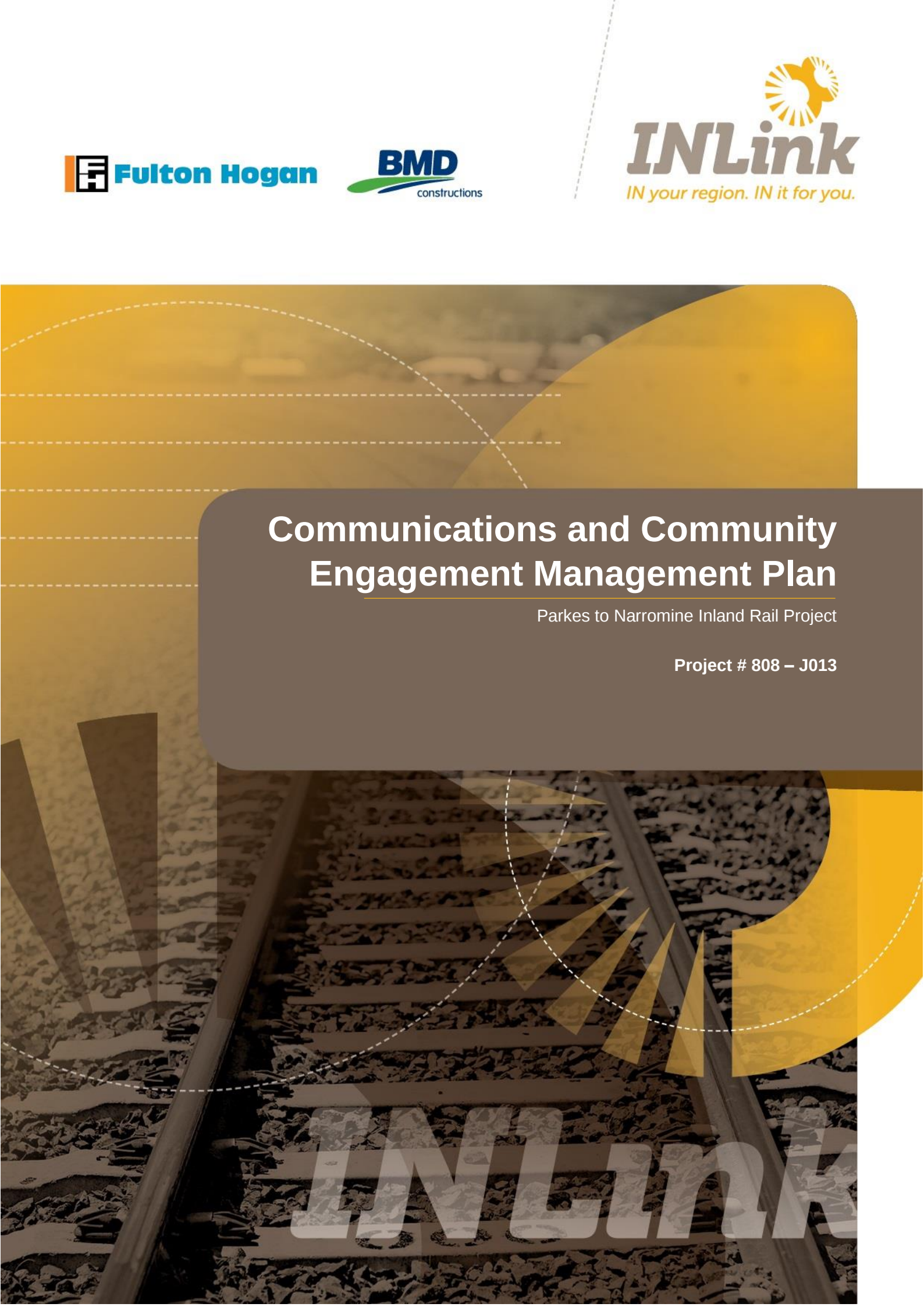


Communications and Community Engagement Management Plan

Parkes to Narromine Inland Rail Project

Project # 808 – J013



INLink

Job No.: 808 - J013

Principal: Australian Rail Track Corporation, (ARTC)

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Communications and Community Engagement Management Plan (CCEMP)

Parks to Narromine Inland Rail
Project # 808 – J013

Table of Contents

1.	Introduction.....	5
1.1	Project Description	5
1.2	INLink	6
1.3	Project Outcomes.....	6
1.4	Project Team	6
1.5	Conditions of Approval	6
2.	Purpose	7
3.	Overarching Objectives	8
4.	Internal Objectives	9
5.	Strategy	10
6.	Principles.....	11
7.	Timeframes	12
8.	Situation Analysis/Background.....	13
9.	Stakeholders	14
9.1	Community Analysis	14
9.2	Landowner Engagement	15
9.3	Aboriginal Engagement.....	15
9.4	Stakeholder Overview	15
10.	Project Issues.....	20
10.1	Communication Issues	20
10.2	Construction Issues and Management.....	21
10.3	Communication Control Plans.....	21
10.4	INLink's Community Team	24
11.	INLink's Communication Commitments	25
11.1	Contact Commencement and Mobilisation	25
11.2	During Project Activities Contract Commencement and Mobilisation	26
12.	Communications Tools and Tactics – INLink and ARTC	28
13.	Communications Tools and Tactics – Public Communications	30

14.	Communications Tools and Tactics – Internal INLink Communications.....	34
15.	Key Messages.....	37
16.	Enquiry and Complaint Management.....	38
16.1	Complaint Management System	38
16.2	Response times to Complaints and Enquires	38
16.3	Complaints Register	39
17.	Communications Mitigation Measures	40
18.	Crisis Management	42
19.	Community Health and Wellbeing.....	43
20.	Record Keeping/Reporting.....	44
21.	Evaluation.....	45

Attachments

Attachment A – Inland Rail NSW Parkes to Narromine Communication Strategy

Attachment B – Project Area Map

Attachment C – Code of Behaviour

Attachment D – Organisational Chart

Attachment E – Social Impact Management Plan (SIMP)

1. Introduction

This Communication and Community Engagement Management Plan (CCEMP) has been prepared with consideration of requirements outlined in the *ARTC Inland Rail NSW Parkes to Narromine Communication Strategy* (Appendix A) and P2N tender documents. The CCEMP is further supported by INLink *Communications Control Plans* (CCPs) which are detailed plans to describe specific works to be undertaken, identify potential impacts and stakeholders and outline risk and communication management.

1.1 Project Description

The Parkes to Narromine (P2N) project is one of 13 projects as part of the Inland Rail programme. This is the first project to be constructed as part of Inland Rail and is located in NSW. It is approximately 106 kilometres long and includes an upgrade to the existing rail corridor and 5 kilometres of new rail connection at Parkes.

Mobilisation of P2N commenced in October 2018, with commencement of construction targeted for October 2018 (actual commencement Feb 2019) and be completed by mid-2020.

The northern end of the project is located 500 metres west of the town of Narromine, and 1.1 kilometres south west of Narromine Railway Station. The southern end of the project is located west of Parkes, approximately 3.5 kilometres from Parkes Railway Station at Goobang Junction.

Figure 1: Parkes to Narromine Project Overview



<https://inlandrail.artc.com.au/P2N>

1.2 INLink

INLink is a joint venture between BMD Constructions and Fulton Hogan. This JV has been awarded the P2N contract and will deliver the first section of the Inland Rail programme. Construction started in Feb 2019 and will continue until mid-2020.

1.3 Project Outcomes

The P2N project will involve:

- replacing existing sleepers and track with cement sleepers and new tracks
- realigning the track to minimise tight curves
- raising the level of the rail formation (the supportive foundations of the track)
- replacing and upgrading culverts and bridges.

INLink will also construct three new crossing loops (areas where trains can pass each other), and work on level crossings, signalling and communications, signage, fencing and services and utilities within the corridor.

1.4 Project Team

Refer to current organisational chart for project team roles on [SharePoint](#)

1.5 Conditions of Approval

The P2N project has been granted approval under Division 5.2 of the Environmental Planning and Assessment Act 1979. Conditions of Approval (CoA) for projects awarded under Division 5.2 are issued for each project as part of the project approvals. The Inland Rail NSW Parkes to Narromine Communication Strategy was prepared to meet the CoA provided by Department of Planning and Environment. Stakeholder and community requirements under the CoA are outlined in the strategy and this plan.

2. Purpose

The purpose of this CCEMP is to outline INLink's approach to the communications for the P2N project. INLink will support ARTC to deliver stakeholder communications and community engagement that follows the ARTC P2N Communication Strategy and the EIS CoA requirements.

While ARTC will be the face to our stakeholders and the community, INLink will provide the necessary support with a particular focus on stakeholder engagement activities related to construction.

INLink also notes that ARTC will continue to lead and be the final approval body for the project's communications.

INLink acknowledges the development of the *Inland Rail NSW Parkes to Narromine Communication Strategy (5-0000-240-PCS-00-ST-0001) Rev A (June 2018)* (Appendix A) by ARTC. Section 10 of this Strategy directly links with the CCEMP and confirms the structure and accountabilities.

3. Overarching Objectives

The INLink delivery team is committed to working with ARTC to actively engage with stakeholders and local communities. We understand the importance of effectively communicating to maximise benefits to the local economy, employment and community, while minimising negative social impacts.

Key objectives are included below:

- ensure engagement activities meet the needs of the community and stakeholders
- ensure project team members, stakeholders and community members understand their role and responsibilities to deliver the Inland Rail programme
- support the overall programme objectives through active engagement.

Our shared project objectives are to:

- increase ARTC Inland Rail and INLink brand recognition among communities and builds trust in ARTC and its ability to deliver Inland Rail
- align Inland Rail with the communities through which it will pass and promote to the greatest extent possible a sense of community ownership of, or affinity with, the success of Inland Rail in their area and beyond
- achieve stakeholder and community goodwill through open, approachable and transparent messaging, engagement and intent of purpose
- to raise awareness about Inland Rail with affected landowners, stakeholders and the broader community
- to minimise impacts from the delivery of Inland Rail on affected landowners, direct neighbours and communities
- to build support for Inland Rail
- to enhance the reputation of ARTC as the delivery agent for Inland Rail.

Defined communication and engagement targets – can be found in the Social Impact Management Plan – Attachment E, Figure 4: Community Health and Wellbeing social performance programme.

4. Internal Objectives

INLink's approach to community engagement focuses on building relationships and providing information to meet specific stakeholder requirements. This methodology is based on accurate, timely and relevant information distribution that communicates key project activities, stages and milestones, while protecting and enhancing the reputation of ARTC and the Inland Rail programme. INLink has the following internal objectives:

- successfully deliver local communications and engaging residents, land owners, businesses and the wider community, so they feel they are part of the Inland Rail journey
- prevent unnecessary impacts to the community by being proactive and providing timely dissemination of construction notifications and other project communications
- manage workforce behaviours to ensure it meets the INLink Code of Conduct and our objectives
- provide prompt and accurate information to ARTC to facilitate responses to enquiries and complaints
- effectively integrate stakeholder feedback into decision-making processes (where relevant)
- keep accurate and comprehensive records in Consultation Manager of engagement activities and outcomes
- assist the wider project team by providing suitable and effective communication and community engagement advice, including methods to address and manage emerging issues that are in line with ARTC social performance guidelines.

5. Strategy

INLink's strategic approach to communications and community engagement has been designed to address the importance of providing support via strong, effective and continuous communication with ARTC. INLink's overarching strategic approach guiding the CCEMP is based on the following objectives.

- **Minimisation** – reduce or eliminate the adverse impacts of construction activities on local residents, businesses and land owners.
- **Responsiveness** – provide proactive, timely and transparent communication to ARTC and stakeholders.
- **Relationships** – building and enhancing relationships within the project team, ARTC and the community.
- **Team culture and commitment** – creating a culture based on strong workforce behaviour that enhances the reputation of INLink, ARTC and the overall Inland Rail programme.

6. Principles

INLink's community engagement approach is based on the following principles.

- **No surprises** – Communication and engagement with ARTC and stakeholders is open and honest to promote trust and encourages two-way communication.
- **Clear communication** – Information is communicated in a clear, consistent, timely and accurate manner.
- **Prompt response** – Enquiries and complaints are handled promptly and responded to according to set protocols.
- **Honesty and cooperation** – Work in an open and honest environment with ARTC and the public.

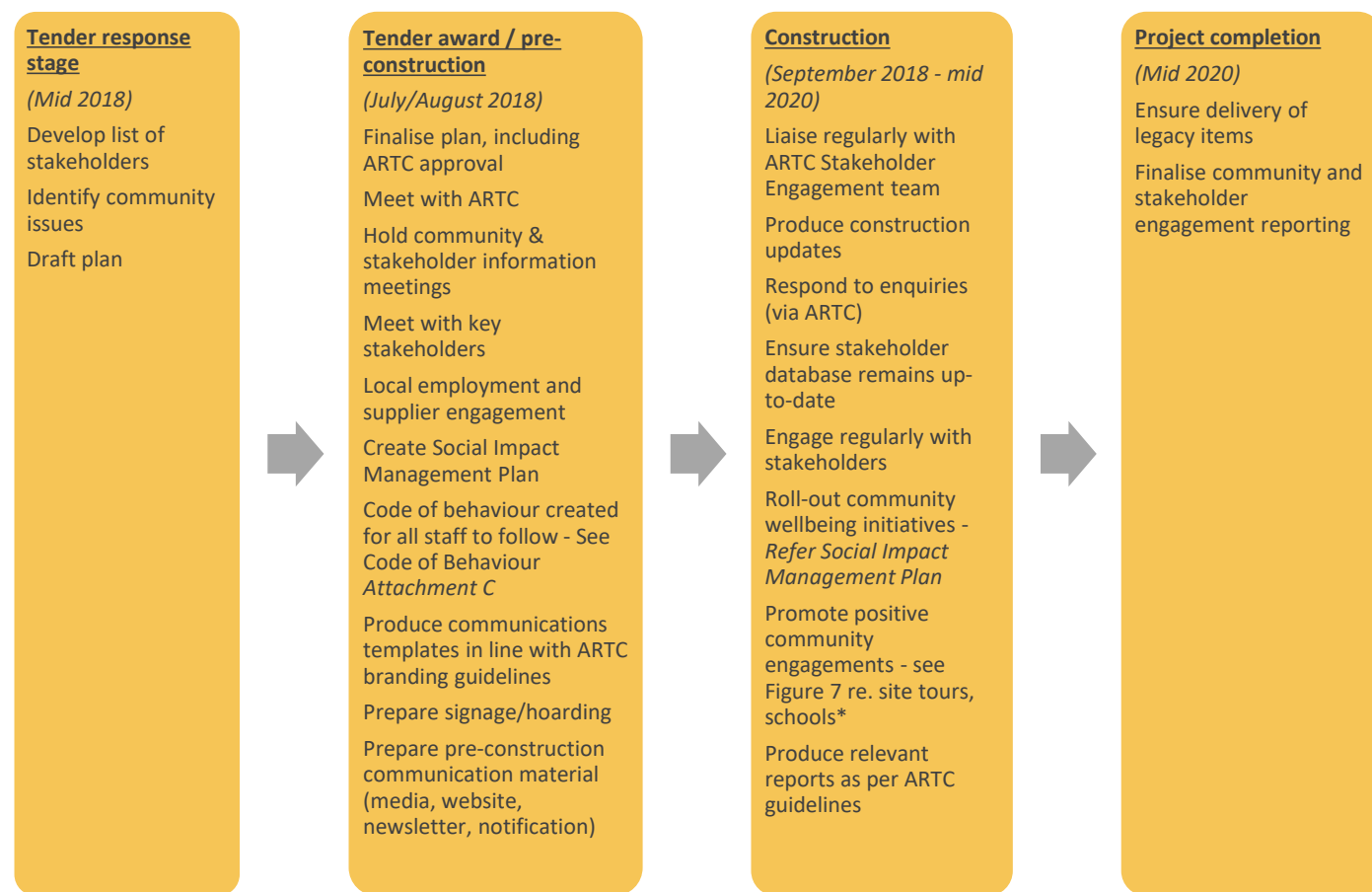
Communications and Community Engagement Management Plan

Parkes to Narromine Inland Rail Project



7. Timeframes

Figure 3: INLink engagement and communication timeframes – outlines key communication tasks and broad timeframes for completion



* These activities are required under both the Communication and Social Impact requirements for the project. Social impact requirements are outlined in the *Social Impacts Management Plan - Attachment E (SIMP)*. These above activities will be referenced in both documents. Community Health and Well-being initiatives will be detailed in the SIMP. Figure 7 of the CCEMP provides details on site tours and engagement with schools.

8. Situation Analysis/Background

Awareness of the project in the P2N area is high, with numerous media articles published in a variety of outlets (e.g. Narromine News). As this is a federal government initiative there is also a high level of political interest from all sectors of government and INLink will consider that as part of construction, and associated communications.

Significant consultation by ARTC has occurred during the initiation, planning and detailed design phase. Community consultation and stakeholder feedback have been incorporated into the P2N Inland Rail design.

Summary of key engagement activities that have occurred on the P2N project include:

2016

- meetings with key stakeholders including, but not limited to Parkes Shire Council, Narromine Shire Council, Local Aboriginal Land Councils, government representatives and Roads and Maritime Services
- community information sessions and drop in events at Parkes and Narromine
- community updates including emails, newsletters and through the ARTC website
- meetings with over 100 impacted landowners for consultation about the project and key points (including flood modelling, level crossings and access agreements for investigation works).

2017

- engagement activities for Environment Impact Statement (EIS) public exhibition including six drop in sessions across Peak Hill, Narromine and Parkes. A total of 121 people attended these sessions
- numerous face to face meetings, letters, factsheets to all residents located within 500 metres of the works and to the wider community
- a number of meetings with key stakeholders including consultation with local councils about our design aspects such as impacts to roads and flooding.

2018

- consultation with key stakeholders and all land owners on detailed design
- engagement with land owners around further investigation activities associated with detailed design such as LiDAR surveying, service locating and geotech
- consultation on flooding, level crossings and borrow pits
- follow up calls to close out activities and letters updating landowners on our work
- sponsored and participated local events including the Parkes Elvis Festival, Peak Hill Show, Parkes Show and Narromine Show.

9. Stakeholders

INLink understands that as the contractor delivering the Parkes to Narromine section of the Inland Rail programme, they are responsible for keeping the local community and stakeholders fully informed about the construction related activities and the programme.

Our joint venture partners BMD and Fulton Hogan have extensive experience in working in communities throughout Australia and New Zealand and understand the importance of tailoring community and stakeholder engagement to the regions in which we're working.

The Parkes to Narromine construction works stretch across 103 kilometres of the rail corridor, with works being carried out at Parkes, Peak Hill and Narromine.

Due to the differing demographics and characteristics of each of these towns, INLink will not have a homogenous approach to community and stakeholder engagement. Instead the communications approach will be tailored to each community and stakeholder group to ensure effectiveness.

INLink also recognises that across the construction period, new project stakeholders may emerge, while others may become latent.

With all target audiences, it will be essential to gain a thorough understanding of who they are and to determine their needs, including their sensitivities and levels of tolerance for particular activities. This will assist to ascertain expected levels of impact, and the relevant mitigation measures to implement during construction to minimise or avoid disruptions to directly and indirectly impacted stakeholders. This understanding informs INLink of the activities which need to be considered and mitigated and guides INLink's methodology throughout the construction phase.

9.1 Community Analysis

Parkes – A reasonably large town (population 14,920) with a number of industries including agriculture, mining, science and tourism. It is home to the CSIRO Parkes Radio Telescope and the annual Elvis Festival. According to the 2016 Census figures, Parkes' unemployment rate is slightly lower than the national average and has a larger Indigenous population than the Australian average.

Once the project is completed, Parkes will be a major transport hub as it will be at the intersection of Inland Rail, the East West rail line and the North South Newell Highway. The newly-developed Parkes National Logistics Hub is a dedicated area for major logistics, manufacturing, warehousing and distribution.

Peak Hill – A small town (population 1,106) with a low socio-economic demographic, Peak Hill is close to the Tomingley gold mine. The town's unemployment rate is higher than the national average. Almost one-quarter of the population is Indigenous so it's important to recognise the potential this programme has for upskilling local Aboriginal people. The main construction office will be located at Peak Hill.

Narromine – A country town (population 6,444) within a larger agricultural region, Narromine is about 45 kilometres west of Dubbo. According to the 2016 Census the town has a slightly higher unemployment rate than the national average. It has a large Indigenous population – more than 20% of the population.

Dubbo – While Dubbo is not within the construction footprint, it is the largest regional centre (population 76,563) in the area and we expect it will be a good source of potential workers, subcontractors, suppliers and housing. The city's unemployment rate is lower than the national average, while the Indigenous population is higher than average.

Refer to Attachment B for a local area map.

9.2 Landowner Engagement

An important stakeholder group are land owners whose properties ARTC and INLink will need to access during construction works.

ARTC will develop and implement the Property Access agreement process and secure all necessary Land Access Agreements.

INLink will follow ARTC's Property Access Agreement process (once confirmed) to establish and maintain good relationships with landowners and ensure all contractor staff work in accordance with this process.

INLink recognise that having a transparent and cooperative approach to landowner access will be critical to the delivery of this project and in enhancing ARTC's reputation.

9.3 Aboriginal Engagement

The region has a higher than average Indigenous population, so it will be important to engage with local Aboriginal groups to maximise employment, training and business opportunities.

The Parkes to Narromine Inland Rail package takes place on both Wiradjuri and Central Aboriginal Land Councils and incorporates the Peak Hill and Narromine Local Aboriginal Land Councils, with consideration given to Dubbo Local Aboriginal Land Council due to regional size and capability.

During the tender process INLink engaged with key stakeholders within the local Aboriginal community, as well as NSW Department of Industry, to discuss employment, business and community wellbeing initiatives.

INLink will continue to work collaboratively with these groups to maximise benefits for the local Aboriginal community. The details of aboriginal engagement will be outlined in the Social Impact Management Plan – Attachment E.

9.4 Stakeholder Overview

On an overarching level, INLink uses a tiered system to understand audiences and stakeholders that may be impacted throughout the project activities. Key audiences are separated into a high, medium and low level of interest and influence. Despite this structured system, all stakeholders will be considered on an individual basis and approaches will be adjusted to suit their needs.

Figure 4: Stakeholder Tiers

Stakeholders	Interest	Interest level	Influence level	Strategies and activities	Responsibility
NSW Government: - Department of Planning and environment - Transport for NSW - Department of Industry - Department of Primary Industries - EPA - Office Environment and Heritage - Local Land Services	- CSSI document review and approval - Level Crossings - Traffic, transport and access management - Soil and water management - Water usage management - Hazardous and contaminated materials management - Noise and vibration management - Project updates - Biodiversity and heritage management - Travelling stock routes	Medium	High	- Management Plans - Project briefing defining scope of works, construction programme - Interactions with INLink project team for approvals, information and updating	- INLink - Assisted by ARTC
Local government: - Parkes Shire Council - Narromine Shire Council - Dubbo Regional Council	- Effective communication of project, the works and its impacts including but not limited to; - level crossings - traffic/transport and access management - noise and vibrations - environmental management - service relocation management - Opportunities for local area – community events and engagements - Employment and business engagement - Project updates	High	Medium	- Participate in ARTC planned events, newsletters and direct communications - Provide project briefing - defining scope of works, construction programme - Regular updates on project progress and issues	- ARTC - Assisted by INLink <i>Refer to Figure 5 for a breakdown of liaison responsibilities</i>

Stakeholders	Interest	Interest level	Influence level	Strategies and activities	Responsibility
Members of Parliament: - Federal member for Parkes (Narromine) - Federal member for Riverina (Parkes & Peak Hill) - NSW State Member for Dubbo (Narromine) - NSW State Member for Orange (Parkes & Peak Hill)	- Any activity likely to cause concern within the community - Change in project scope - Project timing - Up-to-date information and community feedback - Opportunities for local businesses - Impacts on local property owners	Medium	High	- Initial project briefing defining scope of works, construction programme - Regular updates on local content participation rates - Regular updates on community enquiries and feedback	ARTC
Emergency Services: - NSW Police - NSW Ambulance - Fire and Rescue NSW - Rural Fire Service - State Emergency Services (SES)	- Effective communication of project, the works and its impacts - Changes and impacts on roadways/level crossings for access - Social impacts	Medium	Medium	- Provide project briefing - defining scope of works, construction programme - Regular updates on project	- ARTC - Assisted by INLink
Landowners adjacent and affected	- Any activity likely to affect access, create disturbance including noise, dust and vibration or increase traffic on local roads - Impacts associated with property access requirements	High	Medium	- Participate in existing ARTC community engagement strategies and activities - Follow ARTC's Property Access Agreement process - Establish and maintain good relationships with landowners and ensure that no contractor, staff or personnel for whom the contractor is responsible enters or accesses a property without prior agreement with the landowner	- INLink - Assisted by ARTC
Residents / wider public	- Employment and training - Any activity likely to affect access, create disturbance including noise, dust and vibration or increase traffic on local roads - Community wellbeing initiatives	High	Medium	- Participate in existing ARTC community engagement strategies and activities - Advance notification of works likely to affect access - Regular updates on progress and traffic arrangements - Liaison with ARTC and community groups around community wellbeing initiatives	- ARTC - Assisted by INLink

Stakeholders	Interest	Interest level	Influence level	Strategies and activities	Responsibility
Businesses within the surrounding region	- Work/supply opportunities - Any activity likely to affect access or create disturbance including noise, dust and vibration	High	Low	- Opportunities for supply of service or materials - Advance notification of works likely to affect access - Regular updates on progress and traffic arrangements	- INLink - Assisted by ARTC
Indigenous groups/organisations	- Employment and training - Community wellbeing initiatives - Indigenous heritage preservation	Medium	Medium	Managed in line with the Social Impact Management Plan – Attachment E	- INLink - Assisted by ARTC
Media	Environmental, community and general interest in the project	Medium	High	- Follow ARTC requirements – no direct contact from INLink permitted - Three-month media opportunities document to be provided to identify key milestones and positive media opportunities as they arise	- ARTC - Assisted by INLink
Utilities: Essential energy Jemena Gas Network APA Gas Telstra	Any related impacts to networks, including; new storm water assets, phone lines, gas and electricity utilities	Medium	Medium	Ensure that any utility or service provider impacts within either public or private parcels are adequately notified	- INLink - Assisted by ARTC
NB: A detailed list of key stakeholders has also been developed by ARTC and is included in the Inland Rail NSW Parkes to Narromine Communication Strategy. This includes relevant contact details.					

Figure 5: Local government liaison responsibilities

ROLES	LIAISON RESPONSIBILITY
ARTC State Stakeholder Engagement Team	- Overarching project information - Overarching program information - Political commentary - Media opportunities

Contractor delivery
communication team

- Asset /utilities management
- Asset /utilities maintenance
- Procurement
- Traffic management and associated approvals
- Environmental and parks management and associated approvals (e.g. unforeseen tree removal approvals)

INLink will then also adhere to all permit liaison requirements as stipulated by the local government bodies.

10. Project Issues

Issue identification and mitigation is a critical tool for reputation protection and management. INLink will develop and implement procedures for managing any issues and opportunities that arise which are pertinent to the works from the start of construction until the date of practical completion.

In particular, INLink will develop and implement procedures for managing any issues emerging in relation to the works that may adversely impact upon the reputation of INLink's JV partners, ARTC and the Inland Rail programme. This will include:

- Appropriate documentation, procedures and reporting for all emerging, resolved and active issues and opportunities from the start of construction until the date of practical completion.
- Providing a detailed consultation and social incident report on emerging and active issues and opportunities at each monthly meeting or earlier, as necessary.

10.1 Communication Issues

The potential community and stakeholder issues for this project, which INLink will manage, are outlined below.

Figure 6: Potential Community and Stakeholder Issues

Potential issue	INLink approach
Consistency of information provided to stakeholders	• Tie in and follow ARTC P2N Communication Strategy • Develop a joint and cohesive approach to mass and tailored communication • Follow ARTC's communication approval process
Communication fatigue	• Seek to understand the background of consultation to date • Ensure consistency in message and a tailored approach to each affected stakeholder • Follow ARTC's communication approval process • Seek opportunities for face-to-face and one-on-one communication where appropriate
Disgruntled land owners	• Develop understanding of background • Establish understanding of key drivers/concerns through one-on-one communication • Negotiation in line with ARTC requirements • Fatigue from other major projects nearby
Opposition to the project	• Provide key messages in line with ARTC project communications • Follow project complaint escalation procedures • Ensure all project personnel are aware of procedures

Potential issue

INLink approach

NB: The ARTC team has also developed a comprehensive list of key challenges which are included in the Inland Rail NSW Parkes to Narromine Communication Strategy.

10.2 Construction Issues and Management

INLink is committed to minimising impacts on residents and businesses during construction, however there may be some changes in the area while the works are being undertaken. At a high level these issues are listed in Figure 4 below along with mitigation measures.

10.3 Communication Control Plans

Detailed discussion of construction impacts and mitigation measures will be addressed through the preparation of Communication Control Plans (CCPs). CCPs will be prepared for specific works or specific locations throughout the project. The CCPs are generally prepared six-weeks in advance to allow time for early identification of potential impacts specific to that work or location for key stakeholders and community. The INLink team can then manage with and addressed via early and targeted communication with community and key stakeholders.

Figure 7: Potential Construction Issues

Project design	Construction impacts	Mitigation measures
- Timing and duration of construction activities - Change to rail alignment - Change to rail corridor elevation - Level crossing changes/closures - Removal of vegetation - Permanent fencing - Adherence to CoA conditions - Impact of new storm water assets - Working in, and adjacent to the rail corridor	- Noise - Vibration - Dust - Visual amenity - Work hours - Temporary fencing - Night work (if required) - Emergency work- as per CoA (if required) - Delayed works	- CCPs will identify construction impacts relevant to that specific location of work, assess risks and outline how these will be addressed. - Mitigation measures will be managed in accordance with INLink's plans such as the Construction Environment Management Plan, Noise and Vibration Management Sub-Plan, and Air Quality Management Sub-Plan - These plans outline mitigation measures such as: - Source control: includes selection of quieter plant and equipment, implementation of quieter construction techniques, dust suppression techniques relevant to each location - Monitoring of noise and vibration in accordance with CoA (C13) consultation with potential impacted land owners as required - Adherence to approved work hours (Mon-Fri 7am-6pm, Sat 8am-1pm. No work will

		be undertaken on Sundays or Public Holidays unless approved prior • Any out of hours work will require additional approval and will be undertaken in accordance with approval conditions • Impacted stakeholders and ARTC will be informed if works are delayed or extended • Dilapidation inspections will be undertaken and updated inspections where required • Consideration of visual amenity and consultation with land owners as required in CoA (E56) • Newsletters, information sessions, door knocks and 7-day notifications enable early communication on potential impacts and mitigation measures • Any complaints, including damage concerns due to work undertaken will be addressed via the ARTC complaints management system – Consultation Manager.
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Traffic and transport	Property impacts	Mitigation measures
• impact on adjacent local roads • Impact on adjacent arterial roads and motorways • Temporary and permanent level crossing changes • Construction traffic • Impact on public transport (buses) • Construction workforce parking • Bus stops	• Property access • Land and rehabilitation agreements • Unknown property services within rail corridor • Perceived property damage • Changes to access to rail corridor within property • Changes to visual amenity • Floodwater flow changes within property • Temporary closure or relocation of bus stops • Temporary closure of level crossings	• CCPs will identify traffic and access impacts relevant to that specific location of work, assess risks and outline how these will be addressed. • Traffic Control Plans will be submitted to Council for approval • Advertising of traffic changes in accordance with approval requirements • Plan construction activities in a way which considers local community and their use of the local road network e.g. consideration of work site layout, staging construction activities, deliveries at times when less impactful, haulage route reviews and car park planning • Maintain vehicular and pedestrian access to property in accordance with CoA (49-51) • Preparation of Public Level Crossing Treatment Report in accordance with CoA (E44-48) • Relocation of bus stops to be planned and implemented in accordance with COA (E42) potential impacted stakeholders to be notified including bus companies, schools, emergency services, councils • Reviewing ARTC access approvals and contacting landowners prior to access, a property access process will be prepared if required • Newsletters, information sessions, door knocks and 7-day notifications enable early communication on potential impacts and mitigation measures • Any complaints, during work will be addressed via the ARTC complaints management system – Consultation Manager.
Environmental impacts	Impact on community facilities/events	Mitigation measures
• Flora and fauna • Vegetation removal • Groundwater	• Local school impacts • Parkes Elvis Festival	• CCPs will identify environmental impacts relevant to that specific location of work,

• Surface water • Water use • Flooding and floodwater • Operational rail noise • Fencing • Out of hours work • Delayed work		assess risks and outline how these will be addressed.
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The communication tactics to be utilised as part of the mitigation measures for this project are included in Section 18 - Communication Mitigation Measures. Community Resources

10.4 INLink's Community Team

The INLink team will include at least two dedicated, experienced community and stakeholder engagement professionals to manage INLINK's community obligations under the project contract. One of these personnel will be co-located within INLink's Parkes or Peak Hill offices.

They will work closely with the ARTC NSW Stakeholder Engagement team to streamline the delivery and management of consultation activities. Please refer to the organisational chart, to confirm the relevant team members.

A detailed breakdown of the roles and responsibilities between ARTC and INLink has been documented in the Inland Rail NSW Parkes to Narromine Communication Strategy - Appendix B. This section outlines how the contractor delivery team will be expected to communicate with stakeholders and how ARTC and INLink will interact.

The overarching interface between ARTC and INLink is captured below in Figure 7.

Figure 8: Overarching Roles and Responsibilities

ROLES	RESPONSIBILITY
ARTC State Stakeholder Engagement Teams	• Implement the P2N Communication Strategy • Manage construction contractor communication teams to implement their Community Engagement Plan. • Stakeholder Engagement member to be contactable by community at all times
Contractor delivery communication teams	• Communications Team member to be contactable by community and ARTC at all times when construction activities are being performed • work closely with the relevant ARTC state Stakeholder Engagement team to implement Communication Strategy and Community Engagement Plan

11. INLink's Communication Commitments

11.1 Contact Commencement and Mobilisation

ARTC will lead all project related communications and be the external 'face' of the project. In order to incorporate the information gained from the communications and engagement activities carried out by ARTC prior to project commencement, INLink commits to:

- the preparation of the INLink CCEMP
- attend meetings as required in relation to stakeholder engagement activities
- review the Consultation Manager database to obtain a general understanding of stakeholder interface to date
- consider and address relevant issues in its Project Plans and in carrying out the project activities
- list potential media opportunities in advance for ARTC consideration – as per the three-monthly look ahead

DATE	MILESTONES	LOCATION
September – October 2018	• Contract award	• Parkes
February 2019	• Construction commences – North West Link (NWL) • Goonumbla to Narromine Upgrade of rail, culverts, level crossings, road ways	• Parkes to Narromine
August 2019	• Complete NWL	• Parkes
September 2019	• Construction commences Parkes to Goonumbla	• Parkes to Goonumbula
December 2019	• Complete Goonumbla to Narromine section • upgrade of rail, culverts, level crossings, road ways	• Goonumbla to Narromine
March 2020	• Complete Parkes to Goonumbla	• Parkes to Goonumbla

- undertake required pre-construction communications in consultation with ARTC, this includes;
 - Produce co-branded materials for construction including:
 - Hoarding/site fencing
 - Public materials

11.2 During Project Activities Contract Commencement and Mobilisation

Throughout the duration of the project activities, INLink commits to working collaboratively with ARTC to build positive working relationships and assist in the effective implementation of both the Inland Rail and INLink communications strategy. ARTC's stakeholder engagement and INLink's communication team will maintain a close working relationship. Key elements and collaboration will be required in relation to:

- ongoing development and approval of a three-month key construction and media lookahead
- development of required Communications Control Plans for key activities – these documents will provide ARTC with an understanding of the below:
 - date and timeframes
 - construction activity
 - program outline
 - impacts
 - mitigation tools
 - communication tactics
 - key stakeholders
- development of project update information for distribution to the community by ARTC
- ongoing management of any enquiries – operational or corporate level
- ongoing strategic assessment of issues, progress and communication program effectiveness.

Specific tasks that INLink will perform during the project activities are outlined below.

- comply with the complaints management progress as outlined in the Inland Rail NSW Parkes to Narromine Communication Strategy
- draft and prepare responses to enquiries and complaints for ARTC's distribution as required
- lead meetings with landowners and community members as required
- work with ARTC state Stakeholder Engagement team to coordinate consultation activities with stakeholders and the community
- where required, organise meetings with stakeholders and the community, or accompany the ARTC state Stakeholder Engagement team, to discuss activities including work in progress and upcoming work or any issues in connection with the activities
- consult with relevant authorities to identify relevant impacts and mitigation measures for construction works
- proactively notify stakeholders and the community within required timeframes of current and upcoming activities with the potential to impact – approval must be obtained by ARTC prior to

distribution. INLink will distribute construction notifications 7 days prior to work commencing, however this must be confirmed/approved by ARTC with a 5-day review period provided to ARTC.

- provide a copy of all notifications to the Environmental Representative
- record and manage all interactions with stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours
- implement mitigation measures to address any detrimental impacts of the project activities
- provide timely and accurate information for project collateral including advertising, website content and newsletters
- report and provide information on incidents as required
- answer all phone calls from the community information line during construction hours and all out of hour's activities
- liaise with ARTC to develop and implement workforce behaviour training through the induction process and toolbox talks
- before commencing new tasks, phases or work at new work faces, liaise with ARTC to satisfy the requirements under the project contract and communication strategies
- provide assistance to ARTC as required to coordinate access to construction sites for media and community events
- accommodate project milestone events, bus tours and public events as organised by ARTC
- provide assistance as required for the community information shop front or mobile Community Information Centre at specific times, as outlined in the contract
- on the request of ARTC INLink will provide personnel to support the Inland Rail Parkes Community and Working Hub up to 2 days per week
- attend out of hours displays on weekends and out of office hours as required to take part in education or group presentations, or special community engagement events
- arrange for the production and installation of external facing site signage, hoarding and fencing banners, as soon as practicable on the establishment of sites
- work with ARTC Inland Rail Stakeholder Engagement team to coordinate consultation activities associated with Community Forums
- consult with stakeholder's post-construction to review dilapidation reports and close out any remediation works. This will occur in consultation with ARTC
- review and update (if required) the CCEMP every six months.

provide input into monthly project reporting and utilise ARTC/Inland Rail's monthly progress report –

Appendix K: Social & Stakeholder Performance – Complaints and Enquiries register.

12. Communications Tools and Tactics – INLink and ARTC

The communication between INLink and ARTC will be imperative in ensuring the community objectives are met. The objectives for this communication include:

- timely and accurate information regarding project activities communicated to ARTC
- before proceeding with new works, provide information to ensure ARTC can meet its communication, community impact and engagement, and notification requirements
- close working relationship with ARTC to proactively identify media opportunities and risks
- provide ongoing project-related communications and information to ARTC regarding progress and any possible disruptions caused by project activities.

INLink will use the below communication tools to communicate key works including:

- significant milestones such as construction start and contract awards
- investigation and construction activities that are likely to impact on nearby residents and businesses as per CoA – this will vary depending on the location and type of works
- changed traffic conditions
- all night works and outside normal work hours deliveries
- opportunities for input on other matters that either impact or are of interest or concern to the community.

The development and implementation of all tools will be carried out in consultation with ARTC. Any written materials will be subject to the ARTC approval process and timelines.

Figure 9: INLink and ARTC Communication Tools

Communication tool	Description of tool
Meetings and regular liaison	• Frequent meetings will be held with ARTC to provide detailed information and ensure ARTC remains informed and aware of impacts, and has opportunities to consult with the team regarding mitigation strategies • Meetings will also enable ARTC to provide immediate feedback on consultation/communication methods and to raise any concerns/queries • ARTC is also able to contact the INLink's communication team via phone/email at any time with further questions or issues
Communication Control Plans	• Development of Communication Control Plans to ensure that ARTC has a full understanding of key activities • This will assist in ARTC's internal and political reporting, and associated risk management process

Three-month look-ahead for media	• Provide a three-month look-ahead of key milestones, updated on a monthly basis, to ARTC to assist in identifying potential media opportunities that may appeal to ARTC or related federal bodies. This will include, as a minimum, project milestones, activities or areas that have generated community interest, and elements of works that are being completed using Australian-first and/or innovative techniques. INLink will advise the Inland Rail Communications Team 20 days prior to significant milestones.
Monthly report	• Reporting information to be included in the project's overall monthly report and utilise ARTC/Inland Rail's monthly progress report – Appendix K: Social & Stakeholder Performance – Complaints and Enquiries register

13. Communications Tools and Tactics – Public Communications

INLink will assist ARTC in leading and delivering all project-related communications and meeting the objectives of the project contract and CoA conditions. The following communication tools will be used by INLINK to publicly communicate:

Figure 10: Public Communication Tools

Communication tool	Description of tool
Community information sessions / forums	Sessions will provide an opportunity for the public to find out more about the project and meet the personnel from INLink. Timing and requirements of the community information sessions/forums will be confirmed by ARTC, in consultation with INLink. Forums will be held quarterly and attended by community team and construction staff from both ARTC and INLink.
Property access	INLink will work with ARTC to ensure landowners are correctly notified prior to entry on their property. INLink will follow ARTC's Property Access Agreement process and establish and maintain good relationships with landowners.
Construction notifications	INLink will adhere to the seven-day notification timeframes for key construction works. Content will be approved by ARTC and distributed by INLink.
Enquiry and complaints management (project hotline, email and post) Refer also to Section 17.2	All complaints made by the community and stakeholders must be managed in accordance with the ARTC Inland Rail Construction Complaints Management System. Complaints will be redirected to INLink as required. Prompt response to all phone and email enquiries and complaints is required from INLink. This includes: • Answer all phone calls transferred from the community information line • Follow the ARTC Inland Rail Complaints Management System • Refer complaints not associated with contractor activities to the ARTC State Stakeholder Engagement team immediately • Investigate and determine the source of a complaint within agreed timeframes, including an initial call to the complainant (when received by phone or where a telephone number was provided or available on Consultation Manager) • Provide an initial verbal response to all complaints within two hours from the time of the complaint unless the enquirer agrees otherwise • Provide a written response to emails within 24 hours • Provide a written response to letters/faxes within 24 hours • Keep the complainant informed of the process until the complaint is resolved

	• Comply with all directions from the ARTC state Stakeholder Engagement team in relation to the resolution of an escalated complaint • Take all actions and implement all measures to prevent the reoccurrence of the complaint • Close out complaints within agreed timeframe (with complainant) • Escalate complaints in accordance with this document • Record all complaints in Consultation Manager in accordance with Consultation Manager data entry procedure within 24 hours. Details should include how it was managed and closed out
Stakeholder engagement /meetings	INLink, together with ARTC will work with relevant authorities and stakeholders to ensure they are provided with adequate notice of upcoming construction activities which may in any way impact on or disrupt their activities. The most appropriate mitigation measures and suggested communications approach will be proposed to ARTC for consideration. Once ARTC and INLink have agreed on the correct course of action, the interface with the affected stakeholder will be coordinated by ARTC. Unplanned direct contact with INLink will be shared with ARTC immediately. Meetings will be held for issues arising out of construction activities which may impact relevant stakeholders. NB: ARTC will hold separate meetings for noise/vibration flooding, visual amenity and land access.
Website	INLink will provide prompt and accurate information as requested by ARTC for input into website content.
Social Media	INLink will provide images and information, at least 180 characters, for social media posts up to three times a week.
Newsletters	INLink will provide prompt and accurate information as requested by ARTC for input into newsletter content.
Door knocks	ARTC will drive the requirement for door knocks with support from INLink.
Advertisements	INLink will work with ARTC to confirm suitable advertising opportunities. Design will be completed by ARTC, with the approvals process driven by INLink. In the case of road closures, these will be identified in CCPs and ARTC updated, advertising may be required in some circumstances
Community and Working Hub and mobile community information sessions	A public Community and Working Hub will be open in Parkes in August 2018. This will be a drop-in point for anyone wanting to obtain further information on the project.

	INLink will provide assistance as required however is not required to staff the hub on a permanent basis. INLink will also attend out of hours displays on weekends and out of office hours as required to take part in education or group presentations, or special community engagement events as arranged by ARTC.
Media enquiries	Any direct contact from the media made to the project will be directed to the ARTC project team as per the required protocol. INLink will record the name, phone number, email, nature of the enquiry, deadline and media outlet of the journalist and advise ARTC of those details immediately. It will be the responsibility of ARTC to manage media enquiries and follow up to ensure the media enquiry is closed out. If required INLink will provide information for a holding statement within 30 mins or as soon as practicable, this will be followed with a full response within two hours. During an emergency or crisis, INLink will provide updates hourly or as soon as practicable. For positive media opportunities, the project will identify a range of opportunities for media releases and events and forward these to ARTC for consideration. This information will also be included in the monthly report. All INLink staff and subcontractors will be advised of the agreed media protocol as part of the induction process. ARTC will also be contacted immediately about any indication of planned or unplanned local community protests that may arise during the works, including unannounced media arrivals on site.
Industry awards / media	INLink will seek approval from ARTC before undertaking any industry-related media or industry award submissions.
Media events/VIP visits	INLink will work cooperatively with ARTC to coordinate and accommodate access to the construction site and on-site logistics for media events, including at short notice, where practical and reasonable. INLink will ensure they have appropriate PPE available to accommodate media representatives when on site, with the capacity to accommodate large groups. INLink will also provide appropriate transport within the construction site to and from media events for ARTC's invitees.
Elected representative enquiries	Any direct contact from federal, state and local government elected representatives made to the project will be directed to ARTC. If required, INLink will assist ARTC with any elected representative meetings and briefings.
Site tour or presentation enquiries	INLink will forward all requests for presentations or site tours from a community member or group, member of the media, or political representative, to ARTC.

	INLink will work cooperatively with ARTC to coordinate and accommodate access to the construction site for tours or presentations. INLink will ensure appropriate staff will be available to lead and present at site tours or presentations, these may include; community team member, safety team member, representative to speak on section of works. INLink will ensure that appropriate PPE will be available for to all attendees for site tours, and that they are inducted where appropriate.
Photography	Digital photography, video recordings and time-lapse of a professional quality (minimum 300dpi) will be used throughout the delivery of the project to ensure accurate documentation of major milestones, construction and worksite activities. INLink will provide these to ARTC when requested or within five days of request if practicable. All footage and photos will be used for a range of internal and external communications channels. INLink will work cooperatively with ARTC to coordinate and accommodate access to construction sites for the purpose of photography and videography when required.
Signage/Branding/Hoarding	INLink will work with ARTC to provide, install and maintain high-quality, visible project information signs/hoarding/branding at site locations. The signage/hoarding/branding will be designed and approved by ARTC. To promote a united brand INLink will include the ARTC logo (branding) on site uniforms. This will be approved by ARTC. INLink will also provide and install suitable signage approved by ARTC for all temporary changes, including access changes for residents, bus stops, business signage, etc. INLink will carry out inspections for graffiti and unauthorised advertising and remove or cover any such graffiti or unauthorised advertising identified.
School Engagement	INLink will work with ARTC to develop and execute a school CCP, this will be aimed at engaging both primary and high school students. There will be two sections that will differ to ensure they are aimed at appropriate levels.
Community activities/events, Aboriginal Wellbeing Support Programme and sponsorship	Please refer to Social Impact Management Plan – Attachment E - for lists of events/activities, sponsorship and Aboriginal engagement/support programmes in Figure 4 – Community Health and Wellbeing Social Performance Programme, an events calendar table is included. Further CCPs will be created to outline specific details prior to these. INLink will support ARTC during community events, this may include providing equipment, staff and assistance in setting up or running community events where appropriate.

14. Communications Tools and Tactics – Internal INLink Communications

The success of the CCEMP relies on the inclusion and support of the wider project team. In particular, close working relationships between INLink's communication, construction and environmental teams are vital.

This project focused approach to communication will enable the team to:

- establish and maintain open working relationships, ensuring clear two-way communication with all team members
- keep up-to-date with construction progress, property access requirements, traffic impacts and staging, together with changes to any construction activities
- identify real and potential issues and impacts, and plan proactive engagement and communication activities to mitigate these
- prepare timely and accurate information for distribution to relevant stakeholders/community representatives
- ensure the role of communication and community engagement is understood and accepted within the project team, and positively positioned
- provide feedback to the team on the outcomes of the community engagement strategy
- to facilitate internal communication, the communication team will be involved in weekly project team and planning meetings and informal sessions as required.

Apart from the day to day interactions between the INLink communication, construction and workforce team, there will be key communication tools utilised to assist with the project's communication goals. These include but are not limited to:

Figure 11: Internal Communication Tools

Communication tool	Description of tool
Construction program review	The communications team will be involved in regular project program reviews to identify upcoming activity requiring specific communication responses and to maintain a line of sight to potential key stakeholder impacts and issues. The program will be kept up to date in a manner that allows timeframes to be input into the communications strategy ensuring community views can be full considered, and to allow ARTC and relevant stakeholders to manage and plan their related activities accordingly. Where a specific construction activity is expected to cause concern for an identified key stakeholder, detailed discussion on management measures will be entered, so this information can be communicated to the stakeholder in subsequent contact.

	A strong focus on the construction program and potential impacts on stakeholders and the community will help to ensure achievement of internal ARTC review and approval lead times.
Code of Behaviour	INLink has developed a Code of Behaviour (Appendix C) that will be communicated to all employees at the project induction. The Code of Behaviour covers: • INLink's guiding principles in relation to community engagement and interface with the public • Why community engagement is vital for the success of the project • Guidelines for working with the community, reinforcing the message that all community and stakeholder enquiries should be directed immediately to the communications team
Pre-start meeting and toolbox talks	When a community issue arises, a communications or team member will attend the prestart meeting or toolbox talk and reinforce desired workforce behaviour in relation to issues. Prestart meetings will be held on a daily basis for each different work zone. They will include a brief assessment of potential stakeholder impacts as standard, and discussion of any actions to reduce these. The relevant team supervisor will conduct a toolbox talk before each shift. Community issues will be raised regularly or as a minimum weekly. The communications team will regularly take part in toolbox talks including: • Providing input into the toolbox talk through information direct to the Superintendent who will include information on the toolbox talk form • When a community issue arises, attend the toolbox talk to reinforce desired workforce behaviour • Reiterate Code of Behaviour expectations • Weekly attendance at toolbox talks by a member of the communications team to provide feedback on general communication and/or community liaison updates, particular communication and/or community liaison efforts or communication and/or community liaison focus areas for the coming month Some of the topics that may be covered in relation to community and stakeholder management include: • Current stakeholder issues and concerns • Minimising stakeholder impact on site • Overview of the stakeholders impacted by new works, or work areas, particularly sensitive receptors • Communication or community focus areas for the upcoming month with the opportunity for worker inputs and contributions.

	The aim will be to keep relevant community and stakeholder issues front of mind for work crews without saturating these workers to the point where they disengage from this information.
Identification of new tasks/phases of work or commencing work at a new workface or activities likely to cause community disturbance	The communications team will be involved in regular cross-discipline meetings to ensure that new works are identified and communicated to ARTC as per the protocols and providing adequate time to allow ARTC to satisfy its requirements. This will also aid in the identification of works requiring mitigation, or that may have a significant impact.
Out of hours formal internal notification procedure/hold points	Forms to request the undertaking of particularly community/environmental sensitive construction work must be submitted for internal approval within agreed timeframes to the start of construction activities. Notification of these activities will be provided to ARTC.
Internal noticeboards	Information noticeboards and posters will be on display in site buildings and the main office promoting milestones and achievements. These boards will contain relevant information for the team, updates on progress and photos of work being undertaken. The boards will be updated regularly.
Site inspections	Regular inspections on all construction work faces will be carried out to ensure tidy, graffiti-free construction fencing.
Induction program	A project induction program will include a section on communication and community engagement and protocols, including; incident reporting, community enquiries, complaints, compliments, and media enquiries, that all personnel (including subcontractors) must adhere to.
Media and community referral procedures	Guidelines for dealing with media enquiries will be provided on site, reinforcing the message that no INLink employees or subcontractors are permitted to knowingly make comment to the media regarding the project and all media enquiries should be referred to the communications team, who will then advise ARTC.
Workforce parking	Guidelines for parking areas will be provided in the project induction.

15. Key Messages

ARTC has developed key messaging for Inland Rail's Social Performance Programme.

INLink will assist ARTC to develop P2N specific key messages as required to ensure consistency across project communication provided to stakeholders.

INLink will also continue to work with ARTC to review and update the developed key messages as the project works progress and key milestones are achieved. Key messages will also be developed and incorporated into the project Communication Control Plans for new or significant works.

16. Enquiry and Complaint Management

Responding to enquiries and complaints is essential to successful delivery of the project and having a good reputation with our community. Enquires and complaints may be received from a number of sources including through phone calls, emails, letters and face to face.

The ARTC Inland Rail Stakeholder Engagement Team will respond to all complaints in the first instance. They will be the single point of contact and work with the project team and construction contractor to determine a suitable solution to the complaint. They will remain the point of contact with the complainant until the problem is resolved.

16.1 Complaint Management System

All stakeholder engagement activities will be captured in Consultation Manager. This is an established database that is managed by ARTC. Both the ARTC and INLink communication teams will upload all interactions with stakeholders in Consultation Manager.

If any complaints are received during the P2N project they will be addressed and be recorded in Consultation Manager. All complaints received will be reviewed weekly with a strong focus on treating complaints as an improvement opportunity for ARTC and INLink.

16.2 Response times to Complaints and Enquires

Complaints and enquires will be responded to in the following timeframes:

Enquiries:

- ARTC to provide verbal response to telephone enquiries within two hours if received within work hours or as soon as feasible if received out of working hours
 - INLink to provide information as required to ARTC via phone, within two hours where practicable.
- ARTC to provide written response to emails and written enquires within 24 hours or as soon as feasible if received out of working hours
 - INLink to provide relevant information or draft responses as requested by ARTC within 24 hours or as soon as practicable
- follow up calls, emails and letters will be made by either ARTC or INLink where required to close out the enquiry, as required.

Complaints:

- provide verbal response to telephone enquires within two hours if received during work hours
 - INLink to provide information as required to ARTC via phone call
 - A 24-hour INLink contact will be available to ARTC in the event of a serious complaint that requires immediate action
- provide written response to emails and written complaints within 24 hours or on the next business day if received outside work hours
 - INLink to provide relevant information or draft responses as requested by ARTC
- where possible all complaints will be resolved within three business days.

16.3 Complaints Register

All complaints will be tracked and recorded in the Consultation Manager system. Upon the request of the Environmental Representative or Secretary the details of complaints on the P2N project will be provided in a report format within the agreed time frame. The complaints register will include number of complaints received, number of people affected in relation to complaint, nature of each complaint, if a resolution was reached and how it was reached.

Further details on the enquiry and complaint management process can be found in the *Inland Rail NSW Parkes to Narromine Communication Strategy*.

17. Communications Mitigation Measures

INLink wherever possible will mitigate or minimise impacts on the community including:

- minimising impacts during construction, especially impacts within residential properties
- demonstrating implementation of mitigation for detrimental impacts
- reducing adverse impacts on community life
- ensuring no unnecessary interference is caused
- preventing nuisance, unreasonable noise and disturbance
- operating respectfully within private land
- considering the needs of sensitive receptors
- seeking to identify and mitigate construction impacts, community issues and concerns from the outset of construction.

The following communication tools will be used to achieve these objectives:

Figure 12: Mitigation Tools

Tool	Description of tool
Hierarchy of mitigation	During planning of construction activities, INLink will consider all reasonable and practical measures to minimise impacts of construction, including traffic management, noise, dust, vibration and regenerated noise on the surrounding environment. Implementation of mitigation measures follows a hierarchy of control process: SOURCE CONTROL – decreasing the impact of activities at their source. Source control can include the selection of quieter plant and equipment to minimise noise and implement quieter construction techniques. APPROPRIATE PLANNING – planning construction activities in ways which consider and aim to minimise known impacts. Appropriate planning mitigation can include planning the site layout to decrease impacts, staging construction activities and deliveries at times which are less impactful and providing as much notice as possible, so residents are aware of upcoming activities allowing residents to plan ahead and make alternative arrangements prior to activities commencing. SITE MITIGATION – undertaking site mitigation where practical, such as water truck dust depression, to minimise direct impacts on local residents and businesses.
Environmental monitoring	Noise, air quality, water and vibration monitoring will be undertaken throughout construction activities as required.

Property/building/road condition surveys	In preparation for construction activities, INLink will undertake condition surveys on identified properties on the rail alignment (e.g. grain silos) and roads as required. INLink will consult ARTC regarding the selected properties prior to contacting the stakeholder. In relation to affected properties – ARTC will manage this process as identified by ARTC's land access agreement process. Condition surveys will be carried out on all impacted properties (including temporary land acquisitions) to ensure the current condition of the building/property is recorded. This will ensure the project team has an accurate records of property conditions prior to construction commencing to assist in any reinstatement requirements.
Workforce behaviour	As outlined previously, INLink will implement workforce behaviour protocols to minimise any effects that the construction workforce may have on the community. This is outlined in the Code of Behaviour (Appendix C). This code will reiterate the expectations of all staff. A focus is on being a part of the community and operating respectfully.
Crisis management	To ensure that any incidents or accidents are handled as effectively as possible to minimise the effects on the public, INLink will implement a Crisis Management Plan.

18. Crisis Management

INLink's Emergency and Crisis Response framework consists of a three-tiered response:

- an Emergency capability, for dealing with incidents/emergencies contained and resolved at the scene
- a Business Unit Crisis Management capability to handle incidents/emergencies that have the potential to impact the operations and/or business continuity of the project, ARTC or Inland Rail
- a Corporate Crisis Management capability to deal with any major incidents that have the potential to severely impact INLink, ARTC or Inland Rail at an overall corporate level.

Crisis situations are defined and managed in accordance with the project's *Crisis Management Plan*.

19. Community Health and Wellbeing

INLink will work with ARTC to identify opportunities for community partnerships, legacy opportunities, local community group support and volunteer opportunities to further enhance our investment in the local communities. This will be further captured in the SIMP - Attachment E.

Social incident management will also be further defined and outlined in the abovementioned subplan.

20. Record Keeping/Reporting

All INLink stakeholder and community interactions will be recorded in P2N Consultation Manager database established by ARTC. Input of the interactions will occur within 48 hours. Data from this database will be used as a basis for community engagement reporting.

INLink will provide a weekly complaints and property access report to ARTC to keep the client's State Stakeholder Engagement Team fully informed about all community and stakeholder activities relevant to the Parkes to Narromine construction works. This report will be generated from Consultation Manager.

The communications team will provide input into the project's monthly report and utilise ARTC/Inland Rail's monthly progress report – Appendix K: Social & Stakeholder Performance – Complaints and Enquiries register.

INLink will provide a three-month outlook of the proposed construction activities, communication and community engagement activities, and possible media opportunities.

Additionally, INLink will comply with all notification requirements as set by ARTC for notifications, media enquiries, advertising, stakeholder meetings, etc.

This plan will be reviewed, updated (as required) and submitted to ARTC every six months to reflect changes in the project and in the community.

21. Evaluation

INLink will use the following ARTC social performance metrics to evaluate the community and stakeholder engagement activities as measured against the plan's objectives.

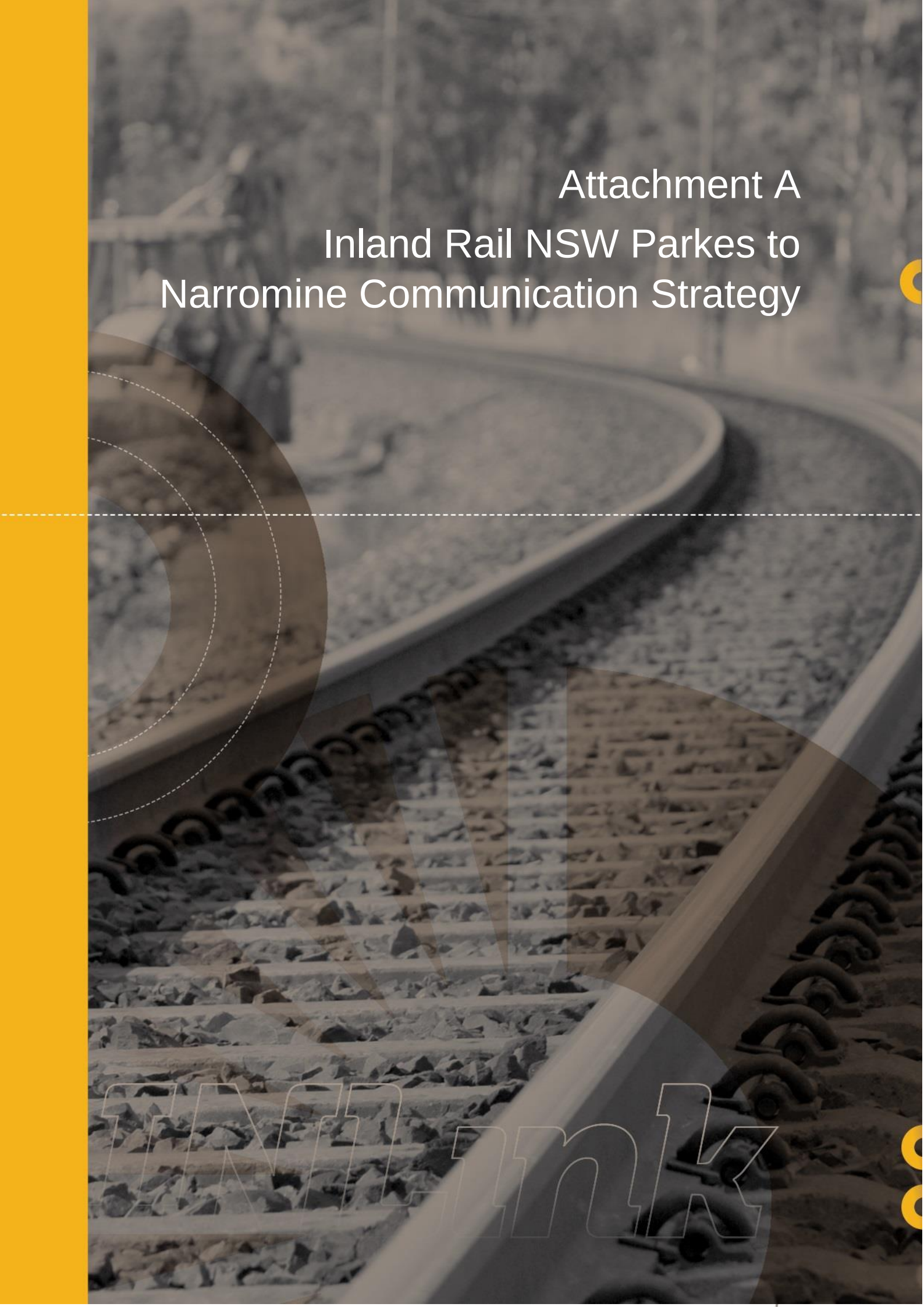
- evaluation will be based on a range of criteria and measured using quantitative and qualitative methods (e.g. surveys, stakeholder database log of queries, analysis of feedback, positive/negative/neutral media coverage, etc)
- construction notifications – percentage delivered to required timeframes
- engagement data – number of people engaged, outcomes of engagement, response handling outcomes for complaints
- other initiatives undertaken to support/increase stakeholder and community engagement outcomes

The table below shows how the success of objectives will be measured at the end of the project.

Figure 13: Evaluation Measures

Objective	Evaluation Method
Overarching Project Measures	
'Excellent' rating - Infrastructure Sustainability Council of Australia	This project will achieve a minimum of 'excellent' Infrastructure Sustainability Council of Australia (ISCA) rating for both 'Design' and 'As built'. Community Engagement has four ranked criteria that feed into this score. INLink will work with ARTC to achieve a Level 1 standard on each of the four criteria
Community Forum positive feedback	• A quarterly community forum will be held to focus on key areas of concern including environmental management issues. Forums will be held at two locations. Forums will be held in different locations depending on our work. Where work is across both sections forums will be held at both locations. ○ Parkes: The first forum will be held at the Parkes Community and Working Hub in December 2018. This is expected to be near the first stage of our work. Quarterly forums will continue at Parkes until all work is complete between Parkes and Alectown West. ○ Peak Hill: When work starts north of Alectown West, ARTC will hold forums at Peak Hill. These will continue until all work is complete between Alectown West and Narromine and the INLink has demobilised from site. • ARTC will lead these forums, however support will be provided as needed by INLink.

Community surveys – positive feedback	- A survey on the impacts of construction work will be conducted six months into the work. The response rate and the scores received in the survey will determine the future frequency. - ARTC will lead these surveys, however support will be provided as needed by INLink
Undertake ongoing monitoring	Complaints, enquires, survey results and other interactions will be reviewed weekly by the ARTC Inland Rail P2N Stakeholder Lead to identify trends and improvement opportunities. Where feasible and reasonable improvement opportunities will be implemented by INLink
Construction Specific – INLink Focus	
Ensure that the community is considered as part of the planning and execution of every construction activity	- Attendance by the communications team at the construction meetings and toolbox talks - Communication Control Plans for high impact work - Minimal complaints during works
Provide accurate, timely and relevant information and responses to ARTC	- Prompt reply to all enquiry/information requests from ARTC - Adhere to all reporting requirements and provide additional information as required
Work with ARTC to generate awareness of project benefits and tolerance of project impacts, including overall Inland Rail programme awareness	- Review communication materials to ensure project key messages were included - Media monitoring to determine if positive key messages were mentioned in coverage - Proactive and detailed approach to upcoming key works – to be featured in Communication Control Plans
Work with ARTC to satisfy public expectations to be informed and to be provided with opportunities to be involved or 'have a say'	- Prompt reply to all enquiry/information requests from ARTC - Collaborated with ARTC to identify upcoming feedback opportunities
Assist ARTC to implement its communication strategy	- Proactive and detailed approach to upcoming key works – to be featured in Communication Control Plans - Prompt reply to all communication requests from ARTC - Confirmation from ARTC they felt supported
Ensure that the program is used to provide ARTC with timely and accurate information about upcoming activities	- Minimal (preference is none) project delays due to communications - Confirmation from ARTC that they felt aware of the project's progress at all times throughout construction



Attachment A Inland Rail NSW Parkes to Narromine Communication Strategy

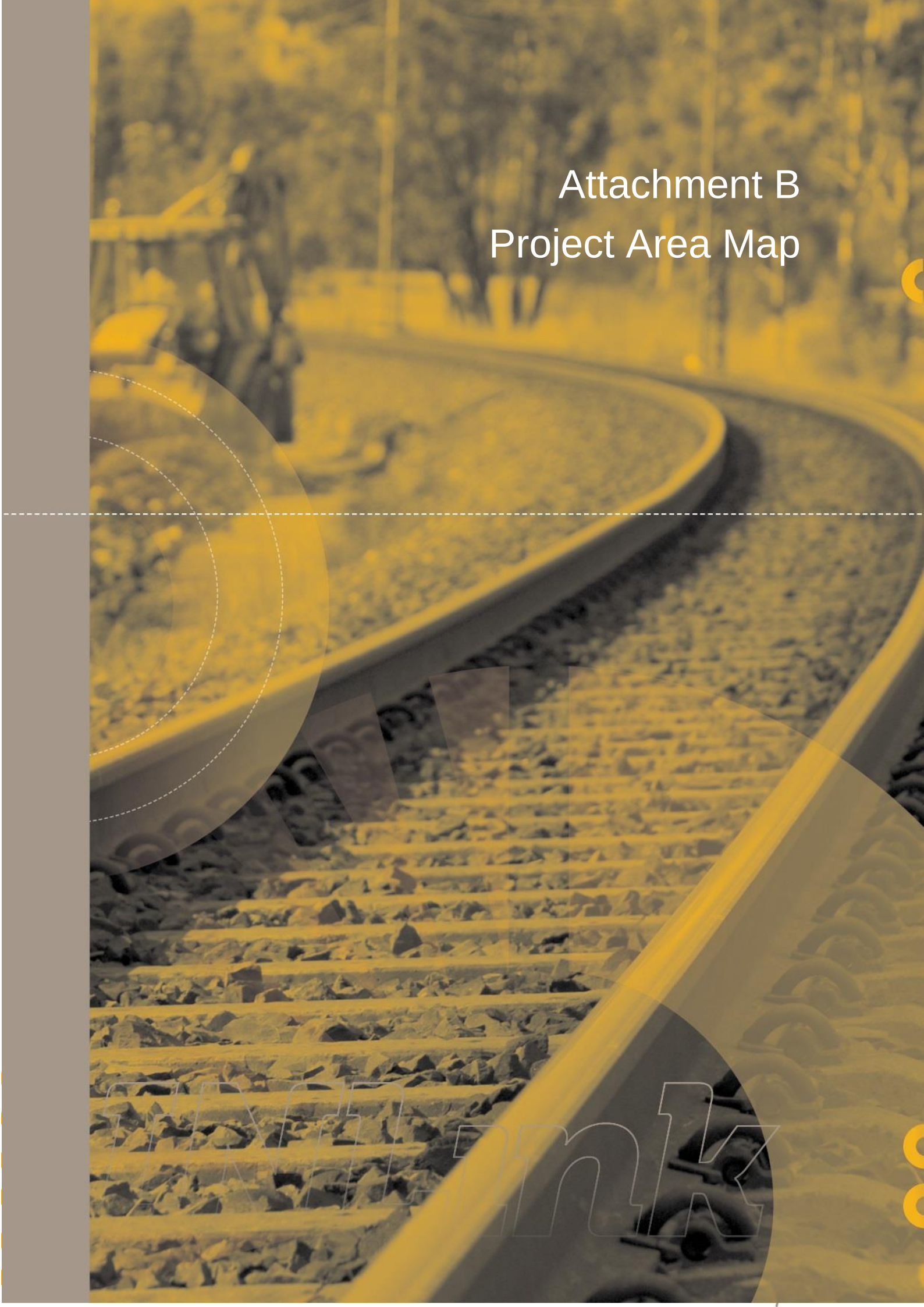
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Communications and Community Engagement Management Plan

Parkes to Narromine Inland Rail Project

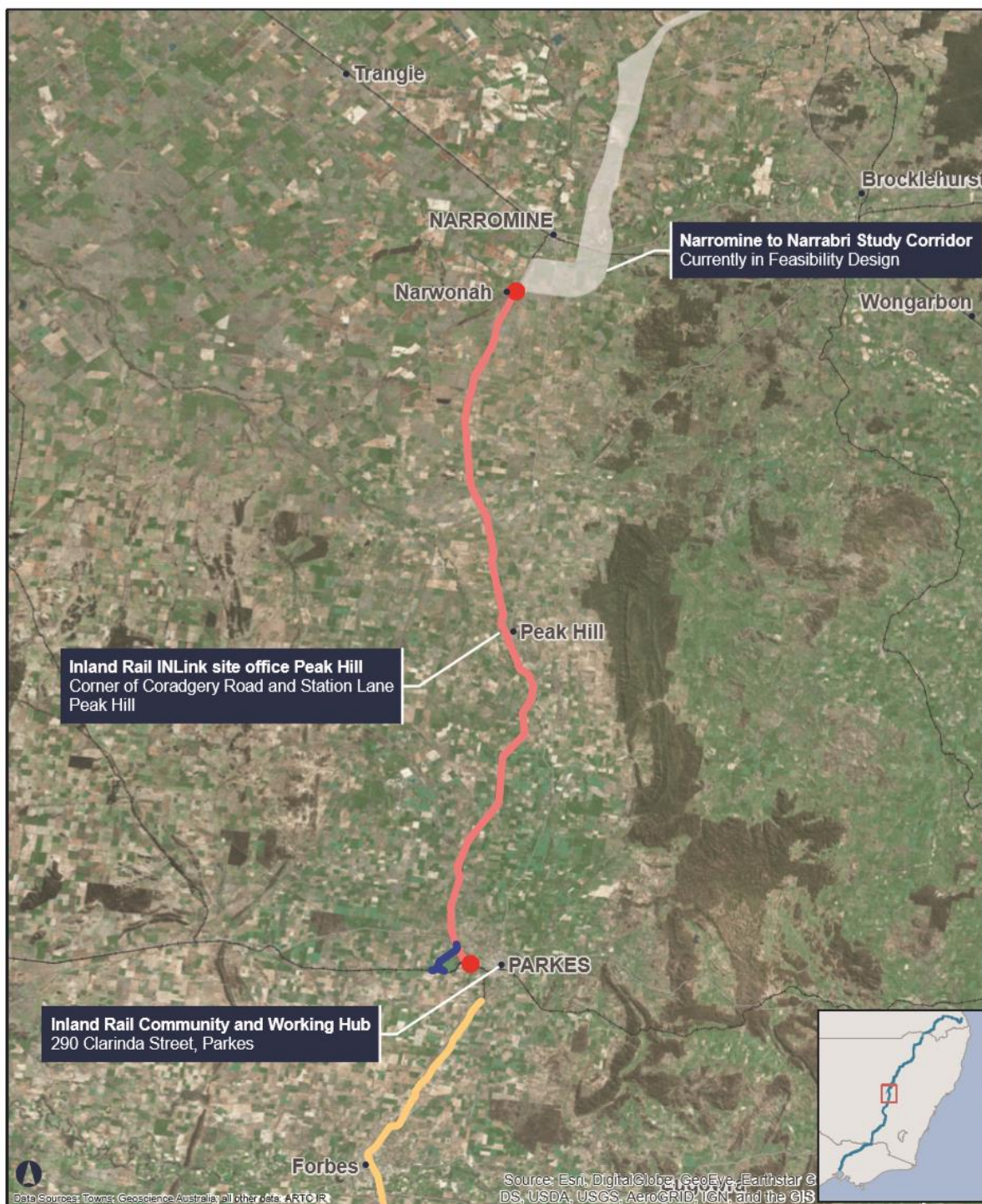


Refer to ARTC Communications Strategy Doc No. 5-0000-240-PCS-00-ST-0001.



Attachment B Project Area Map

TRANSlink



PARKES TO NARROMINE

Project Context

25 Km

Coordinate System: GCS GDA 1994

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: 01/08/2018 Paper: A4
Author: IR Scale: 1:716,200

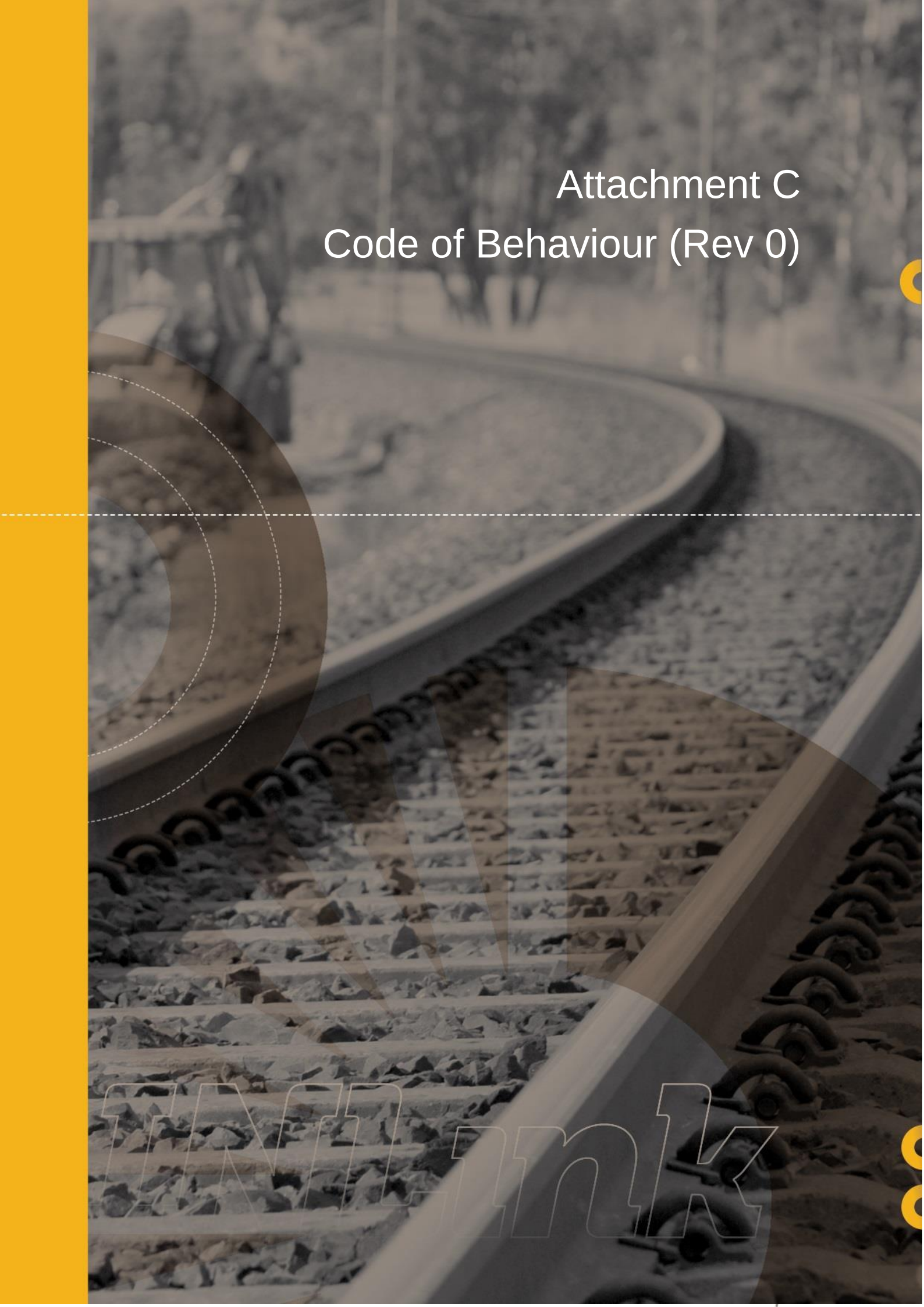
LEGEND

- Project boundaries
- Enhance track within existing corridor
- New corridor
- Upgrade track within existing corridor
- Study area
- Other railways
- Road

ARTC **InlandRail**

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

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Attachment C

Code of Behaviour (Rev 0)

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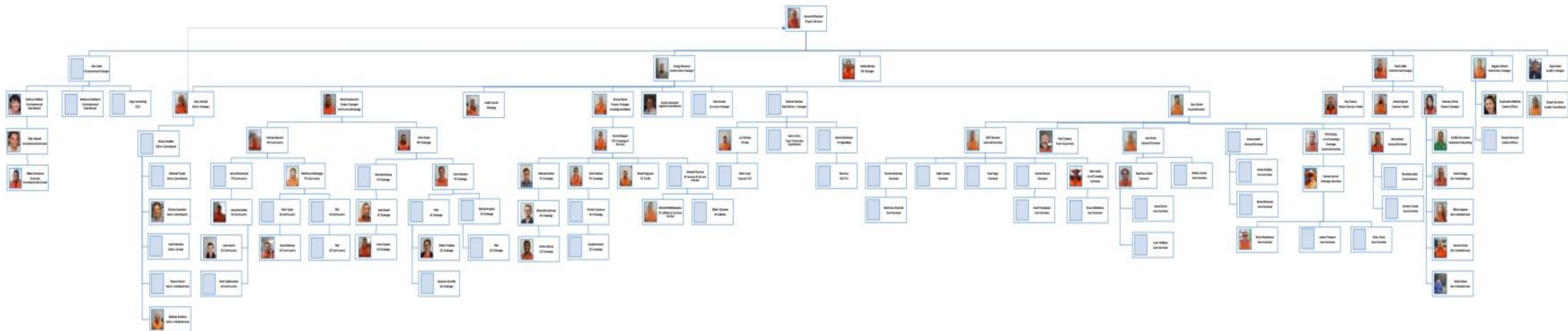
Refer to the Code of Behaviour Management Plan.

Attachment D
Inland Rail NSW Parkes to Narromine
INLinkJV Organisational Chart

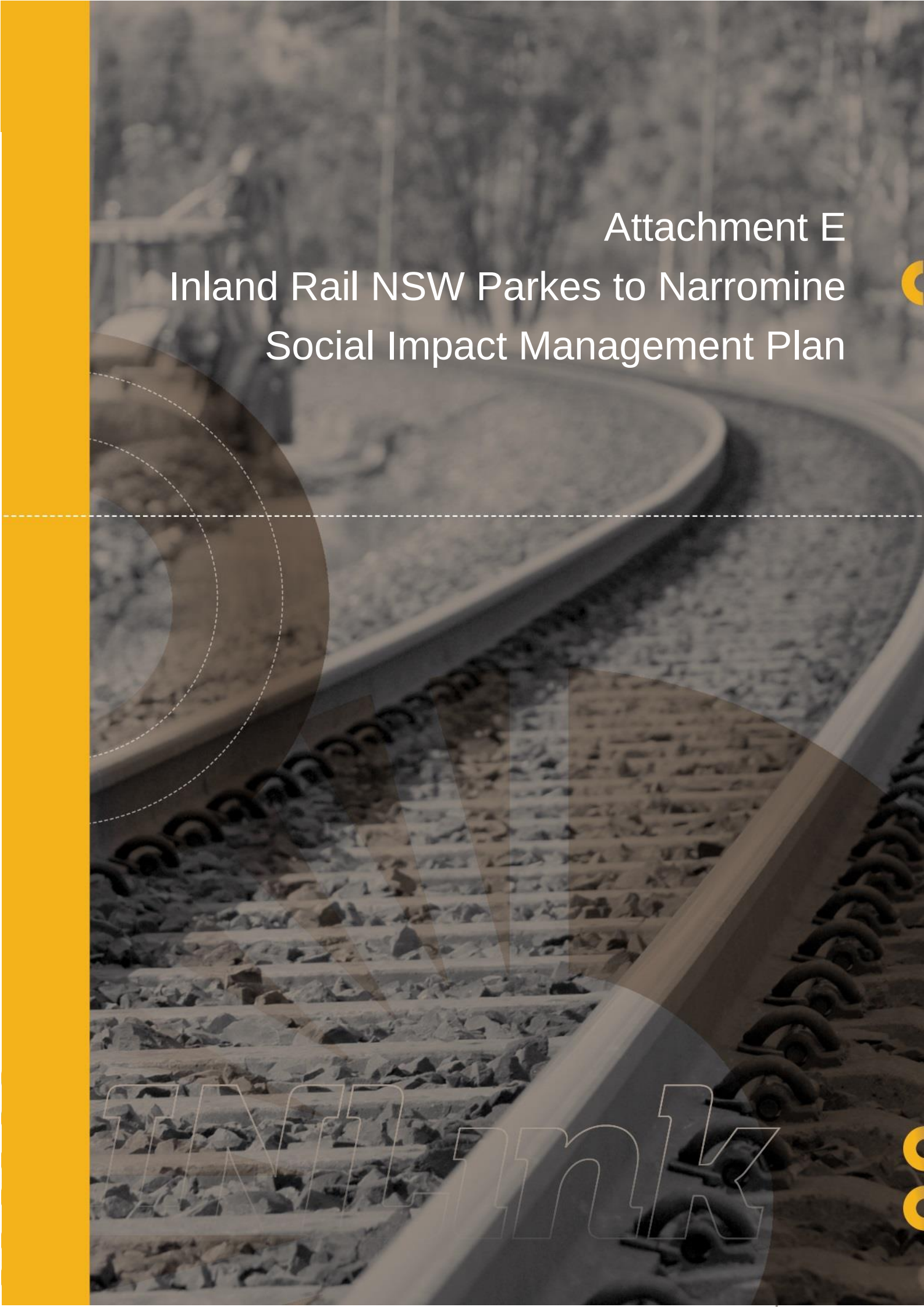
INLink



Organisational Chart



Revision 4. 12/09/2019



Attachment E Inland Rail NSW Parkes to Narromine Social Impact Management Plan

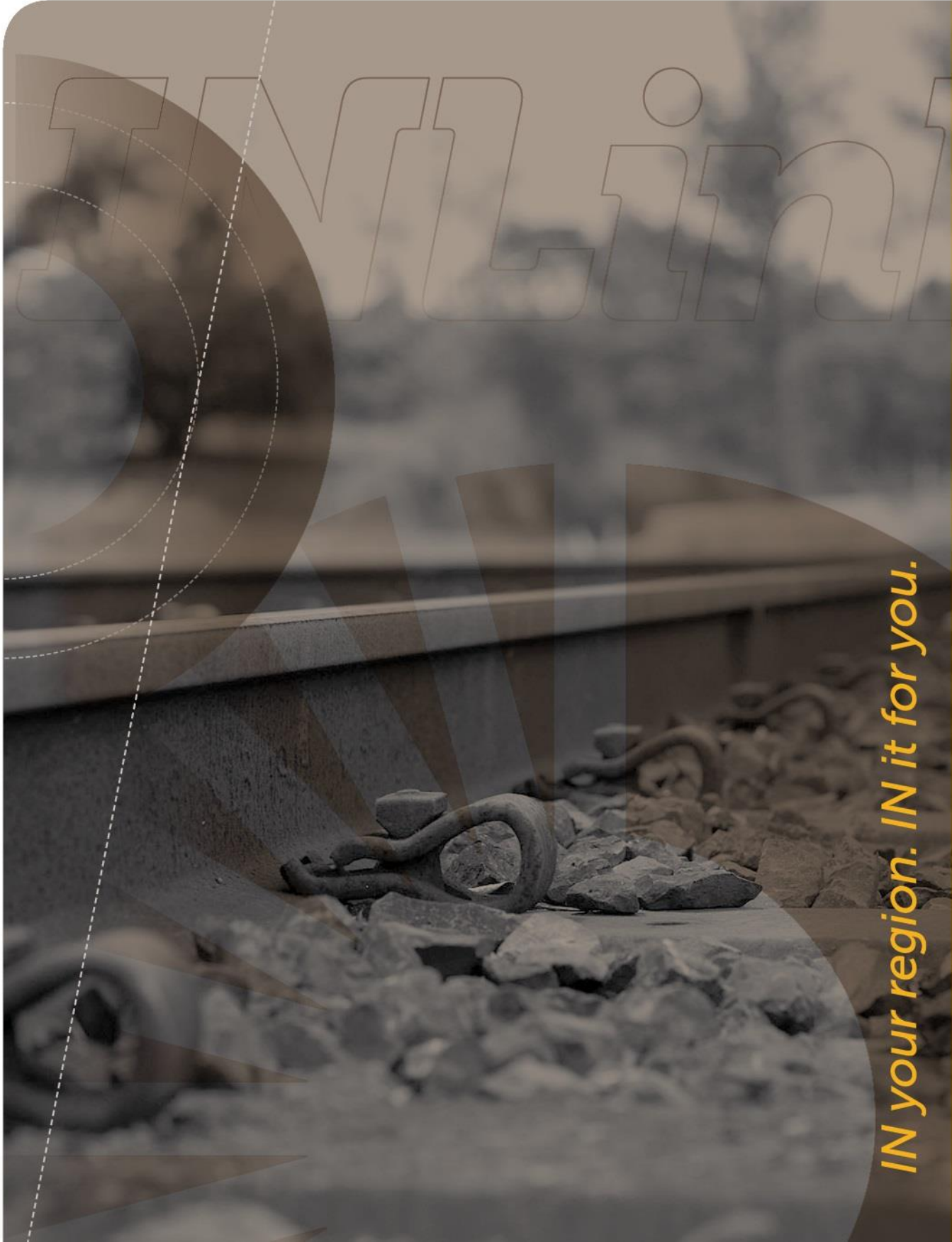
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Communications and Community Engagement Management Plan

Parkes to Narromine Inland Rail Project



Refer to the Social Impact Management Plan (SIMP)



IN your region. IN it for you.