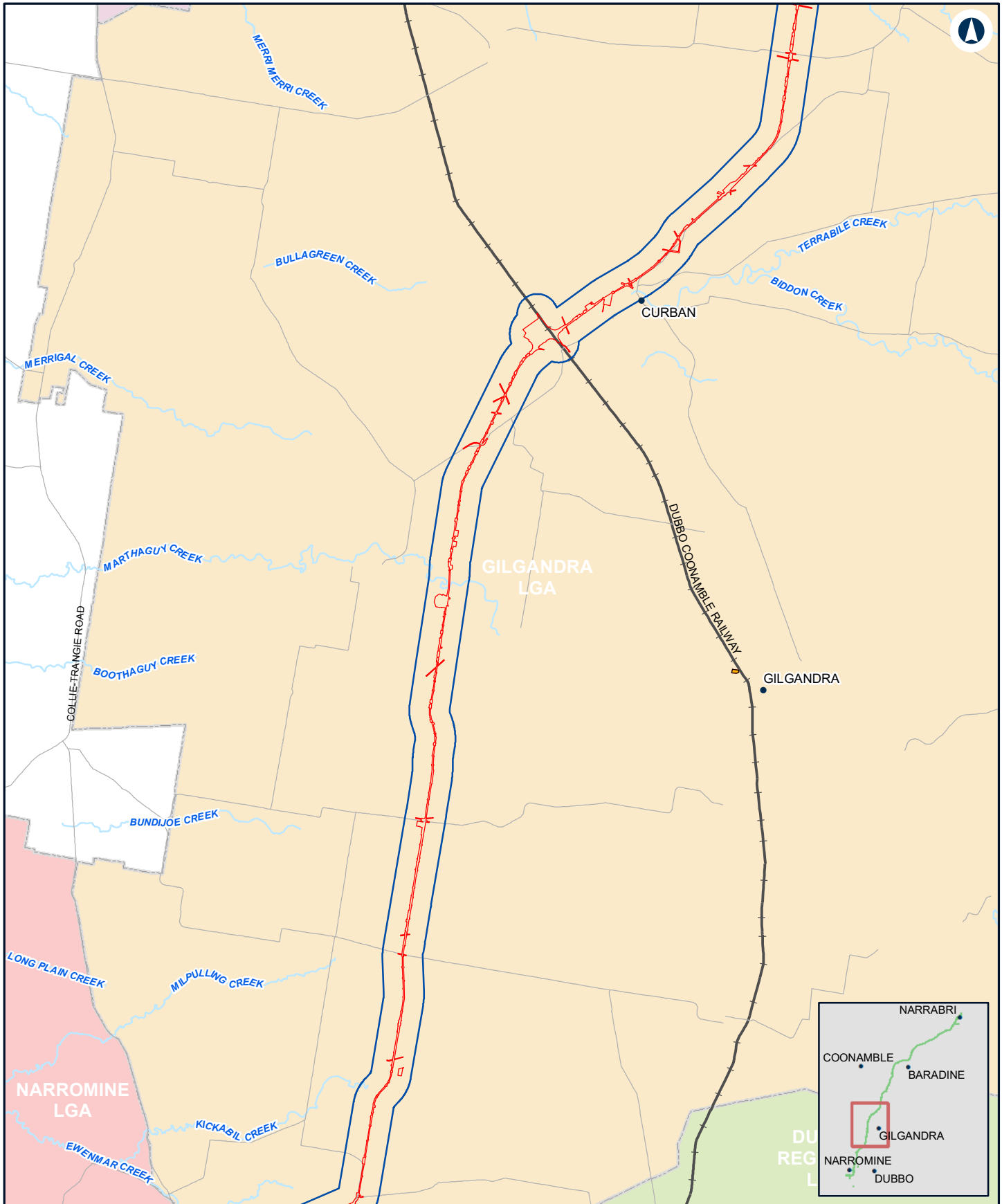
1km catchment

Temporary workforce accomodation

INLAND
RAIL

ARTC

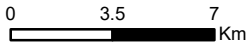
The Australian Government is delivering Inland Rail through the Australian Rail Track Corporation (ARTC), in partnership with the private sector.



NARROMINE TO NARRABRI

Social Assessment local study area

Figure 2.1 b



LEGEND

- The proposal site
- 1km catchment
- Temporary workforce accommodation

Coordinate System: GDA 1994 MGA Zone 55

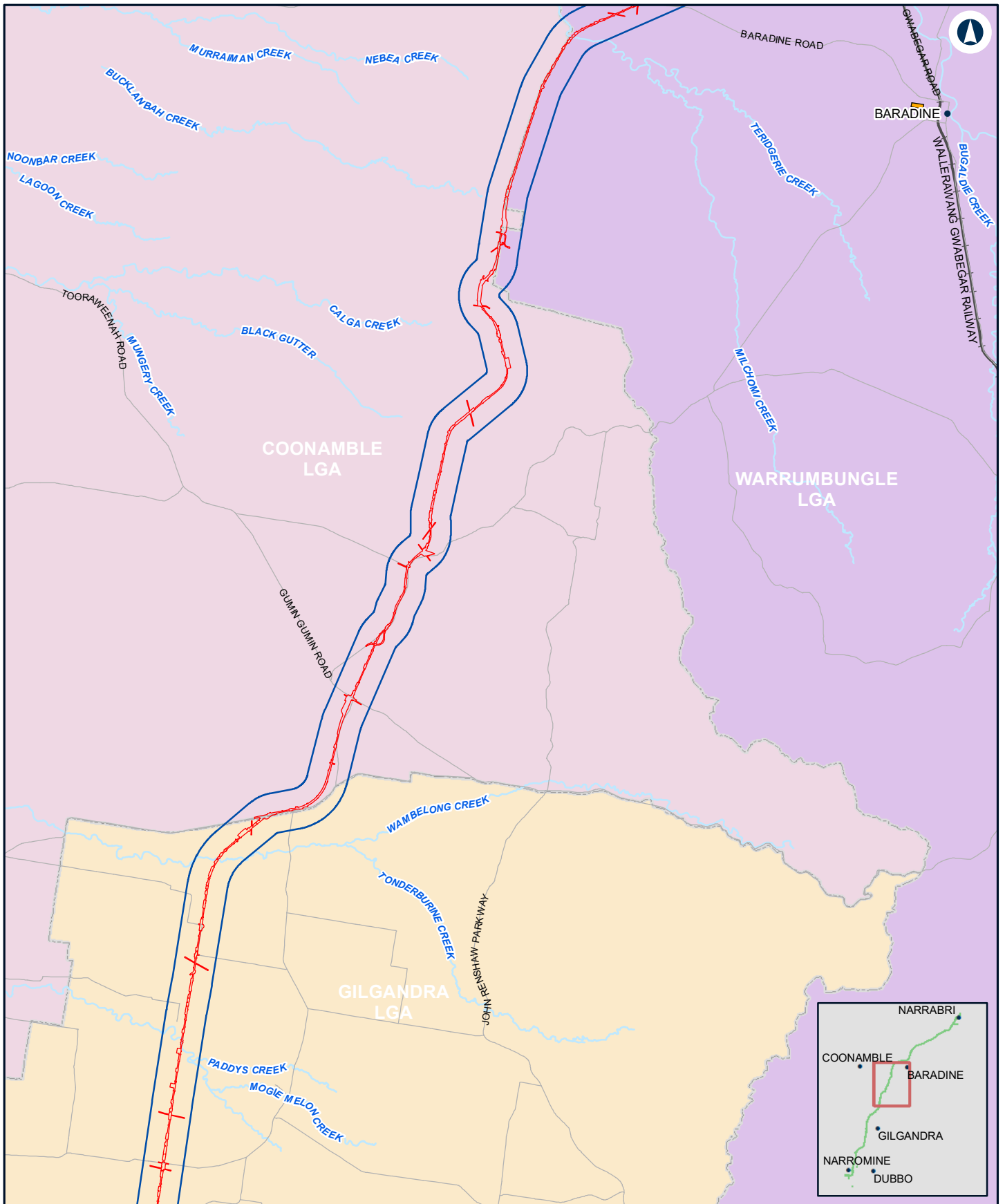
ARTC makes no representation or warranty and assumes no duty of care or other responsibility to any party as to the completeness, accuracy or suitability of the information contained in this GIS map. The GIS map has been prepared from material provided to ARTC by an external source and ARTC has not taken any steps to verify the completeness, accuracy or suitability of that material.

ARTC will not be responsible for any loss or damage suffered as a result of any person whatsoever placing reliance upon the information contained within this GIS map.

Date: 20/12/2021 Paper: A4
 Author: JacobsGHD Scale: 1:260,000
 Data Sources: Basemap layers: NSWSS; Footprints, sensitive receivers: GHDJACOBS



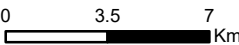
The Australian Government is delivering Inland Rail through the Australian Rail Track Corporation (ARTC), in partnership with the private sector.



NARROMINE TO NARRABRI

Social Assessment local study area

Figure 2.1 c



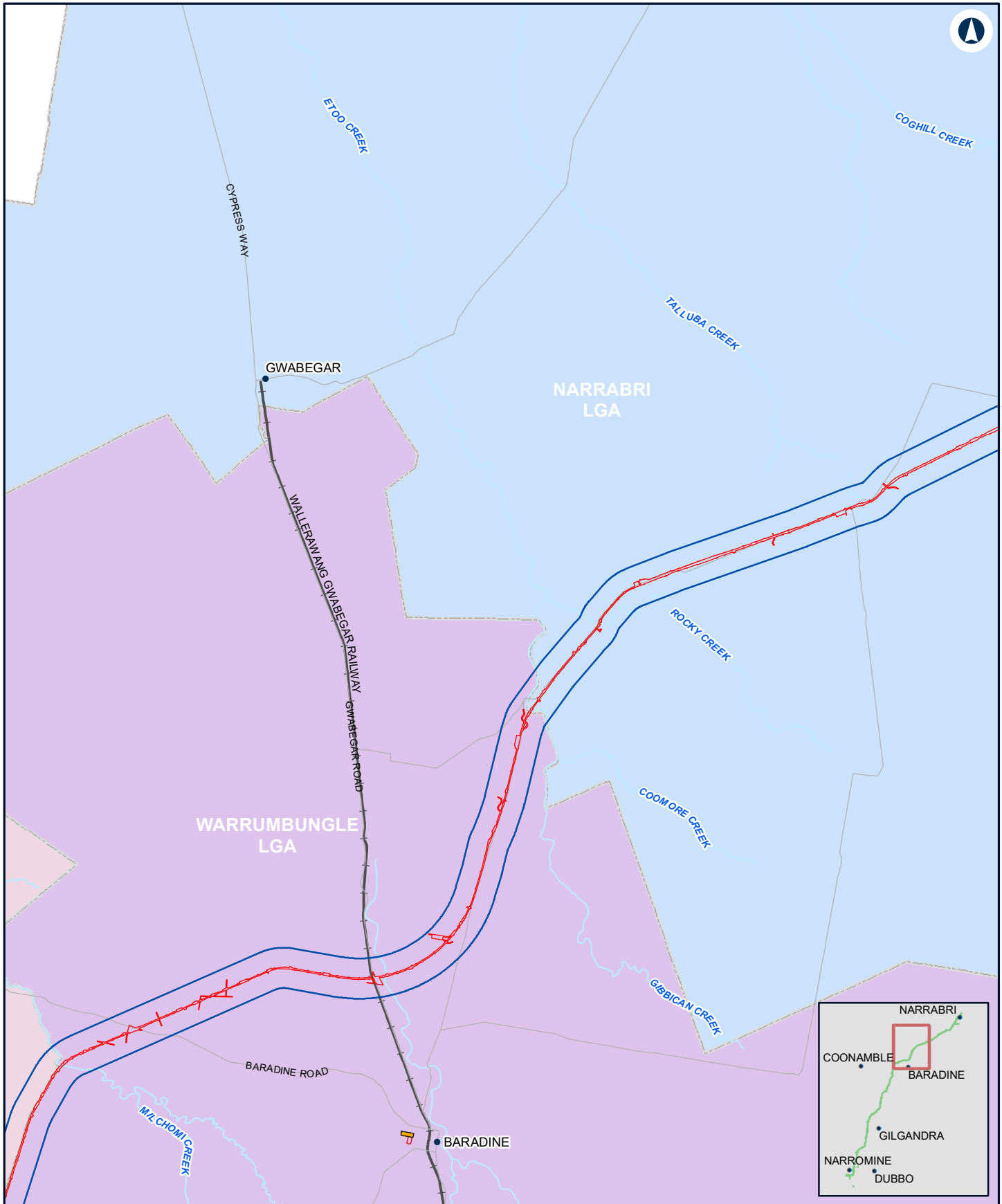
Coordinate System: GDA 1994 MGA Zone 55
 ARTC makes no representation or warranty and assumes no duty of care or other responsibility to any party as to the completeness, accuracy or suitability of the information contained in this GIS map. The GIS map has been prepared from material provided to ARTC by an external source and ARTC has not taken any steps to verify the completeness, accuracy or suitability of that material.
 ARTC will not be responsible for any loss or damage suffered as a result of any person whatsoever placing reliance upon the information contained within this GIS map.

Date: 20/12/2021 Paper: A4
 Author: JacobsGHD Scale: 1:260,000
 Data Sources: Basemap layers: NSWSS; Footprints, sensitive receivers: GHDJACOBS

- LEGEND**
- The proposal site
 - 1km catchment
 - Temporary workforce accommodation



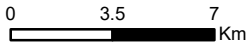
The Australian Government is delivering Inland Rail through the Australian Rail Track Corporation (ARTC), in partnership with the private sector.



NARROMINE TO NARRABRI

Social Assessment local study area

Figure 2.1 d



LEGEND

- The proposal site
- 1km catchment
- Temporary workforce accomodation

Coordinate System: GDA 1994 MGA Zone 55

ARTC makes no representation or warranty and assumes no duty of care or other responsibility to any party as to the completeness, accuracy or suitability of the information contained in this GIS map. The GIS map has been prepared from material provided to ARTC by an external source and ARTC has not taken any steps to verify the completeness, accuracy or suitability of that material.

ARTC will not be responsible for any loss or damage suffered as a result of any person whatsoever placing reliance upon the information contained within this GIS map.

Date: 20/12/2021 Paper: A4
 Author: JacobsGHD Scale: 1:260,000
 Data Sources: Basemap layers: NSWSS; Footprints, sensitive receivers: GHDJACOBS



The Australian Government is delivering Inland Rail through the Australian Rail Track Corporation (ARTC), in partnership with the private sector.

2.2.1.1 Overview of population living along proposal site

For the purpose of understanding the population that may be affected by construction and operation of the proposal, the local study area also considers the Statistical Area Level 1 (SA1) areas that are located along the proposal site, as SA1s are generally the smallest unit for the release of Census data. Figure 2-5 shows the location of these SA1s, and as demonstrated in the figure, the footprint of SA1s intersected by the proposal site often extends further than the one kilometre boundary identified for the local study area. However this catchment has been considered appropriate to understand population characteristics which may be relevant to this Social Assessment.

In total, the aggregate population of these SA1s in 2016 was 9,005 people. Key demographic characteristics of the area are summarised as follows:

- 12.7 per cent of residents or 1,049 people identified as Aboriginal and Torres Strait Islander, which is high compared to NSW (2.9 per cent).
- The area has an older population, with a median age of 43 years and around 18.6 per cent of the population aged 65 years or older (compared to 16.3 per cent for NSW).
- The population is relatively evenly split between males and females across all age groups (Figure 2-2).
- Almost three quarters of households are family households, with a fairly even split between families with and without children (Figure 2-3). Over a quarter of householders are lone person households.
- Less than 15 per cent of dwellings in the area are rented, with 57.4 per cent of the dwellings owned by the occupier, and over half of those are fully owned without a mortgage (Figure 2-4). Interestingly, a significant proportion of those dwellings that are rented the landlord is a person not in the same household which could indicate close community networks.

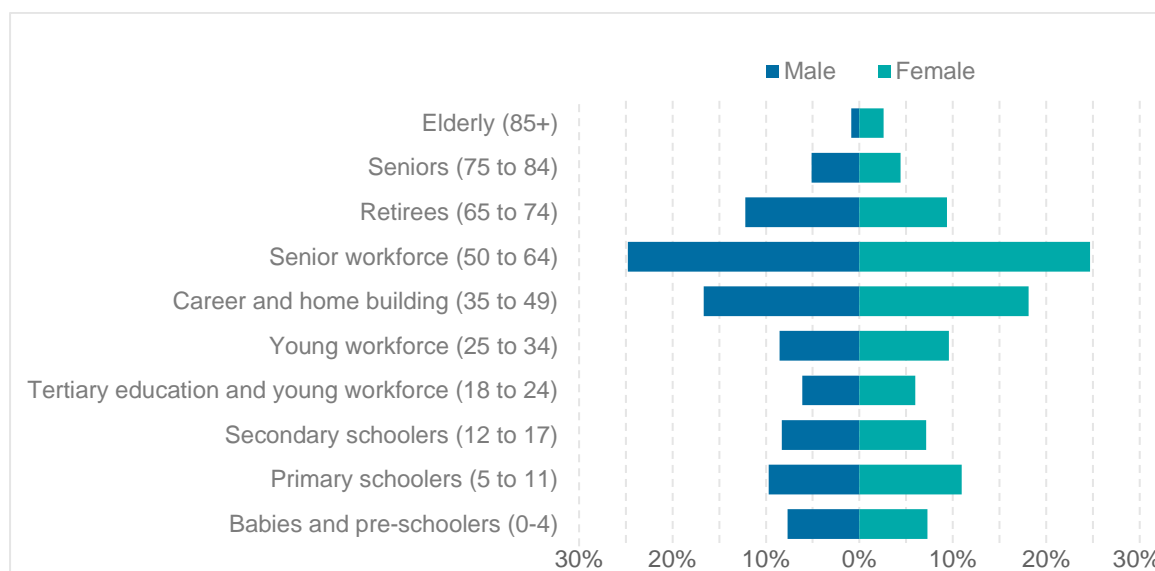


Figure 2-2 Age and sex profile for SA1s close to proposal

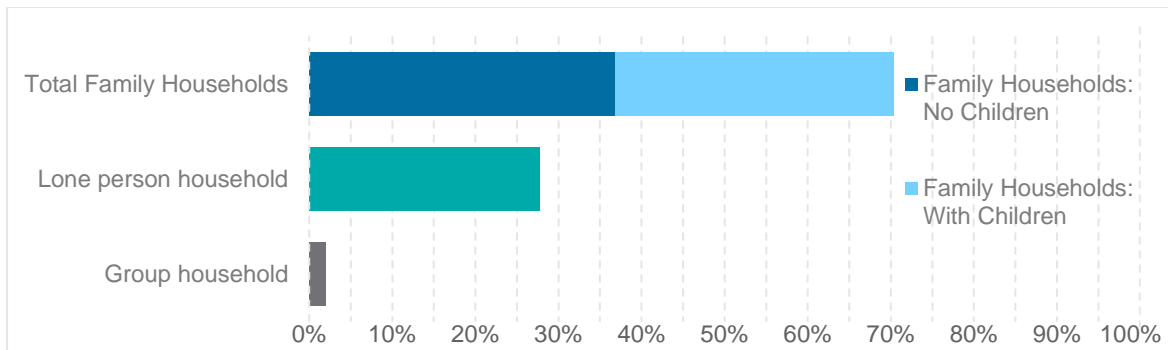


Figure 2-3 Household breakdown for SA1s close to proposal

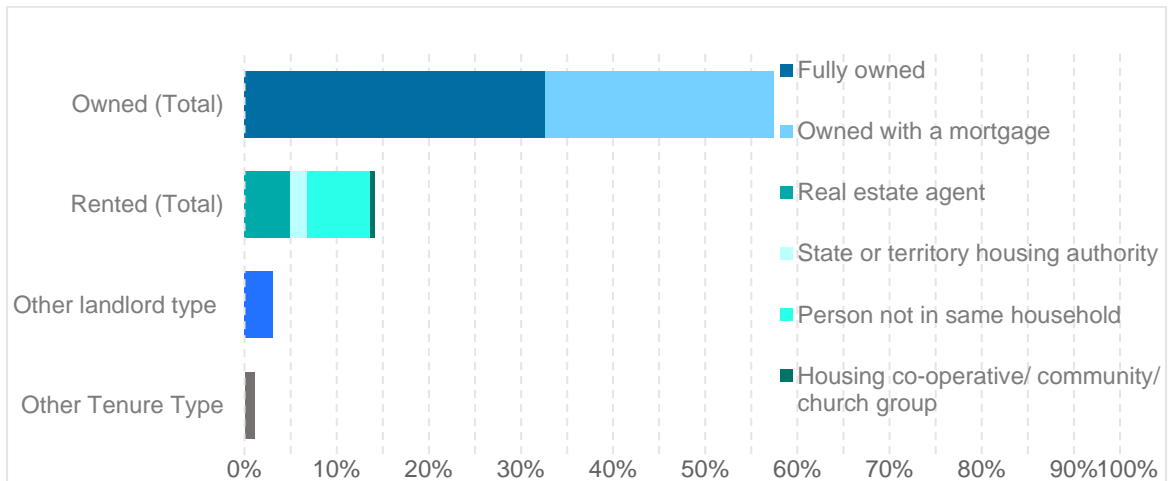


Figure 2-4 Tenure type for SA1s close to proposal

2.2.2 Regional study area

The regional study area for this Social Assessment includes the LGAs intersected by the proposal, namely Narromine, Gilgandra, Coonamble, Warrumbungle and Narrabri as they would have the most potential to be affected by construction and operation of the proposal. The regional study area also includes Dubbo Regional LGA¹ as Dubbo is a major regional centre located close to the proposal site and provides access to employment and services for communities along the proposal site.

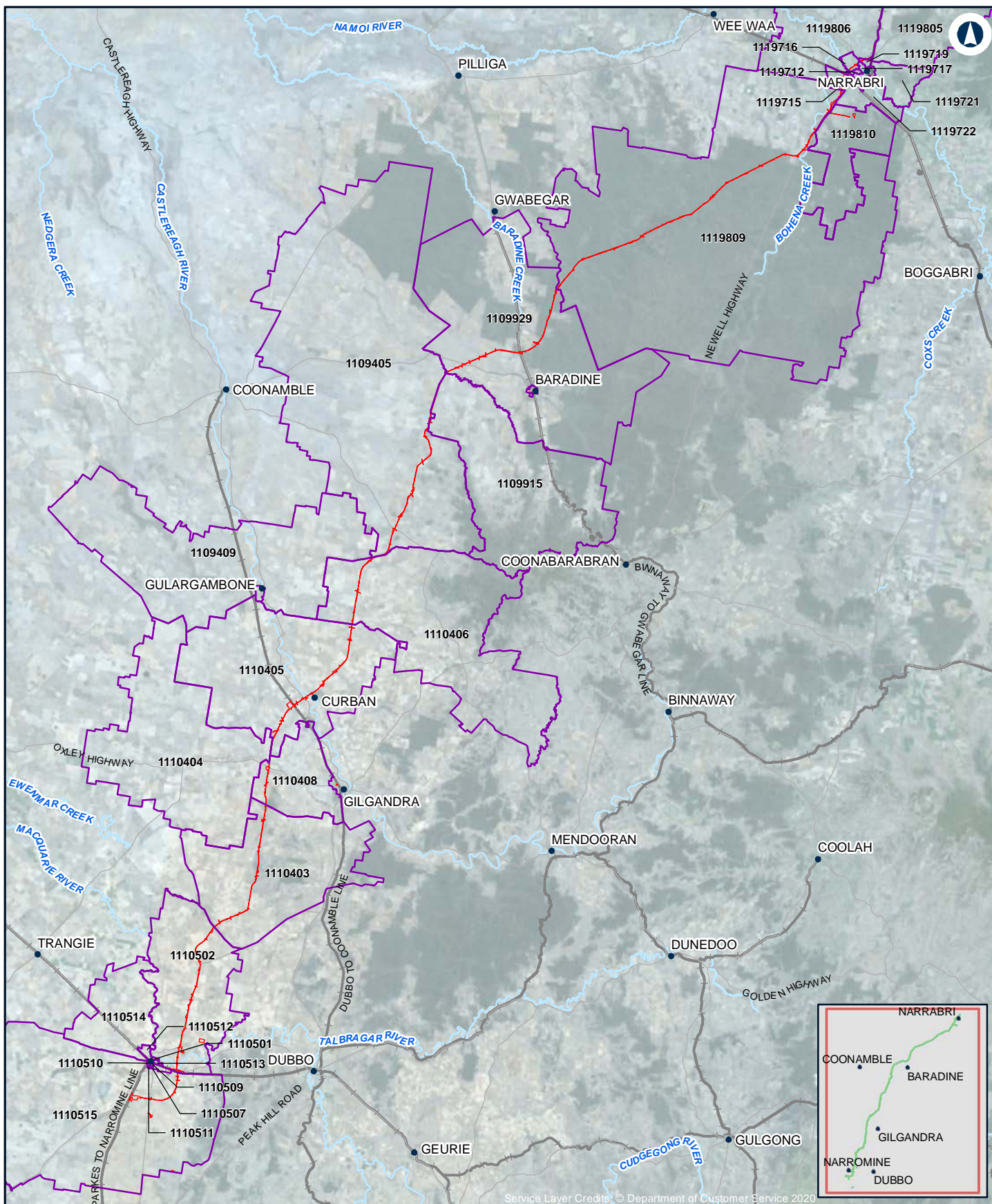
LGAs are important within the proposal's social area of influence, because this forms the administrative area within which the proposal is located and in most cases local plans, policies and service provision are organised by LGAs. Therefore to gain a meaningful understanding of the study area, this Social Assessment provides an overview of the demographic characteristics, community infrastructure and facilities, community values, and regional access and connectivity, including travel behaviour for the regional study area.

For the purpose of employment and economic data analysis, the regional study area has also been identified with consideration of the following labour market region boundaries of the Australian Statistical Geography Standard:

- Far West and Orana Region
- New England North West Region.

These regions also align with NSW Government planning regions.

¹ The LGA was formed in May 2016 through a merger of the City of Dubbo and Wellington Council. Originally named Western Plains Regional Council, the name was changed to Dubbo Regional Council in September 2016.



Service Layer Credits: © Department of Customer Service 2020

NARROMINE TO NARRABRI

Location of SA1s intersected by proposal area

Figure 2.5

0 10 20
Km

Coordinate System: GDA 1994 MGA Zone 55

ARTC makes no representation or warranty and assumes no duty of care or other responsibility to any party as to the completeness, accuracy or suitability of the information contained in this GIS map. The GIS map has been prepared from material provided to ARTC by an external source and ARTC has not taken any steps to verify the completeness, accuracy or suitability of that material.

ARTC will not be responsible for any loss or damage suffered as a result of any person whatsoever placing reliance upon the information contained within this GIS map.

Date: 10/06/2020

Paper: A4

Author: JacobsGHD

Scale: 1:1,100,000

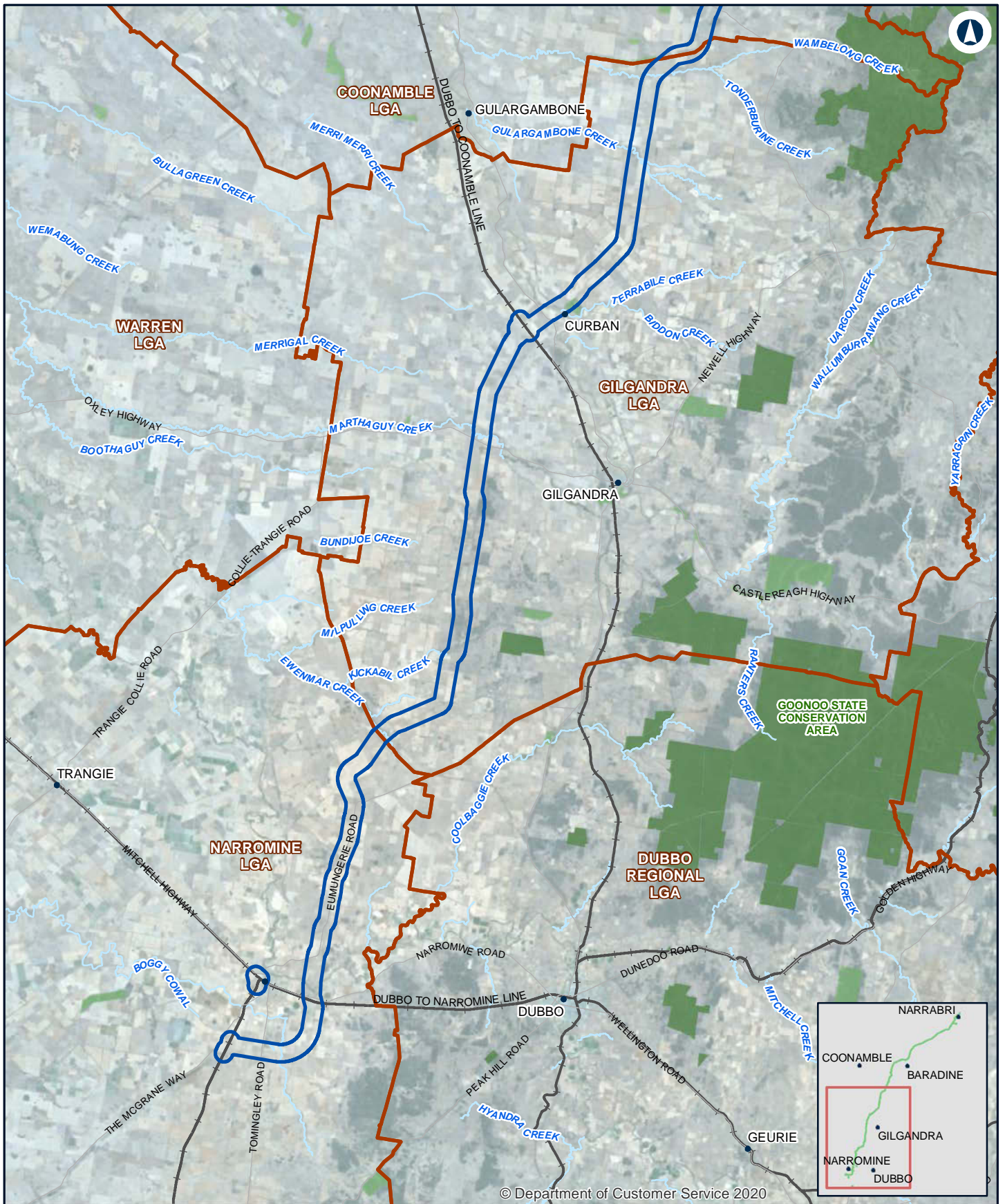
Data Sources: Basemap layers, SA1 boundaries: ABS; Footprints: GHDJACOBS

LEGEND

- The proposal site
- SA1 boundaries

INLAND RAIL **ARTC**

The Australian Government is delivering Inland Rail through the Australian Rail Track Corporation (ARTC), in partnership with the private sector.



NARROMINE TO NARRABRI

Social Assessment regional study area

Figure 2.6a

0 8 16
Km

Coordinate System: GDA 1994 MGA Zone 55

ARTC makes no representation or warranty and assumes no duty of care or other responsibility to any party as to the completeness, accuracy or suitability of the information contained in this GIS map. The GIS map has been prepared from material provided to ARTC by an external source and ARTC has not taken any steps to verify the completeness, accuracy or suitability of that material.

ARTC will not be responsible for any loss or damage suffered as a result of any person whatsoever placing reliance upon the information contained within this GIS map.

Date: 23/06/2020

Paper: A4

Author: JacobsGHD

Scale: 1:600,000

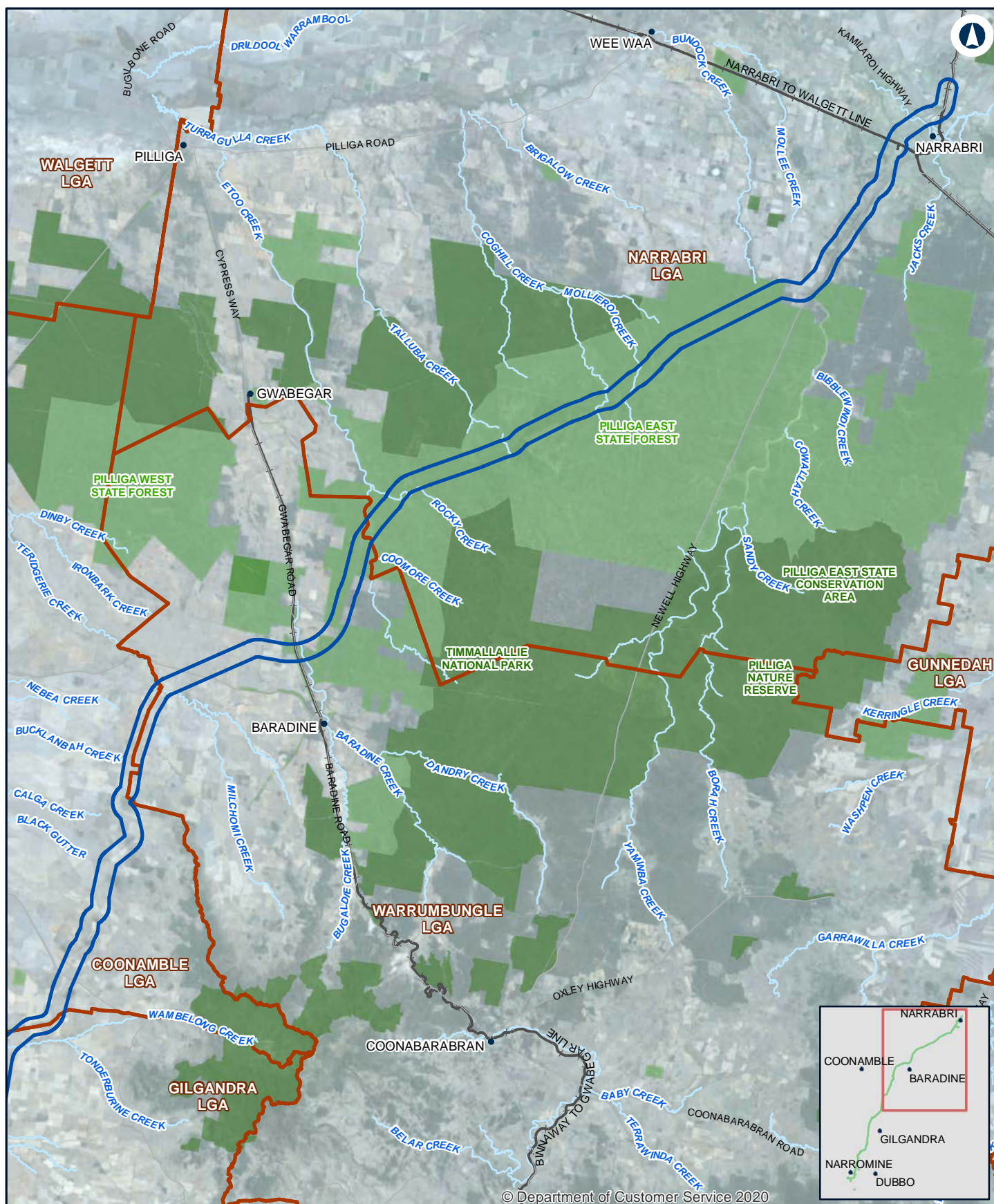
Data Sources: Basemap layers: NSWSS; Study area: GHDJACOBS

LEGEND

- 1km catchment
- LGA boundary

INLAND RAIL **ARTC**

The Australian Government is delivering Inland Rail through the Australian Rail Track Corporation (ARTC), in partnership with the private sector.



NARROMINE TO NARRABRI

Social Assessment regional study area

Figure 2.6b

0 8 16
Km

Coordinate System: GDA 1994 MGA Zone 55

ARTC makes no representation or warranty and assumes no duty of care or other responsibility to any party as to the completeness, accuracy or suitability of the information contained in this GIS map. The GIS map has been prepared from material provided to ARTC by an external source and ARTC has not taken any steps to verify the completeness, accuracy or suitability of that material.

ARTC will not be responsible for any loss or damage suffered as a result of any person whatsoever placing reliance upon the information contained within this GIS map.

Date: 23/06/2020

Paper: A4

Author: JacobsGHD

Scale: 1:600,000

Data Sources: Basemap layers: NSWSS; Study area: GHDJACOBS

LEGEND

- 1km catchment
- LGA boundary

INLAND RAIL **ARTC**

The Australian Government is delivering Inland Rail through the Australian Rail Track Corporation (ARTC), in partnership with the private sector.

2.3 Stakeholder and community engagement

ARTC has been undertaking comprehensive engagement with community and stakeholders throughout the proposal planning and design process. Chapter 4 and Appendix C of the EIS provides details of these activities, stakeholders engaged and issues raised. Relevant issues raised by the stakeholders through engagement have been considered in the Social Assessment (JacobsGHD, 2020) and in this SIMP.

In addition to ARTC's stakeholder engagement program, specific consultation activities were undertaken to inform the preparation of the Social Assessment (JacobsGHD, 2020) and SIMP. A summary of stakeholder meetings undertaken for the Social Assessment is provided below:

- Community Consultative Committees – Narramine, Gilgandra, Narrabri.
- Local government – Coonamble Shire, Gilgandra Shire, Narrabri Shire, Narramine Shire, Warrumbungle Shire, Dubbo City Council.
- Chambers of Commerce – Coonamble Chamber of Commerce, Dubbo Business Chamber, Coonabarabran District Chamber of Commerce, Narrabri Chamber of Commerce, Chamber of Commerce Narramine, Baradine Progress Association.
- Local Aboriginal Land Councils (LALCs) – Narrabri, Pilliga, Baradine, Weyilwan, Gilgandra, Narramine, Dubbo. The Social Assessment team were unable to meet with Coonabarabran and Wee Waa LALCs in person due to COVID-19 travel restrictions, however ARTC will continue to consult with all LALCs through the EIS, detailed design and construction phases.
- Central West Regional Emergency Management Committee (REMC). The Social Assessment team was unable to consult with New England REMC as the meeting in December 2019 was cancelled due to bushfire response preparations. ARTC will continue to consult with local and regional emergency service providers to inform the proposal design.
- Community facilities and services with the potential to be impacted by the proposal including Narrabri Dirt Bike Club, Baradine Showground Trust, Jack Towney Hostel, and Aussie Kindies Early Learning Centre. ARTC will continue to consult with local community facilities and services through the detailed design and construction phases.

3. Summary of social impacts and benefits

This section summarises the social impacts and benefits of the proposal that were identified in the Social Assessment (JacobsGHD, 2020). The evaluation of the identified social impacts was undertaken using a likelihood and consequence significance rating as described in the Social Assessment and according to the definitions described in Table 3-1, Table 3-2 and Table 3-3.

Table 3-1 Definitions of likelihood of impact

Likelihood level	Description
Almost certain	Will occur, or is of a continuous nature. The impact will occur frequently. The event is expected to occur in most circumstances. Impact could occur once a month or more.
Likely	The probability of the occurrence is high. Likely to have been a similar incident occurring in similar environments. The event will probably occur in many circumstances. Could occur once a month or once a year.
Possible	The event could occur. May occur some of the time but a distinct possibility it would not. The impact could occur on average once in one to five years.
Unlikely	The probability of the occurrence is low. May occur in some circumstances but not anticipated. Could occur once in five to 20 years
Rare	The probability of the occurrence is negligible. Only likely to occur in exceptional circumstances. Not likely to occur in the next 20 years.

Table 3-2 Definition of consequence of impact

Consequence category	Description of negative impact	Description of benefits (positive impacts)
Catastrophic	Irreversible changes to social characteristics and values of the communities of interest or community has no capacity to adapt and cope with change. Significant change from the baseline conditions.	-
Major	Long-term recoverable changes to social characteristics and values of the communities of interest or community has limited capacity to adapt and cope with change. Substantial change from baseline conditions.	Long-term opportunities derived from the project, directly and indirectly benefiting broader community.

Consequence category	Description of negative impact	Description of benefits (positive impacts)
Moderate	Medium-term recoverable changes to social characteristics and values of the communities of interest or community has some capacity to adapt and cope with change. Noticeable change from the baseline conditions.	Medium-term opportunities derived from the project, directly and indirectly benefiting broader community.
Minor	Short-term recoverable changes to social characteristics and values of the communities of interest or community has substantial capacity to adapt and cope with change. Small change from the baseline conditions.	Short-term opportunities derived from the project, directly benefiting specific groups in the community.
Minimal	Local, small-scale, easily reversible change on social characteristics or values of the communities of interest or communities can easily adapt or cope with change. Marginal or not change from the baseline conditions.	Local small-scale opportunities derived from the project that the community can readily pursue and capitalise on or directly benefiting specific groups in the community.

Table 3-3 Impact significance rating

			Consequence level				
			1	2	3	4	5
			Minimal	Minor	Moderate	Major	Catastrophic
Likelihood Level	A	Almost certain					
	B	Likely					
	C	Possible					
	D	Unlikely					
	E	Rare					
Social Risk Rating							
	Low		Moderate		High		Extreme

The risk rating then determines if mitigation or management actions are required to address the social impact. Impacts with a risk rating of moderate, high or extreme require mitigation or management actions. Table 3-4 below presents the summary of impacts assessed in the Social Assessment and the identified management measures and residual risk ratings.

Table 3-4 Summary of potential social impacts during construction

DPE impact category	Impact summary	Potential impact description	Stakeholders affected	Nature, type and duration	Likelihood	Consequence	Risk / benefit rating	Management measure	Residual risk / benefit rating
Industry and business									
Livelihoods	Increased demand for goods and services during construction – opportunities for local and Indigenous businesses	Increased demand for goods and services would benefit local and Indigenous businesses through subcontracting to the primary construction contractor, including supplying temporary workforce accommodation facilities. However there are existing barriers and challenges to participation for local and Indigenous businesses in the region.	Local and Indigenous businesses in the region	Positive Direct Short term	Possible	Minor	Moderate	Australian Industry Participation Plan / Inland Rail Program Indigenous Participation Plan (SE7)	High
	Regional economic expansion due to proposal inputs	The Construction sector, Professional, Scientific and Technical Services sector, and the Wholesale Trade sector would expand during construction due to direct and indirect employment opportunities of employment. This is expected to benefit the regional economy and provide additional employment opportunities for regional and local communities.	Regional Construction sector, Professional, Scientific and Technical sector, Wholesale trade sector	Positive Direct Short term	Almost certain	Moderate	Extreme	Proposal-specific Industry Participation Plan (SE6 and SE7) Initiatives to establish and support local and Indigenous business capacity (SE7) Communication of local supply opportunities (SE7) Preference to local and Indigenous businesses (SE7)	Extreme
	Economic benefits associated with workforce spending wages in towns	Economic benefits due to the non-resident workforce spending money in regional towns hosting temporary workforce accommodation facilities when not on shift. Businesses likely to benefit include food and beverage, hospitality and retail. However there is potential for workers to travel to larger centres such as Dubbo, especially those in the southern end of the study area.	Businesses located in Narromine, Gilgandra, Baradine, Narrabri and Dubbo	Positive Indirect Short term	Possible	Minor	Moderate	Proposal-specific Industry Participation Plan (SE6 and SE7)	Moderate
Employment, workforce and training									
Livelihoods	Direct construction employment opportunities for local workforce	<p>ARTC is committed to creating opportunities for development of local workers. The proposal will create construction employment opportunities for skilled workforce in the regional study area, particularly labourers, tradespeople, machinery operators, engineers, surveyors and site supervisors. However there are a number of challenges that would need to be considered to fulfil these commitments including:</p> <ul style="list-style-type: none"> Skills shortage in the study area which could limit the ability of the proposal to deliver local employment opportunities. However there are many local farmers seeking alternate income who would have relevant skills for construction work. The youth labour force fluctuates and many younger people leave the region. Females in the study area have lower rates of unemployment than males. There are high levels of unemployment and barriers to employment for Indigenous people. 	Local skilled and unskilled workforce	Positive Direct Short term	Likely	Moderate	High	<p>ARTC Training and development programs (SE6)</p> <p>Workforce requirements (SE5)</p> <p>Workforce Management Plan (SE11 and SE12) including:</p> <ul style="list-style-type: none"> local hire preference policy workforce targets Indigenous participation requirements. <p>Advertising of employment opportunities (SE12)</p>	High

DPE impact category	Impact summary	Potential impact description	Stakeholders affected	Nature, type and duration	Likelihood	Consequence	Risk / benefit rating	Management measure	Residual risk / benefit rating
	Training opportunities	Potential for upskilling of the local workforce through the provision of training during construction which would provide longer-term benefits for these workers.	Local workforce	Positive Direct Long term	Possible	Minor	Moderate	ARTC Training and development programs (SE6) Workforce Management Plan (SE11 and SE12)	High
	Indirect employment opportunities	Indirect employment opportunities as a result of construction in Professional, Science and Technical Services and Wholesale Trades.	Regional workforce	Positive Direct Short term	Likely	Moderate	High	No management or mitigation required	High
Property and landholder impacts									
Way of life	Potential for disruption to landholder activities as a result of construction activities and changes to internal property access	Potential for disruption to internal property access due to severed/ fragmented land as a result of permanent partial property acquisitions, and/or temporary lease of land for construction infrastructure. This may reduce efficiency and viability of farming operations on affected properties, increase operating costs associated with the movement of livestock and/or farm machinery within the property, and require changes to current farming practices.	Landholders affected by property acquisition	Negative Direct Long term	Likely	Moderate	High	Landholder agreements and compensation (LP2, LP3, LP4, LP5) Inland Rail Communications and Engagement Strategy / Proposal-specific Communication Management Plan (SE1) Complaints management system (SE10)	Moderate
Health and wellbeing	Uncertainty and frustration leading to stress for some landowners facing changes due to property impacts	Uncertainty and frustration leading to stress for some landowners facing changes due to property impacts, with potential implications for individual health and wellbeing. This has likely been compounded by the prolonged drought conditions in the region and the economic shock of the COVID-19 pandemic, which has placed increased pressure on landholders and those dependent on their properties for household income.	Landholders affected by property acquisition	Negative Direct Long term	Likely	Major	Extreme	Landholder agreements and compensation (LP2, LP3, LP4, LP5) Referral to support services (SE1) Inland Rail Communications and Engagement Strategy / Proposal-specific Communication Management Plan (SE1)	High
Way of life	Disruptions to landholder day-to-day family life due to construction activities	Potential for disruptions to day-to-day family life for occupants of properties near construction activities e.g. changes to school bus services, mail deliveries, utility changes.	Landholders	Negative Direct Short term	Possible	Moderate	High	Inland Rail Communications and Engagement Strategy / Proposal-specific Communication Management Plan (SE1) Complaints management system (SE10)	Moderate
Housing and accommodation									
Accessibility	Increase in demand for tourist accommodation	Given that the workforce accommodation is expected to be sufficient for the peak workforce if required, it is expected that the majority of non-resident workforce	Local accommodation providers	Positive Direct Short term	Unlikely	Minimal	Low		Low

DPE impact category	Impact summary	Potential impact description	Stakeholders affected	Nature, type and duration	Likelihood	Consequence	Risk / benefit rating	Management measure	Residual risk / benefit rating
		would stay in the temporary workforce accommodation facilities. However, the proposal may increase some demand for local tourist accommodation facilities during the design and construction phase as ARTC and specialist workers access the proposal site for short-term periods. The potential minor increase in demand for tourist accommodation would generate a positive impact for local accommodation service providers, and is unlikely to restrict the usual demand for accommodation in the region.						Use of workforce accommodation villages (SE-C12) Temporary Workforce Accommodation Plan (SE-C12) Local housing demand monitoring (SE13)	
Accessibility	Increase in demand for rental accommodation	There is potential for some non-resident workers to choose to rent homes in the study area rather than stay in the temporary workforce accommodation, and this is most likely to occur in host towns. This demand is likely to be small and subject to availability of rental accommodation at a reasonable price. There are varying levels of availability of rental properties and varying housing vacancy rates across the host towns, and housing is generally affordable across the study area. It is unlikely that such minor demand for rental accommodation would increase the price of rental properties in these locations.	Renters living in towns throughout the study area	Negative Indirect Short term	Unlikely	Minor	Low		Low
Local amenity, community values and wellbeing									
Surroundings / way of life	Reduced quality of living environment for landholders and nearby residents due to amenity impacts	Potential for reduced amenity due to increased noise and vibration for residents in close proximity to construction activities. This may interrupt people's day-to-day activities, and some residents may experience night-time noise at times, which has the potential to cause sleep disturbance. Night-time noise would occur intermittently.	Landholders and residents close to works along the proposal site	Negative Direct Short term	Possible	Minor	Moderate	Construction and Environmental Management Plan (NVV3, AQ1, TT1, LV5) Inland Rail Communications and Engagement Strategy / Proposal-specific Communication Management Plan (SE1)	Low
		Some residents living in close proximity to construction activities may spend more time cleaning and washing surfaces. Vulnerable groups (e.g. people with asthma, elderly) may be more sensitive to dust.	Residents living in close proximity to construction works	Negative Direct Short term	Possible	Minor	Moderate	Complaints management system (SE10)	Low
	Amenity impacts and privacy concerns for residents close to temporary workforce accommodation	Potential for residents in Gilgandra close to the temporary workforce accommodation facility to experience increased noise due to establishment and use of the facility.	Residents living close to temporary workforce accommodation facilities in Gilgandra and Baradine	Negative Indirect Short term	Possible	Minor	Moderate	Construction and Environmental Management Plan (NVV3, AQ1, TT1, LV5) Inland Rail Communications and Engagement Strategy / Proposal-specific Communication Management Plan (SE1)	Low
	Changes to visual amenity due to construction activities impacting on community values	Changes to visual amenity from construction activities and infrastructure may impact on community values relating to the rural landscape and reduce the enjoyment of private properties for some residents. Some residents may be impacted by a loss of privacy due to the proximity of workers to their properties, particularly where temporary workforce accommodation would be located near residential areas in Gilgandra.	Landholders and residents close to works, residents close to temporary accommodation facilities	Negative Direct Short term	Possible	Minor	Moderate	Complaints management system (SE10) Temporary Workforce Accommodation Plan (SE-C12)	Low

DPE impact category	Impact summary	Potential impact description	Stakeholders affected	Nature, type and duration	Likelihood	Consequence	Risk / benefit rating	Management measure	Residual risk / benefit rating
								Urban design and landscape plan (LV2 and LV9)	
Health and wellbeing	Unsupportive views about the proposal by affected landholders causing increased stress and anxiety in the community	Strongly held unsupportive views about the proposal by affected landholders and the general community are likely to cause increased stress and anxiety in the community, and given the long planning, design and approval timeframes of the proposal such impacts can be experienced by some community members over an extended period of time, affecting mental health and wellbeing for some. These potential impacts, when compounded with the impacts of other factors affecting the regional community such as the recent drought, bushfires and COVID-19 pandemic, have the potential to exacerbate feelings of stress and anxiety related to the proposal.	Landholders and communities along the proposal site	Negative Indirect Short to long term	Likely	Moderate	High	Inland Rail Communications and Engagement Strategy / Proposal-specific Communication Management Plan (SE1) Support for local community and health services (SE1) Complaints management system (SE10)	Moderate
Surroundings / community	Perceived impacts to community safety from potential anti-social behaviour from construction workforce	Potential for the associated perception of anti-social behaviour and safety concerns for locals due to a temporary increase in the male population of the towns of Narromine, Gilgandra, Baradine and Narrabri. Some residents, and residents of Jack Towney Hostel, may be more sensitive to perceived impacts.	Residents living in Narromine, Gilgandra, Baradine and Narrabri Jack Towney Hostel residents	Negative Indirect Short term	Unlikely	Minor	Low	Workforce Code of Conduct (SE13) Inland Rail Communications and Engagement Strategy / Proposal-specific Communication Management Plan (SE1) Complaints management system (SE10) Temporary Workforce Accommodation Plan (SE-C12)	Low
Health and wellbeing	Potential risk to mental health of non-resident workers	Literature indicates that non-resident workforces are at greater risk of mental ill health than local workers undertaking similar work, and this is primarily related to isolation and loneliness.	Non-resident construction workforce	Negative Indirect Short term	Possible	Moderate	High	Programs and facilities that support positive workforce mental and physical health (SE11)	Low
Culture	Impacts to community values associated with Aboriginal and non-Aboriginal cultural heritage	Potential for community values associated with Aboriginal and non-Aboriginal cultural heritage to be affected by construction activities due to impacts to places of cultural significance and/or heritage items.	Local communities	Negative Direct and indirect Short term	Possible	Minor	Moderate	Aboriginal cultural heritage management measures (AH1 to AH13) Aboriginal Community and Stakeholder Engagement Strategy (SE3) Non-Aboriginal cultural heritage management measures (NAH1 - NAH9)	Moderate
Access and connectivity									
Way of life	Increased travel times for road users as a result of	Construction traffic and temporary changes to road conditions may result in minor delays and disruptions, increasing travel times for some road users.	Road users including local communities	Negative Direct	Possible	Minimal	Low	Traffic, transport and access management plan (TT6)Inland Rail Communications and	Low

DPE impact category	Impact summary	Potential impact description	Stakeholders affected	Nature, type and duration	Likelihood	Consequence	Risk / benefit rating	Management measure	Residual risk / benefit rating
	construction traffic and association disruptions			Short term				Engagement Strategy / Proposal-specific Communication Management Plan (SE1)	
Health and wellbeing	Reduced traffic safety due to construction traffic	Potential for increase in actual and perceived road safety risks due to construction traffic. Shuttle buses would be used to transport temporary construction workforce to reduce the number of vehicles using local roads.	Local communities	Negative Direct Short term	Unlikely	Minor	Low	Communicating changes to access and road conditions (SE2)	
Way of life	Impacts to school bus routes	Potential for delays and disruptions affecting school bus routes, as well as perceived safety risks due to construction traffic on school bus routes. This may occur in Narromine, Narrabri and Curban where the proposal site crosses school bus routes or where school bus routes are also construction vehicle routes in some places.	Local school bus services and users in Narromine, Curban and Narrabri	Negative Direct Short term	Unlikely	Minor	Low		Low
Impacts on social infrastructure									
Accessibility / surroundings	Impacts to social and recreation infrastructure due to amenity and access changes, including: <ul style="list-style-type: none"> Narrabri Dirt Bike Club Baradine Showground Jack Towney Hostel Narromine Golf Course Pilliga Forest Three Mile Reserve 	Narrabri Dirt Bike Club would be impacted by the land requirements for rail infrastructure as well as temporary lease of land during construction. This would affect sections of the grass track and access to the facility. As a volunteer organisation, the club is concerned about the resources and time required to negotiate reconfiguration and design of the track, and potential loss of members if the grass track was closed	Narrabri Dirt Bike Club and patrons	Negative Direct Long term	Almost Certain	Moderate	Extreme	Consultation with social and recreation infrastructure facilities (SE8, SE9 and SE14)	Moderate
		Potential for amenity and access impacts to users of Baradine Showgrounds due to the location of temporary workforce accommodation facility within the showgrounds.	Users Baradine Showgrounds	Negative Direct Short term	Possible	Minor	Moderate	Consultation with social and recreation infrastructure facilities (SE-C11) Temporary Workforce Accommodation Plan (SE-C12) Construction and Environmental Management Plan (NVV3, AQ1, TT1, LV5) Inland Rail Communications and Engagement Strategy / Proposal-specific Communication Management Plan (SE1) Communicating changes to access and road conditions (SE2) Complaints management system (SE10)	Low
		Potential noise, dust and traffic impacts during facility establishment for residents of Jack Towney Hostel, which is adjacent to the proposed Gilgandra temporary workforce accommodation facility. Proximity of the facility to the hostel as well as the presence of workers may also lead to concerns about privacy and security for residents.	Jack Towney Hostel residents	Negative Indirect Short term	Possible	Moderate	High	Consultation with social and recreation infrastructure facilities (SE9, SE-C11)	Low

DPE impact category	Impact summary	Potential impact description	Stakeholders affected	Nature, type and duration	Likelihood	Consequence	Risk / benefit rating	Management measure	Residual risk / benefit rating
		The hostel caters to Aboriginal and Torres Strait Islander seniors, who may be more sensitive to these impacts.						Temporary Workforce Accommodation Plan (SE-CI2) Construction and Environmental Management Plan (NVV3, AQ1, TT1, LV5) Inland Rail Communications and Engagement Strategy / Proposal-specific Communication Management Plan (SE1) Communicating changes to access and road conditions (SE2) Complaints management system (SE10)	
		Increased noise and dust from construction activities could affect enjoyment of Narromine Golf Course for some users at times. However, construction works at this location are expected to be limited, and any impacts would be temporary.	Narromine Golf Club and customers	Negative Direct Short term	Possible	Minimal	Low	Construction and Environmental Management Plan (NVV3, AQ1, TT1, LV5) Inland Rail Communications and Engagement Strategy / Proposal-specific Communication Management Plan (SE1) Complaints management system (SE10)	Low
		Some users of the Pilliga forests close to construction activities and undertaking activities that rely on a peaceful environment, such as birdwatching, bushwalking and picnicking, could experience reduced enjoyment. However given the size of the Pilliga Forest, it is expected that most users could undertake activities in other parts of the forest and would therefore not be deterred from visiting the forest. However, there would likely be some users who are more sensitive to impacts on the forest, such as local Aboriginal people.	Users of Pilliga Forest	Negative Direct Short term	Possible	Minor	Moderate	Construction and Environmental Management Plan (NVV3, AQ1, TT1, LV5)	Low
		Construction of the Macquarie River bridge near Narromine may reduce the amenity of Three Mile Reserve, which is a popular swimming area and has significance to the local Aboriginal community. Users' enjoyment of the river in this location could be affected, and there is potential for some users of the reserve to be deterred from using the area when some construction activities are taking place. Local Aboriginal communities and users of the waterways may be more sensitive to these changes.	Users of Three Mile Reserve	Negative Direct Short term	Possible	Minor	Moderate	Construction and Environmental Management Plan (NVV3, AQ1, TT1, LV5) Inland Rail Communications and Engagement Strategy / Proposal-specific Communication Management Plan (SE1)	Low

DPE impact category	Impact summary	Potential impact description	Stakeholders affected	Nature, type and duration	Likelihood	Consequence	Risk / benefit rating	Management measure	Residual risk / benefit rating
								Complaints management system (SE10)	
	Increased demand for community services and recreational facilities due to non-resident workforce	Potential for the non-resident construction workforce to access community services and recreational facilities in towns hosting temporary workforce accommodation facilities. It is expected that most services and facilities would have capacity to meet the increased demand. However the baseline indicates there may be some existing challenges for local health service provision, such as long wait times for local GPs. There is potential for the construction workforce to exacerbate these challenges in host towns of Narromine, Gilgandra, Baradine and Narrabri. Social Assessment consultation also indicates some local emergency services may need to increase staffing levels in host towns.	Local medical and emergency services in Narromine, Gilgandra, Baradine and Narrabri.	Negative Direct Short term	Possible	Minor	Moderate	Workforce requirements (SE5) Measures to manage non-resident workforce demand on health and emergency services (SE11 and SE13)	Low
	Potential increase to emergency service response times due to construction activities and changes in access	Potential increase to emergency service response times due to changes in access and road conditions, however, access would be maintained for emergency vehicles along the public road network during construction, with suitable alternative access arrangements provided where required.	Regional and local emergency services	Negative Direct Short term	Possible	Minor	Moderate	Consultation with emergency service providers (SE2) Inland Rail Communications and Engagement Strategy / Proposal-specific Communication Management Plan (SE1)	Low
		Potential for increased demand on emergency services due to risks associated with changes to flooding conditions as a result of construction activities.	Regional and local emergency services	Negative Direct Short term	Possible	Minor	Moderate		Low

Table 3-5 Summary of potential social impacts during operation

DPE impact category	Impact summary	Potential impact description	Stakeholders affected	Nature, type and duration	Likelihood	Consequence	Risk rating	Management measure	Residual risk / benefit rating
Industry and business									
Livelihoods	Regional economic contribution	The estimated potential economic impact of the permanent removal of agricultural land is estimated to be a loss of about \$1.54 million which is equivalent to about 0.16% of the annual value of agricultural production in the regional study area. This would be offset by \$258.9 million in incremental benefits due to improvements in freight productivity, reliability and availability, and benefits to the community from crash reductions, reduced environmental externalities and road decongestion benefits. Agricultural industries in the regional study area would benefit from improvements in supply chain efficiency. In particular, the proposal would increase competition between road and rail freight modes, driving savings in freight costs, which would benefit producers, consumers and the regional community.	Regional agricultural industry and communities	Positive Direct Long term	Almost certain	Major	Extreme	No additional management or mitigation measures.	Extreme
	Opportunities for local businesses to supply ARTC during operations	During operation, there may be some opportunities for local businesses to supply ARTC to assist with rail operations and maintenance.	Local businesses	Positive Indirect Short term	Possible	Minimal	Low	Australian Industry Participation Plan / Inland Rail Program Indigenous Participation Plan (SE7)	Low
Employment, workforce and training									
Livelihoods	Employment opportunities in operation	Up to 10 skilled roles required for day-to-day operation.	Skilled local workforce	Positive Direct Long term	Likely	Minimal	Moderate	Australian Industry Participation Plan / Inland Rail Program Indigenous Participation Plan (SE7) ARTC training and development programs (SE6)	Moderate
Property and landholder impacts									
Surroundings / way of life	Disruption to landholder activities due to proposal land requirements	About 142 privately-owned properties would be impacted by land requirements for the proposal. This may disrupt internal property access, farming operations and operating costs, or change current farming practices for these properties.	Property owners, farm operators and staff	Negative Direct Long term	Likely	Moderate	High	Landholder agreements and compensation (LP2, LP3, LP4, LP5) Inland Rail Communications and Engagement Strategy / Proposal-specific Communication Management Plan (SE1)	Moderate
	Changes to private road networks impacting landholder access and	Changes to the private road network where the rail corridor crosses existing access on private properties. This would impact access and	Property owners, farm operators and staff	Negative Direct	Possible	Moderate	High	Landholder agreements and compensation (LP2, LP3, LP4, LP7)	Low

DPE impact category	Impact summary	Potential impact description	Stakeholders affected	Nature, type and duration	Likelihood	Consequence	Risk rating	Management measure	Residual risk / benefit rating
	connectivity, and presenting safety risks	connectivity for some landholders within their properties, impacting on the distances and time required for travel. The proposal would be designed in accordance with relevant safety standards and requirements, including fencing of the corridor, as required, to manage potential safety risks relating to livestock and access to the corridor.		Long term				Inland Rail Communications and Engagement Strategy / Proposal-specific Communication Management Plan (SE1)	
Local amenity, community values and wellbeing									
Surroundings / way of life	Reduced quality of living environment for residents along the alignment due to changes in noise levels	Up to 40 receivers along the proposal area would have the potential to experience increases in daytime and night-time noise in 2025, and an additional 26 receivers would have the potential to experience increased noise in 2040 when the number of trains increase. Predicted noise levels were above the maximum noise criteria within the night-time period at 39 receivers. Increased noise has the potential to disrupt daily activities and night time noise has the potential to disturb night-time peacefulness.	Residents close to rail corridor	Negative Direct Long term	Possible	Minor	Moderate	Operational noise mitigation measures (ONV1 to ONV5) Inland Rail Communications and Engagement Strategy / Proposal-specific Communication Management Plan (SE1)	Low
Surroundings / way of life	Changes in visual amenity for residents in close proximity to new rail infrastructure	Visual changes as a result of new rail infrastructure, bridges and train movements may reduce local amenity, interrupt views and affect values associated with waterways and the landscape character. Local Aboriginal communities, residents, users of waterways may be more sensitive to these changes. However it is expected that community members would adapt to these visual changes over time and would not be deterred from using the river and reserve.	Residents close to rail corridor, Local Aboriginal communities and users of waterways	Negative Direct Long term	Possible	Minor	Moderate	Urban design and landscape plan (LV2 and LV9)	Moderate
Access and connectivity									
Accessibility / way of life	Increased travel times due to changes to local road network and level crossings	Public and private road closures or diversions may change the route some people need to use to access properties, local towns, schools and other destinations. This would lead to minimal impacts for some road users, with some increased travel distances and journey times for some people. New level crossings may also lead to minor delays, increasing travel time for some road users. It is expected community members would adapt to these changes over time.	Residents and users of the local road network, school bus operators and students	Negative Direct Long term	Unlikely	Minimal	Low	No additional management or mitigation required.	Low
Health and wellbeing	Increased safety risks for pedestrians and motorists due to potential collisions with trains at level crossings	Risks to health and safety for pedestrians, motorists and livestock from potential collisions with trains at level crossings.	Local communities	Negative Direct Long term	Unlikely	Catastrophic	High	Rail safety awareness program (SE15)	High
Impacts on social infrastructure									

DPE impact category	Impact summary	Potential impact description	Stakeholders affected	Nature, type and duration	Likelihood	Consequence	Risk rating	Management measure	Residual risk / benefit rating
Accessibility / surroundings	Amenity impacts for users of social and recreational facilities in close proximity to new rail infrastructure	Users of recreational facilities near the rail corridor (Narrabri Dirt Bike Club and Three Mile Reserve) may experience amenity changes due to the potential for increased noise and vibration and visual changes as a result of the proposal. This is not expected to deter most users due to the nature of these facilities.	Users of Narrabri Dirt Bike Club and Three Mile Reserve	Negative Direct Long term	Possible	Minimal	Low	Operational noise mitigation measures (ONV1 to ONV5)	Low
Accessibility	Delays at level crossings during operation could affect emergency response times	Emergency services could experience increased response times due to delays at level crossings, particularly the level crossing at Castlereagh Highway. Demand for emergency services could also increase due to increased safety risks associated with illegal crossings while trains are approaching, although the likelihood of an accident occurring is low.	Regional and local emergency service providers	Negative Indirect Long term	Unlikely	Moderate	Moderate	Consultation with emergency service providers (SE2) Rail safety awareness program (SE15)	Low

4. Impact mitigation and management

Mitigation and management measures that will be undertaken to enhance the benefits and avoid, minimise or manage social impacts that may be experienced as a result of the proposal are presented in management plans for the following five social performance areas:

- Stakeholders and community engagement
- Industry participation
- Workforce management
- Housing and accommodation
- Community health and wellbeing
- .

Each plan includes:

- The desired outcome/s for the social performance area.
- A summary of the relevant social impacts and benefits to be addressed by the plan.
- A management framework which outlines the relevant mitigation/management measures to achieve each outcome/s, along with roles and responsibilities for implementing the measures, and stakeholders relevant to implementation.

The management plans are accompanied by a framework for the monitoring of the effectiveness of the management measures (section 5)

4.1 Stakeholder and community engagement

4.1.1 Overview

The Communication Management Plan details the management measures that will be undertaken to ensure transparent and inclusive community and stakeholder engagement informs the ongoing management and monitoring of social impacts and benefits identified in the Social Assessment during the planning and design, construction and operational phases of the proposal.

The desired outcomes of the plan are as follows:

- Stakeholder and community understanding of the proposal, its opportunities and impacts and how these will be managed is maximised.
- Inland Rail consults with communities on what matters to them and resolves issues promptly and respectfully
- Strong relationships between ARTC and Aboriginal stakeholders and communities are built and maintained.

ARTC recognises that through stakeholder and community engagement, ARTC can reduce risk, optimise the route alignment, minimise social and environmental impacts, secure statutory approvals and gain and maintain a social licence to operate Inland Rail.

Engagement responsibilities during detail design, construction and operations will be shared between ARTC and the Primary Contractor as follows:

- ARTC has prepared an *Inland Rail Communications and Engagement Strategy* for the Inland Rail program and will require the Primary Contractor to prepare a proposal-specific Communication Management Plan to provide a framework for communication about construction activities and responding to complaints and managing impacts on communities.
- ARTC will continue to manage and deliver programme wide community and stakeholder engagement for Inland Rail throughout the detailed design, construction and operation phases of the proposal.
- ARTC will continue to facilitate the CCCs through the construction phase to ensure local stakeholder and community issues are addressed. Further details on the Narramine to Narrabri CCCs can be found at <https://inlandrail.artc.com.au/building-inland-rail/working-with-communities/community-consultative-committees/n2n-ccc/>

4.1.2 Impact management framework

Table 4-1 outlines the impacts and opportunities addressed by the plan, as well as the specific management measures to achieve the desired outcomes and deliver the management plan. It also articulates the time frames for implementation and key stakeholders that will be involved.

Table 4-1 Stakeholder and community engagement – impact management framework

Plan element	Description
Potential impacts (-) and opportunities (+)	<ul style="list-style-type: none"> • Construction <ul style="list-style-type: none"> - Potential for disruption to landholder activities as a result of construction activities / changes to internal property access (-) - Uncertainty and frustration leading to stress for some landowners due to property impacts (-) - Disruptions to landholder day-to-day life due to construction activities (-) - Reduced quality of living environment for landholders and nearby residents due to amenity impacts (-) - Amenity impacts and privacy concerns for residents close to temporary workforce accommodation (-) - Changes to visual amenity due to construction activities impacting on community values (-) - Unsupportive views about the proposal by affected landholders causing increased stress and anxiety in the community (-) - Perceived impacts to community safety from potential anti-social behaviour from construction workforce (-) - Impacts to community values associated with Aboriginal and non-Aboriginal cultural heritage (-) - Increased travel times for road users as a result of construction traffic and association disruptions (-) - Reduced traffic safety due to construction traffic (-) - Impacts to school bus routes (-) - Impacts to social and recreation infrastructure due to amenity and access changes (-) - Increased demand for community services and recreational facilities due to non-resident workforce (-) - Potential increase to emergency service response times due to construction activities and changes in access (-) • Operation <ul style="list-style-type: none"> - Disruption to landholder activities affected by proposal land requirements (-) - Changes to private road network impacting landholder access and connectivity, and presenting safety risks (-) - Reduced quality of living environment for residents along the alignment due to changes in noise levels (-) - Amenity impacts for users of social and recreational facilities in close proximity to new rail infrastructure (-) - Increased travel times due to changes to local road network and level crossings (-) - Increased safety risks for pedestrians and motorists due to potential collisions with trains at level crossings (-)
Stakeholders required in the implementation of management measures	<ul style="list-style-type: none"> • Councils • LALCs • CCCs • Social and recreation facilities potentially impacted by the proposal • Contractors.

Desired outcomes	Management measure	Description	Stakeholders	Timing
<p><i>Stakeholder and community understanding of the project, its opportunities and impacts and how these will be managed is maximised.</i></p> <p><i>Inland Rail consults with communities on what matters to them and resolves issues promptly and respectfully.</i></p>	Inland Rail Communications and Engagement Strategy / Proposal-specific Communication Management Plan (SE1)	<p>ARTC will continue to manage and deliver program-wide community and stakeholder engagement for Inland Rail in accordance with the <i>Inland Rail Communications and Engagement Strategy</i>, which includes measures and protocols to:</p> <ul style="list-style-type: none"> • Deliver program-wide communications with media, government and external requests. • Control project documents and communications materials. • Update the Inland Rail website regularly with project updates and links to all available project materials (including information on opportunities and potential impacts). • Provide project information and schedules for discussion with stakeholders (including information on project benefits and impacts and how they will be managed). • Receive, manage and respond to queries and complaints in relation to the project, in accordance with the ARTC Complaint Management Handling Procedure. • Support the Primary Contractor on the delivery of the Construction Communications Management Plan and associated complaints management system. <p>ARTC will require the Primary Contractor to prepare a N2N-specific Communication Management Plan, in accordance with the <i>Inland Rail Communications and Engagement Strategy</i>, to be implemented prior to and during construction.</p> <p>The Communication Management Plan will require that:</p> <ul style="list-style-type: none"> • The community and key stakeholders are provided opportunities for input to the design and construction planning, where appropriate • Landowners/landholders with the potential to be affected by construction activities are notified in a timely manner about the timing of activities and potential for impacts (such as increased noise, vibration and dust, and 	<p><u>Lead responsibility:</u> ARTC</p>	<p>Pre-construction</p> <p>Construction</p> <p>Operation</p>

Desired outcomes	Management measure	Description	Stakeholders	Timing
		<p>visual impacts), and the measures that would be implemented to minimise the potential for impacts on individual properties.</p> <ul style="list-style-type: none"> Local residents, landholders, landowners, businesses, affected social and recreation facilities and other stakeholders are provided advanced notification before work starts, and will be regularly informed of construction activities. Enquiries and complaints are managed and a timely response is provided for concerns raised. Accurate and accessible information is made available. Feedback from the community is encouraged. Opportunities for input are provided where appropriate. <p>The Communication Management Plan would define the requirements for the complaints management system to be implemented during construction (see SE10 below).</p>		
	<p>Inland Rail Communications and Engagement Strategy / Proposal-specific Communication Management Plan (SE1)</p> <p>Communicating changes to access and road conditions (SE2)</p> <p>Rail safety awareness program (SE15)</p>	<p>Specific engagement actions to be implemented as part of the <i>Inland Rail Communications and Engagement Strategy</i> and the N2N-specific Communication Management Plan include:</p> <p><u>Landholders affected by property acquisition</u></p> <ul style="list-style-type: none"> Ongoing consultation with private landholders affected by property acquisition during detailed design, construction and operation (see Section 4.5). <p><u>Consultation with emergency service providers</u></p> <p>ARTC will consult with regional and local emergency services during detailed design and construction to share information and provide advanced notification about changes to access that will occur as a consequence of the proposal.</p> <p>Potential impacts to emergency service access resulting from construction activities will be managed by the Primary Contractor through:</p>	<p><u>Lead responsibility:</u></p> <p>Primary Contractor</p>	<p>Detailed design</p> <p>Pre-construction</p> <p>Construction</p>

Desired outcomes	Management measure	Description	Stakeholders	Timing
		<ul style="list-style-type: none"> The Communication Management Plan which will include actions to ensure that emergency service providers are consulted during construction to share information about the location and timing of construction activities that may change road conditions and access routes. Maintenance of access for emergency vehicles along key emergency access routes throughout the construction period, with suitable alternative access arrangements provided where required. Preparation and implementation of a traffic, transport and access plan by the Primary Contractor as part of the CEMP, in collaboration with ARTC (refer to management measure <i>TT6 - Traffic, transport and access management plan</i> in Table 4-5). This plan will include measures, processes and responsibilities to minimise the potential for impacts on the community and the operation of the surrounding road and transport environment during construction. <p>Prior to operation, ARTC will consult with local and regional emergency service providers to share information about changes to access that will occur during operation as a result of the proposal design, such as locations of new level crossings and changes to access routes and road conditions.</p> <p>ARTC will develop and implement a safety awareness program in collaboration with regional emergency services prior to the operation of Inland Rail to educate the community regarding safety around trains (refer to <i>SE15 - Rail safety awareness program</i> in Table 4-5).</p>		
	<p>Consultation with key stakeholders (SE9)</p> <p>Communicating changes to access and road conditions (SE2)</p>	<p>Key stakeholders (including local councils, emergency service providers, public transport providers, the general community, and surrounding landowners/occupants) will continue to be consulted in accordance with the Communication Management Plan.</p> <p>Local residents, landholders, landowners, businesses, affected social and recreation facilities and other relevant stakeholders would be notified before work starts, in accordance with the Communication Management Plan, and be regularly informed of construction activities.</p>	<p><u>Lead responsibility:</u> Primary Contractor</p>	<p>Pre-construction</p> <p>Construction</p>

Desired outcomes	Management measure	Description	Stakeholders	Timing
		<p>The Communication Management Plan will also include measures to require ongoing consultation with:</p> <ul style="list-style-type: none"> Local emergency services providers, to inform providers about the locations of level crossings, and changes to access routes and road conditions. Social and recreation infrastructure facilities affected by amenity and access changes during construction (refer below). 		
	Consultation with social and recreation infrastructure facilities (SE8, SE9, SE14, SE-C11)	<p>The Communication Management Plan will establish how the following activities will be conducted, including responsibilities, timing, monitoring and reporting requirements:</p> <ul style="list-style-type: none"> Ongoing consultation with councils and LALCs regarding potential impacts on users of social and recreation infrastructure that may be affected by amenity and access changes. Adaptive process to include additional relevant stakeholders as consultation progresses for the N2N proposal by both ARTC and the Primary Contractor, as required. Targeted consultation with directly affected social and recreation infrastructure operators regarding temporary and permanent impacts on each facility. <p>The following list (Table 4.1a) includes the social and recreation infrastructure identified in the Social Assessment that may be impacted, and the relevant stakeholders who should be consulted regarding potential impacts during construction.</p>	<u>Lead responsibility:</u> Primary Contractor	Pre-construction Construction

		<p>Table 4-1a Social and recreation infrastructure potentially affected by the proposal</p> <table><tr><th>Type of impact</th><th>Name of social or recreation infrastructure</th><th>Stakeholders to be consulted</th></tr><tr><td rowspan="2">Amenity changes due to proximity to temporary workforce accommodation facility</td><td>Jack Towney Hostel</td><td>Gilgandra Shire Council Jack Towney Hostel Jack Towney Hostel Aboriginal Corporation</td></tr><tr><td>Baradine Showground</td><td>Baradine Showground Trust Warrumbungle Shire Council</td></tr><tr><td rowspan="5">Amenity and access changes due to close proximity to construction activities</td><td>Narrabri Dirt Bike Club</td><td>Narrabri Dirt Bike Club</td></tr><tr><td>Bohena Creek Rest Area</td><td>Narrabri Shire Council</td></tr><tr><td>Narromine Golf Course</td><td>Narromine Golf Course</td></tr><tr><td>Pilliga forests</td><td>Forestry Corporation of NSW Pilliga LALC Warrumbungle Shire Council Narrabri Shire Council NSW Department of Planning, Industry and Environment NSW Apiarists' Association Recreational hunters</td></tr><tr><td>Macquarie River – Three Mile Reserve</td><td>Narromine LALC</td></tr><tr><td>Temporary land requirements during construction</td><td>Narrabri Dirt Bike Club</td><td>Narrabri Dirt Bike Club</td></tr></table>	Type of impact	Name of social or recreation infrastructure	Stakeholders to be consulted	Amenity changes due to proximity to temporary workforce accommodation facility	Jack Towney Hostel	Gilgandra Shire Council Jack Towney Hostel Jack Towney Hostel Aboriginal Corporation	Baradine Showground	Baradine Showground Trust Warrumbungle Shire Council	Amenity and access changes due to close proximity to construction activities	Narrabri Dirt Bike Club	Narrabri Dirt Bike Club	Bohena Creek Rest Area	Narrabri Shire Council	Narromine Golf Course	Narromine Golf Course	Pilliga forests	Forestry Corporation of NSW Pilliga LALC Warrumbungle Shire Council Narrabri Shire Council NSW Department of Planning, Industry and Environment NSW Apiarists' Association Recreational hunters	Macquarie River – Three Mile Reserve	Narromine LALC	Temporary land requirements during construction	Narrabri Dirt Bike Club	Narrabri Dirt Bike Club		
Type of impact	Name of social or recreation infrastructure	Stakeholders to be consulted																								
Amenity changes due to proximity to temporary workforce accommodation facility	Jack Towney Hostel	Gilgandra Shire Council Jack Towney Hostel Jack Towney Hostel Aboriginal Corporation																								
	Baradine Showground	Baradine Showground Trust Warrumbungle Shire Council																								
Amenity and access changes due to close proximity to construction activities	Narrabri Dirt Bike Club	Narrabri Dirt Bike Club																								
	Bohena Creek Rest Area	Narrabri Shire Council																								
	Narromine Golf Course	Narromine Golf Course																								
	Pilliga forests	Forestry Corporation of NSW Pilliga LALC Warrumbungle Shire Council Narrabri Shire Council NSW Department of Planning, Industry and Environment NSW Apiarists' Association Recreational hunters																								
	Macquarie River – Three Mile Reserve	Narromine LALC																								
Temporary land requirements during construction	Narrabri Dirt Bike Club	Narrabri Dirt Bike Club																								

Desired outcomes	Management measure	Description	Stakeholders	Timing
	Complaints management system (SE10)	<p>The Communication Management Plan will include a complaints management system for construction related activities including:</p> <ul style="list-style-type: none"> • A dedicated pathway and process for handling grievances. • Various communication channels such as 1800 number, proposal email address an emergency contact numbers will be established and publicised. • Assigned team to be the first port of call to manage and co-ordinate appropriate responses. • Relevant policies and procedures dedicated to or associated with handling community grievances will be developed and implemented, including procedures for a 24 hours response time, reviewing issues for escalation. • Maintenance of a data base to record any community grievances and proposal responses. • Making available appropriate resources for handling grievances. <p>The Communication Management Plan will define the requirements for the complaints management system to be implemented during construction, including:</p> <ul style="list-style-type: none"> • A 24-hour, seven days a week response line for complaints and enquiries. • A postal and email address to which complaints and enquiries may be sent. • Publication of contact details on the proposal website and in notifications. • Management of complaints in accordance with ARTC's complaints management system and the conditions of approval for the proposal including steps to respond to complaints, verbal and written responses and a database to record all enquiries and responses. <p>The complaints management system will be maintained throughout the construction period and for a minimum of 12 months after construction finishes.</p>		

Desired outcomes	Management measure	Description	Stakeholders	Timing
<i>Strong relationships between ARTC and Aboriginal stakeholders and communities are built and maintained</i>	Aboriginal Community and Stakeholder Engagement Strategy (SE3)	<p>ARTC will prepare and implement a detailed Aboriginal Community and Stakeholder Engagement Strategy at the commencement of the detailed design phase, with reference to the Aboriginal Community and Stakeholder Engagement Preliminary Framework.</p> <p>The Aboriginal Community and Stakeholder Engagement Strategy will provide an overarching framework for the establishment of collaborative engagement with Aboriginal stakeholders and communities for the detailed design, construction and operation phases of the N2N proposal. The framework will draw together commitments for the detailed design and construction phases of the N2N proposal that are considered most relevant to Aboriginal communities in the N2N study area.</p> <p>A detailed action plan will be prepared by ARTC in consultation with Aboriginal stakeholders and communities at the commencement of the detailed design phase to require that:</p> <ul style="list-style-type: none"> • Information about the proposal is shared with Aboriginal stakeholders and communities in a timely manner • Strong relationships between ARTC and Aboriginal stakeholders and communities are built and maintained • Local Aboriginal cultural and community values are identified and understood. • Opportunities to reflect Aboriginal community and cultural values in infrastructure or other outcomes of the proposal are identified and implemented. 	<u>Lead responsibility:</u> ARTC	Pre-construction Construction

4.2 Industry participation

4.2.1 Overview

The Industry Participation Plan provides the framework that will guide the management of impacts and opportunities identified by the Social Assessment in relation to the economic participation of local and Indigenous businesses and social enterprises during the planning and design, construction and operation phases of the proposal. The desired outcome of the plan is as follows:

- Opportunities are maximised for local and Indigenous businesses and social enterprises to participate in the delivery of Inland Rail.

Employment and regional economic benefits associated with the proposal will be primarily enhanced through:

- ARTC's initiatives under the *Australian Industry Participation Plan* during the reference and detailed design phases.
- A proposal-specific Industry Participation Plan which is prepared by the Primary Contractor. The Primary Contractor will be required to outline the expected procurement opportunities in the SDP during the tendering phase prior to construction.

4.2.2 Impact management framework

Table 4-2 outlines the impacts and opportunities addressed by the plan, as well as the specific management measures to achieve the desired outcomes and deliver the management plan. It also articulates the time frames for implementation and key stakeholders that will be involved.

Table 4-2 Industry participation – impact management framework

Plan element	Description
Potential impacts (-) and opportunities (+)	<ul style="list-style-type: none"> Construction <ul style="list-style-type: none"> Increased demand for goods and services during construction – opportunities for local and Indigenous businesses (+) Regional economic expansion due to proposal inputs (+) Economic benefits associated with workforce spending wages in towns (+). Operation <ul style="list-style-type: none"> Opportunities for local businesses to supply to ARTC to assist with rail operations and maintenance (+).
Stakeholders required in the implementation of management measures	<ul style="list-style-type: none"> NSW Government Department of Regional NSW Regional Development Australia (RDA) Orana and RDA Northern Inland Local chambers of commerce and progress associations Councils LALCs Indigenous Business Australia Local businesses Indigenous businesses Primary Contractor.

Desired outcomes	Management measures	Description	Stakeholders	Timing
<i>Opportunities are maximised for local and Indigenous businesses and social enterprises to participate in</i>	Australian Industry Participation Plan / Inland Rail Program Indigenous Participation Plan (SE7)	ARTC is committed to supporting competitive local industry and to ensuring that local industry is provided with full, fair, and reasonable opportunities to participate in the supply of goods and services to Inland Rail. ARTC has prepared an <i>Australian Industry Participation Plan</i> for the Inland Rail program (available at https://inlandrail.artc.com.au/aip-summary/).	<u>Lead responsibility:</u> ARTC	Pre-construction

Desired outcomes	Management measures	Description	Stakeholders	Timing
<i>the delivery of Inland Rail</i>		<p>This is accompanied by the <i>Inland Rail Program Indigenous Participation Plan</i> (ARTC, 2020) (available at https://inlandrail.artc.com.au/indigenous-participation-plan/).</p> <p>ARTC holds ultimate accountability for, and will work with its various contractors in, the implementation of the Australian Industry Participation Plan and the <i>Inland Rail Program Indigenous Participation Plan</i> (ARTC, 2020).</p> <p>Further, ARTC has in place a range of policies and plans that support local and Indigenous business participation, including:</p> <ul style="list-style-type: none"> • Inland Rail Sustainable Procurement Policy (0-9000-PCM-00-PO-0002) • Inland Rail Programme Indigenous Procurement Policy (0-9000-PCM-00-PO-0001) • Inland Rail Programme Local Industry Participation Plan (0-9000-PCM-00-PL-0008). 		
	Proposal-specific industry participation plan (SE6 and SE7)	<p>To enhance potential employment and regional economic benefits of the proposal, ARTC will require the Primary Contractor to prepare a proposal-specific industry participation plan. The proposal-specific industry participation plan will address the requirements of the <i>Australian Jobs Act 2013</i>, the <i>Australian Industry Participation National Framework</i> (Australian Government, 2001), and the <i>Inland Rail Indigenous Participation Plan</i> (ARTC, 2020). The proposal-specific industry participation plan will identify appropriate measures to achieve the objectives of the <i>Australian Jobs Act 2013</i> (Cth), and the Inland Rail Indigenous Participation Plan, including an achievable.</p> <p>At a high level, the proposal-specific industry participation plan will identify:</p> <ul style="list-style-type: none"> • A list of goods and services that could be subcontracted • Local and Indigenous business capacity relevant to the project's requirements. • Targets for local and Indigenous business participation. 	<p><u>Lead responsibility:</u> Primary Contractor</p>	Pre-construction

Desired outcomes	Management measures	Description	Stakeholders	Timing
		<ul style="list-style-type: none"> Engagement and communication activities to provide local and Indigenous businesses the opportunity to engage with project opportunities. How ARTC and the Primary Contractor will establish procedures to give preference to local and Indigenous business procurement. <p>The proposal-specific industry participation plan will focus on local businesses, where local is defined as within the Local Government Areas (LGAs) that are intersected by the proposal. Consequently, the proposal-specific industry participation plan is separate and in addition to the project's Australian Industry Participation Plan, where 'local' is defined as an Australian or New Zealand business.</p>		
	Initiatives to establish and support local and Indigenous business capacity (SE6 and SE7)	<p>ARTC has launched several initiatives during the concept design phase to build local and Indigenous business capacity. These include:</p> <ul style="list-style-type: none"> An online supplier portal to help match suppliers to Inland Rail projects. Potential suppliers can access education and training resources and guidelines on becoming a supplier to the Inland Rail project. Inland Rail Skills Academy (IRSA) which offers supplier training and capacity building programs (refer to section 4.3 for more information about IRSA). <p>ARTC will continue to work with local and Indigenous business stakeholders during the detailed design phase to:</p> <ul style="list-style-type: none"> Consult with local and Indigenous businesses to promote the work packages and ensure they have access to relevant information. Develop a database of local and Indigenous businesses to be shared with Primary Contractor and provide a basis for identifying and engaging with local and Indigenous businesses throughout the project's construction phase. Ensure Indigenous and local participation is a key element of tender assessments during the pre-construction phase. 	<u>Lead responsibility:</u> ARTC	Pre-construction

Desired outcomes	Management measures	Description	Stakeholders	Timing
		<p>Where it is identified that there is insufficient capacity in local and Indigenous businesses to supply to the proposal, ARTC is committed to supporting the development of local and Indigenous capacity. ARTC will:</p> <ul style="list-style-type: none"> • Work with regional economic bodies to promote access to capability development programs. • Work with local councils and chambers of commerce / progress associations to host tender preparation workshops six to twelve months in advance of work package release to increase understanding of tender preparation requirements (e.g. job safety plans). • Engage with LALCs to provide mentoring to Indigenous businesses in the region to assist them with preparing for meeting procurement requirements for the proposal e.g. registering with Supply Nation, preparing appropriate financial and business records. • Work with key stakeholders to identify opportunities to link training and development programs with other projects and local industries to provide greater regional benefit. 		
	Communication of local supply opportunities (SE7)	<p>The Primary Contactor in collaboration with ARTC will be responsible for:</p> <ul style="list-style-type: none"> • Providing industry briefings in partnership with local chambers of commerce / progress associations and councils to promote upcoming supply chain opportunities. • Advertising procurement opportunities in relevant locations (such as online and in local media). • Expression of interest alerts will be via a supplier registration portal and via local and Indigenous business representatives (e.g. councils, chambers of commerce / progress associations, LALCs and other Indigenous representatives). • Establishing a physical presence along the alignment in key locations that will be accessible to the community and which provide information about upcoming procurement opportunities. 	<u>Lead responsibility:</u> ARTC Primary Contractor	Pre-construction Construction

Desired outcomes	Management measures	Description	Stakeholders	Timing
	Preference to local and Indigenous businesses (SE7)	<p>The Primary Contractor's proposal-specific industry participation plan will demonstrate how the Primary Contractor will maximise local and Indigenous business participation, and include but not be limited to:</p> <ul style="list-style-type: none"> Identifying the likely components of the work packages that can be separated into smaller packages to facilitate opportunities for local and Indigenous business participation. A process for aligning the potential sub-contracted packages with identified local and Indigenous business capacity in ARTC's supplier portal. A process for providing a full, fair and reasonable preference to local and Indigenous suppliers. A process for providing feedback to unsuccessful local and Indigenous tenderers if requested. 	<u>Lead responsibility:</u> Primary Contractor	Pre-construction Construction

4.3 Workforce management

4.3.1 Overview

The Workforce Management Plan provides the framework that will guide the management of social impacts and opportunities identified by the Social Assessment in relation to employment and training opportunities for local and Indigenous people, and the management of workforce behaviour and wellbeing during the planning and design, construction and operation phases of the proposal.

The desired outcomes of the plan are as follows:

- Inland Rail provides sustainable job opportunities for local and Indigenous people and contributes to building skills in regional Australia.
- Project personnel behave with respect and courtesy towards resident and local communities.
- Non-resident workforce demand on local health and emergency services is minimised.
- Positive workforce health and wellbeing is supported by the proposal.

Employment and training benefits associated with the proposal will be primarily enhanced through:

- Facilitating skills development opportunities to build regional capacity in construction and rail operation, and building partnerships with training providers to strengthen workforce skills.
- Requiring the Principal Contractor to employ locally and implement workforce training and diversity strategies.

4.3.2 Impact management framework

Table 4-3 outlines the impacts and opportunities addressed by the plan, as well as the specific management measures to achieve the desired outcome and deliver the management plan. It also articulates the time frames for implementation and key stakeholders that will be involved.

Table 4-3 Workforce management – impact management framework

Plan element	Description
Potential impacts (-) and opportunities (+)	<ul style="list-style-type: none"> Construction <ul style="list-style-type: none"> Direct construction employment opportunities for local workforce (+) Indirect employment opportunities (+) Training opportunities (+) Economic benefits associated with workforce spending wages in towns (+) Perceived impacts to community safety from potential anti-social behaviour from construction workforce (-) Potential risk to mental health of non-resident workers (-) Operation <ul style="list-style-type: none"> Employment opportunities in operation (+).
Stakeholders required in the implementation of management measures	<ul style="list-style-type: none"> National Indigenous Australians Agency Chambers of commerce / progress associations Registered training organisations in the region High schools TAFEs.

Desired outcomes	Management measures	Description	Stakeholders	Timing
<i>Inland Rail provides sustainable job opportunities for local and Indigenous people and contributes to building skills in</i>	ARTC Training and development programs (SE6) Local employment and training opportunities (SE12)	<p>A program of work of this scale provides opportunity to deliver significant training and development outcomes aimed at delivering the skilled workforce required to construct Inland Rail and leaving a skills legacy in regional Australia.</p> <p>To realise facilitate local employment opportunities, ARTC has established the Inland Rails Skills Academy, which aims to increase the number of skilled local people eligible for employment on Inland Rail and associated industries through a series of training initiatives. It also aims to increase school student awareness and capability in Science, Technology, Engineering and Maths (STEM) and rail careers by connecting them with industry best practice, as well as facilitate opportunities for local businesses to participate in project-related supply chains.</p>	<u>Lead responsibility:</u> ARTC Primary Contractor	Pre – construction Construction

Desired outcomes	Management measures	Description	Stakeholders	Timing
<i>regional Australia.</i>		<p>Through the Academy, Inland Rail will partner with recognised industry experts to deliver programs which build skills and prosperity in local communities, regions and nationally.</p> <p>The following current initiatives are being implemented through the Inland Rail Skills Academy and will continue during construction and operation of the proposal:</p> <ul style="list-style-type: none"> • Inland Rails Skills Academy provides information to communities (including employment service providers) about the kinds of skills required on an Inland Rail project, so that any training conducted by local registered training organisations is relevant. • Inland Rails Skills Academy facilitates training for small cohorts of locals approximately 6 months prior to construction commencement of any Inland Rail project, in civil construction and plant operation competencies, as these skills are required on Inland Rail. Funding is from NSW Government through Smart & Skilled program funding. This program targets the unemployed, Indigenous people and women. Participants who successfully complete the training are provided to the Primary Contractor, once appointed. There is no obligation for the Primary Contractor to use these people and ARTC cannot mandate it. However, participants are advised how to register with the Primary Contractor to develop a profile. Some participants trained through IRSA-facilitated training have gained work and further training on the N2NS project. • Partnerships with various universities (e.g. University of Southern Queensland, Charles Sturt University and La Trobe University) to offer scholarships for local students in communities along the Inland Rail alignment seeking to launch their career path in industries which directly contribute to their region's prosperity and social cohesion. • A partnership with the University of Newcastle to deliver a STEM education program in high schools along the Inland Rail alignment. 		

Desired outcomes	Management measures	Description	Stakeholders	Timing
		<ul style="list-style-type: none"> Development of an online rails skills program available to school and university students in the proposal region, including a focus on operational roles. The delivery of business participation and capacity building programs to support the ability of small-to medium enterprises in the regions to meet the requirements of the proposal. Training opportunities provided as part of the Inland Rails Skills Academy will strengthen the workforce capacity for both proposal construction and operation. During the construction phase, the Primary Contractor's Workforce Management Plan will establish and implement measures to provide training to workforce, in alignment with the strategy of the Inland Rail Skills Academy. 		
	Workforce requirements (SE5)	<p>Prior to construction, ARTC will confirm workforce requirements and the associated requirements for, and availability of, support services (including health, wellbeing and emergency services) to meet the needs of the non-resident construction workforce.</p> <p>ARTC will develop strategies and measures to ensure these needs are met, as far as practicable, with minimal potential impacts on the local community. The measures will be developed in consultation with local councils and service providers (including health and emergency service providers), where relevant, and would be detailed in the Workforce Management Plan.</p>	<u>Lead responsibility:</u> ARTC	Pre - construction
	Workforce Management Plan (SE11 and SE12)	<p>To manage potential impacts arising from the proposal's construction workforce as well as impacts on them, and to enhance the potential benefits of proposal employment and training during construction, ARTC will require the Primary Contractor to develop and implement a Workforce Management Plan as part of their overall Social Delivery Plan.</p> <p>The Workforce Management Plan will set out the Primary Contractor's approach to:</p> <ul style="list-style-type: none"> Enhancing employment opportunities for local communities and Indigenous persons during construction. 	<u>Lead responsibility:</u> Primary Contractor	Pre-construction

Desired outcomes	Management measures	Description	Stakeholders	Timing
		<ul style="list-style-type: none"> • Training and development initiatives to improve local and regional skills and capacity including, where relevant, initiatives for traditionally underrepresented groups. • Programs to support the physical and mental health and well-being of workers, including their integration with host communities. • managing the proposal workforce's demand on health and emergency services. • Engagement and communication activities to provide local and Indigenous community members the opportunity to engage with proposal opportunities. <p>The plan will further identify:</p> <ul style="list-style-type: none"> • The skills and qualifications required for construction of the proposal. • Training targets to provide opportunities for training and development of young people, Indigenous people, unemployed people and females, including targets for traineeships and apprenticeships. • How the Primary Contractor will work with regional education and training stakeholders to upskill local residents and gain required qualifications for construction employment opportunities. This will be required six to twelve months prior to construction commencing to allow residents time to undertake relevant training. <p>The approach to recruitment, education and training in the Workforce Management Plan will be informed by consultation with ARTC, local councils, chambers of commerce / progress associations, LALCs, local registered training organisations, local high schools and local TAFE campuses to address skill shortages in the region and maximise employment of local workforce on the proposal.</p> <p><u>Local employment requirements:</u></p> <ul style="list-style-type: none"> • ARTC will require the Primary Contractor to adopt a local hire preference policy, whereby persons residing within the local communities will be prioritised for the sourcing of employees to fill construction workforce positions. 		

Desired outcomes	Management measures	Description	Stakeholders	Timing
		<ul style="list-style-type: none"> Prior to construction, ARTC will confirm the construction workforce requirements for the proposal. ARTC will negotiate appropriate targets with the Primary Contractor for local workforce, youth employment, Indigenous employment, and employment of females which reflect the resident profile and existing labour force related challenges in the region. These challenges are detailed in the Social Assessment. The targets will give regard to relevant State and Federal targets and the National Standards Framework and will be set out in the Workforce Management Plan. <p><u>Training and development requirements</u></p> <ul style="list-style-type: none"> ARTC will require the Primary Contractor to train and develop their workforce to achieve required Australian and State government legislation and policy targets in relation to: <ul style="list-style-type: none"> New apprentices/trainees Skills development within the workforce Indigenous and female participation. The training opportunities identified by the Primary Contractor will be in addition to the Inland Rail Skills Academy. <p><u>Indigenous participation requirements:</u></p> <p>ARTC is committed to providing opportunities for Indigenous participation on the proposal. The Primary Contractor will be required to outline in the Workforce Management Plan its approach to Indigenous employment and training opportunities. These may include but not be limited to:</p> <ul style="list-style-type: none"> Partnering with Training Services NSW to provide its Aboriginal Mentoring Support Services for Aboriginal apprentices and trainees on the proposal. Use LALC office locations as employment hubs for Indigenous people seeking training and employment on the proposal. This will ensure there is a one-stop-shop and physical place for people to go for information and other support (e.g. internet access). 		

Desired outcomes	Management measures	Description	Stakeholders	Timing
		<ul style="list-style-type: none"> Partnering with LALCs and employment and training providers to communicate expectations for employment to those coming out of unemployment e.g. length of shift, code of conduct, PPE requirements. <p>These initiatives will complement those actions outlined in ARTC's Indigenous Participation Plan.</p>		
	Advertising of employment opportunities (SE12)	ARTC and its Primary Contractor will use multiple platforms to advertise and promote job opportunities to local and regional residents, including the promoting the availability of employment through an established Inland Rail program wide jobs board (available at https://inlandrail.artc.com.au/opportunities/jobs/), which will be progressively updated as proposal demand requires.	<u>Lead responsibility:</u> ARTC Primary Contractor	Pre-construction Construction Operation
	Operational employment procedures (SE6)	<p>It is expected that up to 10 skilled roles required for day-to-day operation.</p> <p>Given the existing initiatives to train local workforce and attract skilled workers to the region, these roles are expected to be filled by the local workforce.</p> <p>There is also potential for these roles to attract skilled workers to the region, which will support objectives of regional development bodies and councils.</p> <p>Ongoing management of these roles will be conducted through Inland Rail's program wide operational employment procedures.</p>	<u>Lead responsibility:</u> ARTC	Operation
<i>Positive workforce health and wellbeing is supported by the proposal.</i>	Programs and facilities that support positive workforce mental and physical health (SE11)	<p>As part of the Workforce Management Plan, ARTC will require the Primary Contractor to outline the proposed programs and facilities it will have in place to support positive mental and physical health among the construction workforce. These strategies may include:</p> <ul style="list-style-type: none"> Development of a welcome pack for workers in collaboration with local councils hosting a temporary workforce accommodation facility which outlines key community facilities and services, community events, and community groups that will welcome participation of construction workers. Incorporation of entertainment and recreation facilities that have a clear social element (e.g. barbeques, communal areas, team sports facilities) into the temporary workforce accommodation facilities. 	<u>Lead responsibility:</u> ARTC Primary Contractor	Pre-construction Construction

Desired outcomes	Management measures	Description	Stakeholders	Timing
		<ul style="list-style-type: none"> Participation of the temporary construction workforce in workforce-specific and community sporting groups and community events will be supported and promoted. Incorporation of a wellbeing strategy into the Primary Contractor's health and safety management plan. The strategy will incorporate mechanisms to develop a strong mental health culture within the construction workforce, which at a minimum, will provide: <ul style="list-style-type: none"> Mental health training for direct line supervisors. Procedures for increasing the mental health literacy of the workforce. Promote access to a range of mental health and wellbeing support services, including an Employee Assistance Program (EAP). Provision of adequate telecommunication infrastructure in the temporary workforce accommodation facilities. 		
<i>Non-resident workforce demand on local health and emergency services in minimised.</i>	Measures to manage non-resident workforce demand on health and emergency services (SE11 and SE13)	<p>Prior to construction, ARTC will confirm workforce requirements and the associated requirements for, and availability of, support services (including health, wellbeing and emergency services) to meet the needs of the non-resident construction workforce.</p> <p>ARTC will develop strategies and measures to ensure these needs are met, as far as practicable, with minimal potential impacts on the local community. The measures will be developed in consultation with local councils and service providers (including health and emergency service providers), where relevant, and will be detailed in the Workforce Management Plan.</p> <p>In addition, through the Workforce Management Plan, the Primary Contractor will develop appropriate processes and measures to manage potential increased demand on health and emergency services, including but not limited to:</p> <ul style="list-style-type: none"> Engaging with relevant regional health and emergency service stakeholders and councils during the pre-construction phase to establish agreed processes for managing potential increased demand on health and emergency services. This will include but not be limited to: <ul style="list-style-type: none"> The timeframes for engaging with regional health and emergency service stakeholders and councils regarding the proposal and information requirements (e.g. workforce size and location). 	<u>Lead responsibility:</u> Primary Contractor	Construction

Desired outcomes	Management measures	Description	Stakeholders	Timing
		<ul style="list-style-type: none"> - Approaches to collaboratively monitoring the proposal workforce use of regional and local health and emergency services and facilities, and any proposal issues as they arise. - The capacity of local health services to meet needs of non-resident construction workforce in host towns. The Primary Contractor will negotiate the need to provide or contribute to local medical personnel (e.g. nurse) at the temporary workforce accommodation facilities in line with local and regional health stakeholder preferences for each location. <p>Site-related medical issues will be dealt with by site first aid services in the first instance, in line with the Primary Contractor's CEMP and health and safety obligations.</p>		
<i>Project personnel behave with respect and courtesy towards resident and local communities.</i>	Workforce Code of Conduct (SE13)	<p>The Primary Contractor will develop a Workforce Code of Conduct that aligns with the ARTC Code of Conduct, which will apply to all proposal personnel. The code of conduct will include:</p> <ul style="list-style-type: none"> • Standards of behaviour of the workforce while they are at work, within temporary workforce accommodation facilities, and within host communities. • A commitment to an inclusive and diverse workplace and prohibition on discrimination. <p>The Workforce Code of Conduct will be reported as part of the Primary Contractor's Workforce Management Plan and will be required to align with ARTC's Code of Conduct (PEO-PO-001).</p>	<u>Lead responsibility:</u> Primary Contractor	Construction

4.4 Housing and accommodation

4.4.1 Overview

The Housing and Accommodation Plan provides the framework that will guide the management of impacts and opportunities identified by the Social Assessment in relation to the housing and accommodation during the planning and design, construction and operation phases of the proposal. The desired outcome of the plan is as follows:

- Inland Rail accommodation solutions do not cause stress to local housing markets.

ARTC recognises the link between workforce management practices and the need for construction related housing and accommodation. The more workers that can be drawn from local populations, the less accommodation and housing will be required for non-resident workers. That said, the construction of Inland Rail will require non-resident workers to meet skill and personnel requirements.

ARTC has in place a range of policies that address housing and accommodation management guidance. These include:

- *ARTC Inland Rail Programme Accommodation Principles* (ARTC, 2018)

Potential and perceived social impacts associated with the temporary non-resident workforce on residential housing and tourist accommodation will be managed through the Workforce Management Plan outlined in section 4.3.

4.4.2 Impact management framework

Table 4-4 outlines the impacts and opportunities addressed by the plan, as well as the specific management measures to achieve the desired outcome and deliver the management plan. It also articulates the time frames for implementation and key stakeholders that will be involved.

Table 4-4 Housing and accommodation – impact management framework

Plan element	Description
Potential impacts (-) and opportunities (+)	<ul style="list-style-type: none"> • Construction <ul style="list-style-type: none"> - Increase in demand for tourist accommodation (+/-). - Increase in demand for rental accommodation (+/-). • Operation <ul style="list-style-type: none"> - Nil.
Stakeholders required in the implementation of management measures	<ul style="list-style-type: none"> • Councils • Accommodation providers • Contractors.

Desired outcomes	Management measures	Description	Stakeholders	Timing
<i>Inland Rail accommodation solutions do not cause stress to local housing markets.</i>	Use of Workforce Accommodation Villages (SE-CI2)	<p>As discussed in chapter A8 of the EIS and section 4.3.1, the non-resident construction workforce will be accommodated in temporary workforce accommodation located at Narromine, Gilgandra, Baradine and Narrabri (refer to Figure 1.3). The sites have been selected based on preliminary consultation with councils and the design of the proposed facilities will be finalised during detailed design in accordance with ARTC's <i>Inland Rail Programme Accommodation Principles</i> (ARTC, 2018b) and in consultation with councils, nearby landholders and other key stakeholders.</p> <p>The temporary workforce accommodation facilities will operate concurrently for the duration of the construction program (i.e. around four years) and will have a combined capacity of up to 2,000 workers.</p> <p>The temporary workforce accommodation will be sufficient for the peak workforce if required; however, ARTC is committed to maximising employment opportunities for the local workforce, therefore it is expected there would be local workers who continue living in their usual place of</p>	<u>Lead responsibility:</u> ARTC	Construction

Desired outcomes	Management measures	Description	Stakeholders	Timing
		residence, and/or stay in the temporary workforce accommodation facilities if they live further than one hour's drive from the construction site.		
	Contractor Temporary Workforce Accommodation Plan (SE-CI2)	<p>ARTC will require the Primary Contractor to develop a Temporary Workforce Accommodation Plan as part of their overall Social Delivery Plan to guide the design and provision of temporary accommodation. The plan will be developed in accordance with ARTC's <i>Inland Rail Programme Accommodation Principles</i>, relevant council development codes and guidelines, and the following overarching principles:</p> <ul style="list-style-type: none"> • Temporary workforce accommodation is designed to be integrated into the existing communities. • Temporary workforce accommodation adequately provides for occupants and has a high level of on-site amenity. <p>The plan would define:</p> <ul style="list-style-type: none"> • The planned size and capacity of planned temporary workforce accommodation. • Strategies for the provision of adequate infrastructure, utilities, recreational facilities, and health services (such as medical staffing). • The arrangement and layout of facilities to minimise amenity impacts on surrounding sensitive receivers (including noise, visual amenity, lighting and privacy). • Proposed built-form heights to ensure heights are appropriate within their surrounding context. • Opportunities for retention of screening vegetation (where present) and provision of additional landscaping as required. • How services (such as water, waste, stormwater, wastewater) would be provided and managed to ensure consistency with relevant codes and guidelines, and minimise potential impacts on local infrastructure networks and the environment. • Location, design, service and amenity requirements for mobile accommodation facilities, including amenities for workers 	<p><u>Lead responsibility:</u> Primary Contractor ARTC</p>	Pre-construction Construction

Desired outcomes	Management measures	Description	Stakeholders	Timing
		<ul style="list-style-type: none"> Provision of adequate parking onsite. How sites will be decommissioned and rehabilitated consistent with the rehabilitation strategy for the proposal. <p>The Primary Contractor will be required to consult with relevant stakeholders such as councils in developing the plan. In particular, the Primary Contractor in collaboration with ARTC will:</p> <ul style="list-style-type: none"> Consult with Warrumbungle Shire Council and Baradine Showground Trust regarding detailed planning for the temporary workforce accommodation facility in Baradine to reduce potential impacts on user groups at the showground. This will include confirming: <ul style="list-style-type: none"> location of a driveway to the facility to avoid interrupted access to other parts of the showground if required, implementing visual screening and noise mitigation. Consult with Gilgandra Shire Council, Jack Towney Hostel, and the Jack Towney Hostel Aboriginal Corporation regarding detailed planning for a temporary workforce accommodation facility to reduce potential and/or perceived impacts on Jack Towney Hostel. Given the vulnerable nature of Jack Towney Hostel residents this will include: <ul style="list-style-type: none"> early and frequent communication about the timing and nature of activities to construct the temporary workforce accommodation facility so the hostel staff can communicate this information to the residents. confirming access, security and privacy measures between the hostel and temporary workforce accommodation facility. <p>Amenity impacts (actual and perceived) associated with the operation of temporary workforce accommodation facilities will be managed through the CEMP (refer to management measure NVV3, AQ1, TT1, LV5 in Table 4-5).</p>		
	Local housing demand monitoring (SE13)	The Social Assessment found there would be limited use of the residential housing market or general tourist accommodation by the non-resident construction workforce.	<u>Lead responsibility:</u> Primary Contractor	Construction

Desired outcomes	Management measures	Description	Stakeholders	Timing
		<p>However, to manage potential increased demand on residential housing and tourist accommodation in the region during construction, the Primary Contractor will be required to establish a mechanism to monitor the construction workforce's (local and non-local) use of temporary workforce accommodation facilities or local housing.</p> <p>Should the proportion of the workforce within the temporary workforce accommodation fall below 80 - 90 per cent (depending on the size of the housing market of the host community and towns within one hour driving distance), the Primary Contractor will be required to develop a mechanism to monitor the availability of rental and tourist accommodation within the LGAs in the regional study area. This mechanism will be developed in consultation with each council hosting a temporary workforce accommodation facility, and will be reported as part of monitoring of the Temporary Workforce Accommodation Plan.</p>		

4.5 Community health and wellbeing

4.5.1 Overview

The Community Health and Wellbeing Plan provides the framework that will guide the management of impacts and opportunities identified by the Social Assessment in relation to the following matters during the planning and design, construction and operation phases of the proposal:

- Land acquisition and property disturbance
- Changes to the quality of the living environment for landholders and nearby residents (affecting health and wellbeing)
- Impacts to Traditional Owner cultural values and interests
- Visual amenity changes
- Traffic route and access changes
- Landholder and community safety
- Demand for social infrastructure and services associated with the construction workforce.

The desired outcomes of the plan are as follows:

- Disturbance to landholders' activities and property during construction and operation are minimised.
- Uncertainty and stress within the community as a result of the proposal is minimised.
- Impacts on the amenity of nearby residents and other stakeholders during construction and operation are avoided or minimised.
- Emergency services are informed of project planning and changes through regular consultation and adequate information.
- Impacts to community values associated with Aboriginal and non-Aboriginal cultural heritage are minimised
- Safety for people who use roads and roadsides is maintained.
- Minimise changes to visual amenity for landholders and other stakeholders as a result of construction and operation activities.

ARTC recognises that the planning, construction and operation of Inland Rail may impact on individual's or the broader community's wellbeing. ARTC will work with communities to determine how community wellbeing can be maintained, and potentially enhanced, through the delivery and operation of Inland Rail. ARTC's Safety Management System also puts in place a framework for the delivery of a safe environment.

ARTC has in place a range of policies, procedures, programmes and processes that address health and safety related topics for not only their workforce but the communities in which they work as well. These include:

- ARTC Safety Management Framework and System (Policy COR-PO-001)
- ARTC Reporting and Investigation (Work Health and Safety) Procedure (WHS-PR-001)
- ARTC Protocol for Entering the ARTC Rail Corridor Procedure (RLS-PR-003)
- ARTC Emergency Management Procedure (RLS-PR-044).

Potential and perceived social impacts associated with the temporary non-resident workforce on residential housing and tourist accommodation will be managed through the Workforce Management Plan outlined in section 4.3.

4.5.2 Impact management framework

Table 4-5 outlines the impacts and opportunities addressed by the plan, as well as the specific management measures to achieve the desired outcomes and deliver the management plan. It also articulates the time frames for implementation and key stakeholders that will be involved.

Table 4-5 Community health and wellbeing – impact management framework

Plan element	Description
Potential impacts (-) and opportunities (+)	<ul style="list-style-type: none"> Construction <ul style="list-style-type: none"> Potential for disruption to landholder activities as a result of construction activities / changes to internal property access (-) Uncertainty and frustration leading to stress for some landowners due to property impacts (-) Disruptions to landholder day-to-day life due to construction activities (-) Reduced quality of living environment for landholders and nearby residents due to amenity impacts (-) Amenity impacts and privacy concerns for residents close to temporary workforce accommodation (-) Changes to visual amenity due to construction activities impacting on community values (-) Unsupportive views about the proposal by affected landholders causing increased stress and anxiety in the community (-) Perceived impacts to community safety from potential anti-social behaviour from construction workforce (-) Impacts to community values associated with Aboriginal and non-Aboriginal cultural heritage (-) Increased travel times for road users as a result of construction traffic and association disruptions (-) Reduced traffic safety due to construction traffic (-) Impacts to school bus routes (-) Impacts to social and recreation infrastructure due to amenity and access changes (-) Increased demand for community services and recreational facilities due to non-resident workforce (-) Potential increase to emergency service response times due to construction activities and changes in access (-) Operation <ul style="list-style-type: none"> Disruption to landholder activities affected by proposal land requirements (-) Changes to private road network impacting landholder access and connectivity, and presenting safety risks (-) Reduced quality of living environment for residents along the alignment due to changes in noise levels (-) Changes in visual amenity for residents in close proximity to new rail infrastructure (-) Amenity impacts for users of social and recreational facilities in close proximity to new rail infrastructure (-) Increased travel times due to changes to local road network and level crossings (-) Increased safety risks for pedestrians and motorists due to potential collisions with trains at level crossings (-) Delays at level crossings during operation could affect emergency response times (-)
Stakeholders required in the implementation of management measures	<ul style="list-style-type: none"> Health services including Western NSW Local Health District, Western NSW Primary Health Network and Hunter New England Central Coast Primary Health Network, and local primary health care providers (e.g. medical centres) as required Mental health and wellbeing services such as Breakthru Narromine and Coonabarabran, Boundless Psychology Narrabri Regional and local emergency service providers Councils CCCs As consultation progresses for the N2N proposal, by both ARTC and the Primary Contractor, additional relevant stakeholders will be included as required.

Desired outcomes	Management measures	Description	Stakeholders	Timing
<i>Disturbance to landholders' activities and property during construction and operation are minimised.</i>	Landholder agreements and compensation (LP2, LP3, LP4, LP5, L7)	<p>Where practicable, the proposal has been located along property boundaries to avoid fragmentation of properties. Despite this, partial land requirements would have the potential to result in the severance or fragmentation of rural properties in the local study area along the proposal site, including some larger land holdings. During the property acquisition process, ARTC will seek to secure agreement with affected landholders, to guide property-level design requirements and the management of construction on or immediately adjacent to private properties. The agreements may include:</p> <ul style="list-style-type: none"> • measures to minimise property impacts, including on agricultural operations • specific requirements to ensure that operations, including the movement of livestock and farm machinery are able to be maintained as efficiently as possible • measures to manage severance impacts where practicable, including appropriate access solutions • required adjustments to affected structures. <p>Where land is acquired, compensation would be assessed in accordance with the <i>Land Acquisition (Just Terms Compensation) Act 1991</i> and Determination of compensation following the acquisition of a business (NSW Government, undated). Depending on the individual circumstances of each land/business owner and the proposed impacts upon the land and to operations, compensation may take the form of money or land/works – as agreed by the parties.</p> <p>During detailed design and construction, ARTC will continue to consult closely with private landholders affected by property acquisition. The design will continue to be refined to minimise potential impacts on existing land uses and properties, as far as reasonably practicable. Consultation with landholders will be ongoing to review the effectiveness of measures</p>	<u>Lead responsibility:</u> ARTC	Pre-construction Construction

Desired outcomes	Management measures	Description	Stakeholders	Timing
		<p>included in property specific agreements and identify further opportunities to minimise impacts on property activities, where practicable.</p> <p>All property specific agreements will be issued to the construction contractor for implementation upon award of tender.</p>		
<i>Uncertainty and stress within the community as a result of the proposal are minimised.</i>	Referral to support services (SE1)	<p>To reduce potential impacts on the wellbeing of landholders and their families resulting from the property negotiation process, ARTC will meet with all directly impacted landholders prior to construction to identify their specific needs and concerns and refer them to counselling services or other suitable help, if required. This will be determined on an individual basis. For example, Property Acquisition NSW (www.nsw.gov.au/housing-andconstruction/property-aquisition) provides an independent service that helps property owners understand the property acquisition process, including standards and principles. It also provides details of a free and confidential Property Acquisition Support Line available 24/7. ARTC will provide appropriate support information to all relevant landowners.</p>	<u>Lead responsibility:</u> ARTC	Pre-construction Construction
	Inland Rail Communications and Engagement Strategy (SE1)	<p>ARTC will continue to maintain open, transparent and ongoing engagement with the community in accordance with the <i>Inland Rail Communications and Engagement Strategy</i> to allow community members to express their concerns and frustrations about the proposal and gain relevant information.</p>	<u>Lead responsibility:</u> ARTC	Pre-construction Construction Operation
	Inland Rail Communications and Engagement Strategy / Proposal-specific Communication Management Plan (SE1)	<p>A Communication Management Plan will be developed in accordance with the <i>Inland Rail Communications and Engagement Strategy</i>, to ensure that:</p> <ul style="list-style-type: none"> Landowners/landholders and community members affected by construction activities (e.g. property impacts, access changes, noise, vibration, dust) are notified in a timely manner about impacts. Accurate and accessible information is made available. Feedback from the community is encouraged. Opportunities for input are provided where appropriate. <p>Local residents, landholders, landowners, businesses, affected social and recreation facilities and other stakeholders would be notified before work</p>	<u>Lead responsibility:</u> Primary Contractor	Pre-construction

Desired outcomes	Management measures	Description	Stakeholders	Timing
		starts in accordance with the communication management plan, and would be regularly informed of construction activities. (See section 4.1)		
	Support for local community and health services (SE1)	<p>To reduce the potential for stress and anxiety related to the proposal within local communities along the proposed alignment, ARTC will provide support for local community and health services through the following initiatives:</p> <ul style="list-style-type: none"> ARTC will consult with councils through detailed design to understand local preference for providing additional access to wellbeing and mental health support services to communities affected by the proposal. Should this be required, ARTC will consult with local mental health wellbeing services detailed in the Social Assessment to provide appropriate programs locally. ARTC will continue to consult with councils and the community to identify ways to invest in community cohesion activities which will assist with minimising community stress related to the proposal. Examples of such activities include sponsorship of community events, open days and so on. These would be tailored to each community based on their individual issues and level of tension within communities due to the proposal. Identified investment opportunities and potential further management measures will be included in updated versions of the SIMP. 	<u>Lead responsibility:</u> ARTC	Pre-construction
<i>Impacts on the amenity of nearby residents and other stakeholders during construction and operation are avoided or minimised.</i>	Construction and Environmental Management Plan (NVV3, AQ1, TT1, LV5)	<p>Impacts to individual and community wellbeing as a result of construction activities will be managed by the Primary Contractor through the CEMP. ARTC will require the Primary Contractor to prepare the CEMP prior to proposal construction.</p> <p>The CEMP will be in place until the completion of the construction phase.</p> <p>The CEMP will include a range of plans and measures to minimise the impacts of construction, including amenity impacts (noise, vibration, dust and visual impacts) and access changes.</p> <p>The Communication Management Plan will include notification procedures for construction activities with the potential to cause amenity impacts, and a</p>	<u>Lead responsibility:</u> Primary Contractor	Pre-construction Construction

Desired outcomes	Management measures	Description	Stakeholders	Timing
		complaints management procedure to respond to landholder and community concerns resulting from construction activities. Further detail about the Communication Management Plan is provided in section 4.1.		
	Operational noise mitigation measures (ONV1 to ONV5)	<p>Based on both the location of the sensitive receivers and the margin by which the noise criteria is triggered, ARTC will develop the following noise mitigation options, in addition to at-source controls, to manage noise impacts on sensitive receptors during operations:</p> <ul style="list-style-type: none"> Architectural acoustic treatments to the buildings triggering the assessment criteria to control rail noise within the internal environment of the building. Upgrades to any existing property boundary fencing to improve screening of rail noise levels. Measures to reduce source noise emissions from the level crossing alarm bell and the train horns. <p>Options for receiver-specific measures to mitigate or manage potential noise, at identified sensitive receiver properties and land-uses, will be considered confirmed during detailed design. During operations, a programme of noise and vibration monitoring will be undertaken within six months of the commencement of railway operations on the proposal to:</p> <ul style="list-style-type: none"> Quantify the rail noise and vibration levels from the daytime and night-time rail operations Provide an assessment of the effectiveness of any noise and vibration management and mitigation measures implemented on the proposal. Identify, if required, further noise and vibration mitigation measures to meet the ARTC's noise and vibration management criteria and relevant conditions of approval. <p>Further information on the noise mitigation for the proposal is outlined in <i>Technical Report 9 – Noise and Vibration Assessment – Operational Rail of the EIS</i>.</p>	<u>Lead responsibility:</u> ARTC	Pre-construction Operations

Desired outcomes	Management measures	Description	Stakeholders	Timing
	Urban design and landscape plan (LV2 and LV9)	<p>During detailed design, ARTC will prepare an urban design and landscape plan, incorporating mitigation measures such as vegetation screening in strategic locations near structures and within the viewshed of sensitive receivers, and urban design of proposed structures for integration into the existing landscape character and visual environment. During construction, recommended measures are proposed to reduce impacts associated with construction compounds, temporary workforce accommodation, tree removal and light spill, including sensitive design of construction compounds incorporating screening where required, tree protection measures, and appropriate lighting design to minimise glare and light spill on potentially affected visual receivers.</p> <p>During operation, mitigation measures integrated through detailed design such as proposed revegetation, would be subject to ongoing monitoring and maintenance in accordance with standard operating procedures.</p> <p>Further information on this management measure is detailed in <i>Technical Report 12 Landscape and Visual Assessment</i> of the EIS.</p>	<u>Lead responsibility:</u> ARTC	Pre-construction Construction Operation
<i>Emergency services are informed of project planning and changes through regular consultation and adequate information.</i>	Consultation with emergency service providers (SE2)	<p>ARTC will consult with regional and local emergency services during detailed design and construction to share information and provide advanced notification about changes to access that will occur due to construction activities.</p> <p>ARTC will also develop and implement a safety awareness program in collaboration with regional emergency services prior to the operation of Inland Rail to educate the community regarding safety around trains (refer to Rail Safety Awareness Program SE15)</p>	<u>Lead responsibility:</u> ARTC	Pre-construction
<i>Impacts to community values associated with Aboriginal and non-Aboriginal cultural</i>	Aboriginal cultural heritage management measures (AH1 to AH13)	For the management and mitigation of potential impacts on Aboriginal cultural heritage, ARTC will use a range of cultural heritage management processes and proven procedures, including (but not limited to):	<u>Lead responsibility:</u> ARTC Primary Contractor	Pre-construction Construction

Desired outcomes	Management measures	Description	Stakeholders	Timing
<i>heritage are minimised.</i>		<ul style="list-style-type: none"> Avoidance of direct impacts on the identified items/sites of Aboriginal heritage significance during detailed design and construction planning where practicable. Investigation of all Potential Archaeological Deposit (PADs) within proposal site prior to commencement of construction. Preparation of an Aboriginal cultural heritage management plan prior to construction to include measures to minimise the potential for impacts as far as practicable, manage Aboriginal heritage, and procedures for any unexpected finds. The plan will be prepared in consultation with the RAPs, LALCs, Native Title groups and other knowledge holders and take into account the outcomes of recommended further investigations. <p>Further detail is provided in <i>Technical Report 6 Aboriginal Cultural Heritage Assessment</i> of the EIS.</p>		
	Non-Aboriginal cultural heritage management measures (NAH1 - NAH9)	<p>A range of management measures will be implemented during construction to manage potential impacts to items of heritage significance from construction works in the vicinity of heritage items, including:</p> <ul style="list-style-type: none"> Selection of construction equipment to minimise vibration, and delineation of exclusion areas to avoid inadvertent works occurring within the curtilage of heritage items. Procedures for the discovery of historical heritage materials, features or deposits, and human remains during construction, and heritage induction training for contractors working on the proposal Site-specific management measures will be applied at specific sites that have been identified as being subject to impact due to the activities associated with construction of the proposal. <p>Further detail is provided in <i>Technical Report 7 Non-Aboriginal heritage assessment and statement of heritage impact</i> of the EIS.</p>	<u>Lead responsibility:</u> ARTC Primary Contractor	Pre-construction Construction
<i>Safety for people who use roads and roadsides is maintained.</i>	Traffic, transport and access management plan (TT6)	<p>A traffic, transport and access management plan will be prepared and implemented as part of the CEMP. It will include measures, processes and responsibilities to minimise the potential for impacts on the community and the operation of the surrounding road and transport network during</p>	<u>Lead responsibility:</u> Primary Contractor	Pre-construction

Desired outcomes	Management measures	Description	Stakeholders	Timing
		<p>construction. The Primary Contractor will consult with regional and local emergency service providers and councils to prepare the plan.</p> <p>Consultation with relevant stakeholders will be undertaken regularly to facilitate the efficient delivery of the proposal and to minimise congestion and inconvenience to road users.</p>		
	Rail safety awareness program (SE15)	<p>A rail safety awareness program will be developed and implemented prior to the operation of Inland Rail to educate the community regarding safety around trains. This will include landowners with properties intersected by the proposal.</p> <p>Emergency services will be consulted during detailed design to ensure they are aware of accessible routes in case of level crossing delays.</p>	<u>Lead responsibility:</u> ARTC	Operation

5. Monitoring, reporting and review

The management measures outlined in this SIMP will be monitored to track their effectiveness in achieving the social performance outcomes identify by ARTC for Inland Rail projects.

5.1 Monitoring

Table 5-1 presents the SIMP monitoring framework to track the effectiveness of management measures in achieving the desired performance outcomes and support identification of corrective actions if targets are not achieved.

ARTC will work with the Primary Contractor to refine the targets during the tendering phase.

The SIMP will remain a 'live' document that ARTC uses as the primary mechanism for implementing the social management actions for the proposal. The SIMP will be submitted to the Department of Planning and Environment for review prior to construction commencing.

Once a Primary Contractor is appointed they will be required to prepare a SDP which sets out their proposed approach to delivering social benefits for the proposal. The SDP will also provide the framework by which the Primary Contractor will be held accountable to ARTC for their social performance.

5.2 Reporting

In conjunction with Department of Infrastructure, Transport, Regional Development and Communications (DITRDC), ARTC will publish monthly social performance snapshots on their website. Internally, social performance reporting will be conducted quarterly and annually.

ARTC requires the following reports to be submitted to ARTC by the Primary Contractor:

- Monthly Social Delivery Report which includes key quantitative figures against the values committed to in the SDP
- Quarterly Social Delivery Report which reports on the status of the implementation of all commitments in the SDP.

Monitoring findings will also be presented to CCC meetings, and to an annual community meeting where feedback will be sought on the monitoring program (including the effectiveness of current management measures), and whether actions or targets require revision.

5.3 Review

To facilitate continual improvement and track the effectiveness of management measures, ARTC will track implementation of the SIMP and review how the measures are performing against the targets on a quarterly basis. The results of the SIMP reviews will be published on ARTC's website.

The quarterly social performance reviews will utilise an adaptive management approach which incorporates feedback from the monitoring and review process to identify opportunities to amend and revise management measures, as well as introducing new measures and removing redundant measures as required.

In accordance with the principle of adaptive management, the SIMP is a 'live' document whereby feedback from the community and stakeholder would be considered by ARTC and actions would be taken to update the relevant management measures accordingly.

The SIMP will be reviewed annually and updated based on monitoring data and community and stakeholder feedback. A review of the SIMP will be undertaken by an independent third party by the end of the first year of construction, prior to commissioning of the proposal and again during

the third year of operation. Reviews will require consultation with affected landowners, Councils, local businesses, LALCs, local and regional emergency management committees, NSW Government agencies and community representatives.

Table 5-1 SIMP monitoring framework

Desired outcome/s	Indicators	Target	Method	Monitoring frequency	Monitoring and reporting
Stakeholder and community engagement					
1 - Stakeholder and community understanding of the proposal, its opportunities and social impacts, and how these will be managed, is maximised.	Number and type of engagement activities undertaken in the reporting period and number of people engaged	At least monthly project wide updates during the lead up to and first year of construction At least fortnightly location specific updates for major construction activities or changes At least quarterly face to face engagement activities	ARTC and Primary Contractor engagement records	Six monthly	ARTC and Primary Contractor
	Number of project updates shared with stakeholders	At least monthly project updates during the lead up to and first year of construction			
	Number of CCC meetings	At least quarterly CCC meetings during the lead up to and first year of construction			
2 - Inland Rail consults with communities on what matters to them and resolves issues swiftly and respectfully.	Stakeholder satisfaction with project communication and engagement activities	Evidence of stakeholder satisfaction with project communication and engagement activities	Feedback from landholders during consultation ARTC and Primary Contractor engagement records	Six monthly	ARTC and Primary Contractor
	Time taken to resolve complaints in accordance with complaints handling procedure	80% of complaints are responded to within 24 hours and resolved to a satisfactory level for the complainant	ARTC and Primary Contractor engagement records	Six monthly	TC and Primary Contractor
3 - Strong relationships between ARTC and Aboriginal	Number of project updates shared with Aboriginal stakeholders	At least one project update per quarter during the construction phase targeted		Six monthly	ARTC

Desired outcome/s	Indicators	Target	Method	Monitoring frequency	Monitoring and reporting
stakeholders and communities are built and maintained		to Aboriginal communities and stakeholders	ARTC and Primary Contractor engagement records		
	Number and type of engagement activities undertaken with Aboriginal stakeholders	Minimum of 2 engagement activities held with Aboriginal communities and stakeholders during the detailed design phase			
	Attendance at Aboriginal community and stakeholder engagement activities	Provide advance notification and targeted invitation and rsvp process for Aboriginal stakeholders at least one month prior to activities			
	Engagement process during detailed design demonstrates how feedback from Aboriginal stakeholders has confirmed or revised targets	Minimum of 2 strategy focussed engagement activities held with Aboriginal communities and stakeholders during the detailed design phase			
	Initiatives for the N2N proposal that directly reflect local Aboriginal values and priorities	At least 2 initiatives for the N2N proposal that directly reflect local Aboriginal values and priorities			
	Implementation of the identified opportunities in conjunction with Aboriginal stakeholders and communities				
Industry participation					
1 - Opportunities are maximised for local and	Attendance rates at Inland Rail Skills Academy capacity building sessions	At least five businesses from the local study area and five Indigenous businesses attend Inland Rail Skills	Attendance logs	Quarterly during pre-construction	ARTC

Desired outcome/s	Indicators	Target	Method	Monitoring frequency	Monitoring and reporting
Indigenous businesses and social enterprises to participate in the delivery of Inland Rail.		Academy capacity building sessions during the reporting time period			
	Number of local and Indigenous businesses registered in local supplier portal	At least five businesses from the local study area and five Indigenous businesses register in the local supplier portal during the reporting time period	Supplier portal data	Six monthly	ARTC
	Number of initiatives undertaken to support increased capacity and/ or competitiveness of local and Indigenous businesses (including where this leads to contract).	At least three initiatives held in the reporting period	Primary Contractor procurement data	Six monthly	Primary Contractor and ARTC
	The number of contracts and their value (\$) with local and Indigenous suppliers	At least two services or products from local suppliers in the local study area during construction At least two services or products from local Indigenous suppliers in the local study area during construction	Primary Contractor procurement data	Six monthly	Primary Contractor and ARTC
Workforce management					
1 – Inland Rail provides sustainable job opportunities for local and Indigenous workers people and contributes to building skills in regional Australia.	Number of residents who have completed Inland Rail Skills Academy courses in the local study area	At least five residents from the local study area completed Inland Rail Skills Academy courses	Trainee register Apprentice data	Six monthly	ARTC
	Number of residents who complete training delivered by the Primary Contractor in the local study area	At least five residents from the local study area complete training delivered by the Primary Contractor in the local study area	Construction employment register	Six monthly	Primary Contractor

Desired outcome/s	Indicators	Target	Method	Monitoring frequency	Monitoring and reporting
	Proportion of workforce that are: <ul style="list-style-type: none"> - Local residents - Indigenous persons (including local and non-local) - Women - Under 25 years 	A desirable 20 per cent of total cumulative proposal workforce should comprise a local workforce including the targeted social benefit demographics of the following: <ul style="list-style-type: none"> - Local residents - Indigenous persons (including local and non-local) - Women - Under 25 years Note: target to be confirmed between ARTC and Primary Contractor)	Construction employment register	Quarterly during pre-construction	Primary Contractor
2 - Positive workforce health and wellbeing is supported by the proposal.	Positive qualitative outcomes of Workforce Wellbeing Survey	Over 20% of construction workforce responds to wellbeing survey Positive feedback from project personnel regarding accommodation, health and wellbeing initiatives	Construction Contractor Workforce Wellbeing Survey	Six monthly during construction	Primary Contractor
3 - Non-resident workforce demand on local health and emergency services in minimised	Number of non-resident workforce using local health and emergency service providers Provision of health services for non-residential workforce.	Monitor non-resident workforce attendance at local health service providers	Engagement with local and regional health services	Quarterly	Primary Contractor and ARTC
4 - Project personnel behave with respect and courtesy towards resident and local communities.	Number of complaints from community received regarding workforce behaviour.	No community complaints attributed to workforce behaviour / conduct	Construction Contractor Human Resource records	Quarterly during construction	Primary Contractor
Housing and accommodation					
1 - Inland Rail accommodation solutions do not cause stress to local housing markets.	Proportion of the workforce housed in temporary workforce accommodation facilities.	80% or more of non-resident workforce housed in temporary workforce accommodation facilities	Consultation with councils	Six Monthly	Primary Contractor and ARTC

Desired outcome/s	Indicators	Target	Method	Monitoring frequency	Monitoring and reporting
			Primary contractor workforce accommodation data		
Community health and wellbeing					
1 - Disturbance to landholders' activities and property during construction and operation are minimised.	Total number and types of complaints received from landholders and resolved in the reporting period.	80% of complaints are responded to within 24 hours and resolved to a satisfactory level for the complainant	Complaints management mechanism	Quarterly	Primary Contractor and ARTC
2 - Uncertainty and stress within the community as a result of the proposal is minimised.	Landholder agreements negotiated and executed on a voluntary basis	All landholder agreements finalised prior to project construction	ARTC records	Six Monthly	ARTC
	Total number of initiatives undertaken to support / increase community health and wellbeing.	At least one wellbeing program receives funding	ARTC social investment records	Six Monthly	ARTC
	Number and \$ contributed to community cohesion and wellbeing initiatives	At least one local community event sponsored in each LGA along the alignment per year			
3 - Impacts on the amenity of nearby residents and other stakeholders during construction and operation are avoided or minimised	Number and type of complaints from landholders and other stakeholders regarding: - noise impacts - dust impacts - vibration impacts.	No landholder / community complaints related to environmental amenity impacts during the construction and operation phases.	Complaints management mechanism	Quarterly	Primary Contractor and ARTC
4 - Local emergency services are informed of project planning through regular consultation and adequate information.	Number of updates provided to emergency service providers.	Relevant emergency service providers report Construction Contactor's advice on workforce arrangements and cooperative arrangements are adequate.	Engagement with local and regional emergency service providers	Quarterly	ARTC and Primary Contractor

Desired outcome/s	Indicators	Target	Method	Monitoring frequency	Monitoring and reporting
6 - Safety for people who use roads and roadsides is maintained.	Number of community safety events held and number of participants	At least 2 events annually at each LGA along the alignment during construction and first 3 years of operation	ARTC event logs	Annually	ARTC



JacobsGHD

Level 3, 24 Honeysuckle Drive, Newcastle NSW 2300
PO Box 5403, Hunter Region Mail Centre NSW 2310
T: +61 2 4979 9999 F: +61 2 4979 9988 E: ntlmail@ghd.com

© JacobsGHD 2022

This document is and shall remain the property of JacobsGHD. The document may only be used for the purpose for which it was commissioned and in accordance with the Terms of Engagement for the commission. Unauthorised use of this document in any form whatsoever is prohibited.