

Social Impact Management Plan

Parkes to Narromine Inland Rail Project

Project # 808 – J013



Job No.: 808 - J013

Principal: Australian Rail Track Corporation, (ARTC)

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Social Impact Management Plan (SIMP)

Parks to Narromine Inland Rail

Project # 808 – J013

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Attachments

- Attachment A – ARTC Social Performance Aims and Requirements
- Attachment B – Definitions
- Attachment C – Code of Behaviour
- Attachment D – Indigenous Overview

1 Purpose

The purpose of this Social Impact Management Plan (SIMP) is to detail the methods for achieving, monitoring and measuring outcomes for social performance, during the life of the Parkes to Narromine (P2N) Inland Rail project.

It provides details of how the INLink joint venture team will maximise benefits for the local communities in the Parkes to Narromine region.

INLink understands the distinct roles and responsibilities of various parties as outlined in ARTC's Social Performance Aims and Requirements (refer to Attachment A). As the contractor, INLink will be responsible for the implementation of the SIMP during construction activities, working closely with ARTC to maximise community benefits and minimise social impacts.

We support the ARTC's aim to "deliver and operate Inland Rail with the least social impact possible, while enhancing the benefits of Inland Rail to the people of Australia at both a local and national scale". INLink acknowledges the Social Performance Aims and Requirements (refer to Attachment A) and has based its performance objective on this outline.

All works will be undertaken in accordance with the relevant contract and applicable codes, regulations, standards, and requirements, of the respective statutory authorities.

Any subcontractor or supplier engaged by INLink will be requested to satisfy the key criteria of the SIMP. We will review and update this SIMP as required to reflect changes during the project, in agreement with ARTC's requirements.

This SIMP outlines the methods to mitigate and manage social impact and opportunities during the project. INLink's social licence will operate under the five key areas of social impact management as outlined by ARTC:

- Workforce Management
- Housing and Accommodation
- Local and Aboriginal Industry Participation
- Health and Community Wellbeing
- Community and Stakeholder Engagement

1.1 Document References

In the development of the SIMP, INLink reviewed and considered the below documents to ensure that the values of ARTC were reflected:

- Parkes to Narromine Communication Strategy (5-0000-240-PCS-00-ST-0001)
- Inland Rail – Social Performance Programme (0-0000-900-EAP-00-ST-0002)
- Local Industry Participation Plan (0-0900-PCM-00-PL-0008)
- Location Industry Participation Statement (0-0900-PCM-00-BR-0001)
- Indigenous Procurement Policy (0-9000-PCM-00-PO-0001)
- BMD's related systems and policies
- Fulton Hogan's related systems and policies

2 Social Performance Requirements

Below are the social performance targets that INLink will be required to meet at the Date of Project Completion as part of the P2N project and related contract:

1. At least 50% of the workforce were local residents employed in sustainable jobs (excluding professional staff and specialist subcontractors);
2. At least 10% of the workforce were Indigenous persons and local residents employed in sustainable jobs (excluding professional staff and specialist subcontractors);
3. At least 50% of the total value of construction activities have been acquired or sourced from local business (excluding professional staff/specialist subcontractors and externally sourced materials);
4. At least 6% of the total value of construction activities have been acquired or sourced from national Aboriginal or Indigenous businesses (excluding professional staff/specialist subcontractors and externally sourced materials).

NB: Please refer to Attachment B for the related definitions in relation to social performance.

Please refer to the below table for an indicative workforce and industry delivery output forecast.

NB: The figures forecasted in this spreadsheet are based on Full Time Equivalent (FTE) positions from the workings of the estimate to give an expected peak of FTE positions. Calculations do not include allowances for natural attrition and replacement of the workforce through the life of the project or externally engaged one-off services like delivery drivers. Please also note that in the event that an Aboriginal and Torres Strait Island employee is both Indigenous and local by definition they will be included in both the 50% local workforce target and 10% Aboriginal and Torres Strait Island target results.

3 Social Performance Aims

INLink will also aim to achieve the targets as indicated below in relation to the New South Wales Government – Department of Industry’s Infrastructure Skills Legacy Program (ISLP):

1. 10% of trade positions on the workforce will be comprised of women that were employed in sustainable jobs;
2. 5% of the trade positions on the workforce will be made up of apprentices;
3. 10% of the workforce will be employed in sustainable jobs and engaged in Workforce Skills Development Training;
4. 20% of the trade positions on the workforce will be made up of persons aged under 25 and employed in sustainable jobs.

INLink will endeavour to increase our ISLP aims above, in relation to skills development and/or employment, of other underrepresented groups such as woman in the workforce.

INLink will work with ARTC to increase these aims through engagement with various government initiatives currently in place and through engagement of other relevant industry organisations.

Social Impact Management Plan

Parkes to Narromine Inland Rail Project



Figure 1: Indicative Workforce and Industry Delivery Output Forecast

See INLink for details.

4 Strategy

Below summarises how each area of the framework will be managed to ensure the social performance targets are met. The areas discussed include:

- Workforce Management
- Local and Indigenous Industry Participation
- Health and Community Wellbeing
- Communications and Community Engagement
- Housing and Accommodation

4.1 Project Organisation Structure and Key Contacts

The project team involved with the delivery of the Inland Rail – Parkes to Narromine (P2N) Project includes but is not limited to the personnel listed in the below table. Emergency personnel will be detailed in the Emergency Response Plan (Refer to the Safety Management Plan) and displayed in locations throughout the project site.

Table 4.1 – INLink Project Delivery Team

Position	Name	Contact Number	Email
Project Director/s	Steve Emery	0439 287 992	Steve.Emery@inlinkjv.com.au
Project Manager/s	Mark Goulevitch	0439 774 704	Mark.Goulevitch@inlinkjv.com.au
	Shawn Davis	0439 791 073	Shawn.Davis@inlinkjv.com.au
Superintendent/s	Greg Court	0418 496 786	Greg.Court@inlinkjv.com.au
Senior Project Engineer/s	TBC	TBC	TBC
Project Engineer/s	Jack (Andrew) Regan	0437 638 079	Andrew.Regan@inlinkjv.com.au
	Dason Geveken	0436 000 713	Dason.Geveken@inlinkjv.com.au
	Chris Hoban	0417 634 677	Chris.Hoban@inlinkjv.com.au
Site Engineer/s	Luke Crookes	0409 326 175	Luke.Crookes@inlinkjv.com.au
	Mitchell Crichton	0400 849 754	Mitchell.Crichton@inlinkjv.com.au
	Luke Casson	0459 805 577	Luke.Casson@inlinkjv.com.au
	Chris Vishwa	0419 692 060	Christopher.Vishwa@inlinkjv.com.au
Safety Representative/s	Tony Horton	0467 734 987	Tony.Horton@inlinkjv.com.au
	Sharon Saunders	0417 951 981	Sharon.Saunders@inlinkjv.com.au
	Campbell Walsh	0438 774 056	Campbell.Walsh@inlinkjv.com.au
Environmental Manager/s	Dan Cahill	0423 223 798	Dan.Cahill@inlinkjv.com.au
HR/Training Manager	Kaye Adams	0439 838 275	Kaye.Adams@inlinkjv.com.au
Community and Stakeholder Manager	Angela Corbett	0419 763 197	Angela.Corbett@inlinkjv.com.au

4.2 Staff Responsibilities

The responsibilities of all health, safety, environment and quality personnel are defined in management systems documentation and the respective position descriptions.

All roles are to be clearly defined to meet requirements with all staff required to sign their project specific position descriptions to demonstrate that they, and others, have been made aware of their responsibilities. Clarity and assignment of roles and responsibilities will be provided via the Project Manager as required.

All project staff have a position description for their role and it is the responsibility of the Project Manager to ensure all staff understand their responsibilities. This is particularly the case when staff are assigned to multiple roles.

4.3 External Contacts

The Project Manager will ensure that project contacts, including Subcontractors and Client details, are entered and maintained within the Central User Database.

5 Workforce Management

INLink is committed to providing opportunities to recruit, train and develop local and Aboriginal workers including supporting initiatives to build the capacity of long-term unemployed and unskilled workers.

INLink's joint venture partners Fulton Hogan and BMD have long histories of delivering projects throughout Australia and New Zealand and take a 'local first' approach to hiring labour.

INLink recognise hiring local workers enhances project delivery through:

- Making use of local knowledge
- Providing on-the-job-training
- Cost savings
- Promoting a positive public perception
- Injecting funds into the local community
- Developing capability in the local community

As previously detailed, at least 50% of the workforce will be from the local region of Parkes, Peak Hill, Narromine, Dubbo and Orange, this equates to 93 people at peak forecast of local workforce, and 10% of indigenous participation that equates to 19 persons. Non-local workers will include Fulton Hogan and BMD professional staff and any specialist subcontracting staff that cannot be sourced from the local region, this equates to 100 persons. INLink anticipates that it will peak at approximately 280 personnel, and 238 on average.

It is important to note that currently the subcontractor workforce capabilities are unknown, so it is difficult to determine exact workforce requirements, however as this becomes clear, INLink will discuss with ARTC.

This section also covers how the indigenous workforce will be engaged through the project. For reference an indigenous overview has been included in Attachment D.

Please refer to the INLink Workplace Relations Management Plan to review how INLink will effectively manage employee relations, including industrial relations, to comply with the Code for the Tendering and Performance of Building Work 2016 (The Building Code 2016) and relevant New South Wales legislation where applicable.

Figure 2: Workforce management social performance programme

Program	Rationale	Description	Key Partners	Inputs	Outputs	Timeline	Outcomes
<i>Name of Program or Initiative</i>	<i>(e.g. summary of feedback from consultation and engagement, data, challenges/ barriers identified, experience of other project/s and/or previous success or cases, why have you chosen partner/s)</i>	<i>(program activities/ actions)</i>	<i>key partners/ roles/ resources provided</i>	<i>(e.g. number of participants, how many businesses involved, what type of applicants, what type of trades, what activities/content, how many activities, how often, timing, how many partners involved)</i>	<i>(e.g. number of participants trained/ employed/ completed, number of businesses engaged in supply chain, diversity, achievements and job opportunities available)</i>	<i>start date / completion date / total hours</i>	<i>(e.g. career progression, satisfactory training, staff retainment, transition through RRP and other projects)</i>
Procurement and Workforce Planning Workshop	Internally understand workforce requirements and identify opportunities for workforce engagement and up skilling within the JV direct workforce and subcontractor workforce.	A workshop will be held with key INLink management to map the procurement strategy and required workforce with the program. This workshop will identify what works will be self-performed and what will be packaged works. From this INLink will then develop a recruitment strategy and undertake an analysis of local subcontractor capability to feed back into the Procurement Strategy, with the intention of maximising the opportunity to engage local workers and build local capability.	INLink management – HR/Construction/ Procurement	Workshop to be held prior to construction commencement	Employment opportunities to be confirmed through a Recruitment Strategy and reflected in the Procurement Strategy	Q4 2018	Clear map of where the opportunities exist to engage local employment and to build capability in the local workforce. Increased understanding of opportunities to meet the training and apprenticeship aims
Subcontractor Engagement	Our expectation is for subcontractors to collaborate in, and support the delivery of our local workforce participation and upskilling goals and vision. Both FH and BMD have experience of working in regional areas where the levels of construction skills and experience are minimal. By making the requirement a contractual obligation, it creates a vehicle for us to come to the table with the subcontractor and share our experience and capability to support them in meeting these requirements.	A subcontractor engagement pack will be part of the subcontractor on boarding process. This pack will provide information on their workforce participation and upskilling requirements along with information on the NSW Traineeship and Apprenticeship process, i.e. Contracts of Training (COT), Training Timeframes, Federal and State financial incentives attached to COT's, what local resources and project resources are available and delivery time frames. Workforce participation and upskilling targets and reporting requirements will be in all major and minor sub-contracts The INLink HR/Training team, in collaboration with the Construction Team will support and assist subcontractors in meeting the workforce participation and upskilling requirements.	INLink and subcontractors	INLink's procurement team will include workforce and training requirements in related sub-contracts to ensure compliance. INLink Construction leaders and HR/Training Team will support the subcontractors in meeting these requirements	Subcontractors working on INLink will have greater understanding, competency and systems for the ongoing engagement and management of trainees and apprentices. Subcontractors will collaborate and engage in INLink's commitment to social performance requirements and targets.	Life of project	Subcontractors will contribute, as partners, to leaving a legacy of increased local workforce capability and positive experience in social performance for the local community. Subcontractors will assist in meeting the required local workforce target and in meeting the training and apprenticeship aims

Recruitment Strategy	The purpose of the Recruitment Strategy is to ensure that INLink maximises the opportunities to engage local workers. The Strategy will ensure recruitment processes are fair, equitable and recognise the skills gaps that may exist in the local workforce.	INLink understand that the local workforce will not provide a ‘fit for purpose’ rail construction workforce. We will work collaboratively with local employment agencies to develop recruitment initiatives which encourages, supports and builds confidence in the local people to apply for positions on the project and with subcontractors. We will work with training providers to develop pre-employment training programs to deliver base line safety and employability competency for young and inexperienced workers and transitional programs for workers coming out of other local industries such as Agriculture. Training and recruitment initiatives will include advertising locally, running community/employment information sessions and engaging local subcontractors. We will also engage with local Employer and Council organisations to ensure our strategies and initiatives are meeting the longer term aims/business plans of these local communities	Local Employment and Training organisations, Parkes and Dubbo Chamber of Commerce and Councils	Our intention is to have recruitment and pre-employment training initiatives running in both Dubbo and Parkes and would identify a key employment stakeholder and training stakeholder in each area to partner with. The specifics will be established in the Recruitment Strategy but it work approximately as follows: 1. Arrange a meeting with local Employment and Training Providers to invite them to put local candidates forward and trainign proposals for pre-employment training - looking at a suit of competencies that would provide a base line in workplace safety, working in teams and being supervised in the workplace 2. Hold a forum where local people can hear about the project and opportunities – these can be people walking off the street or those referred by the Employment Providers – at this forum they then submit an EOI 3. INLink and providers then assess the EOI’s arrange interviews and assess pre-	At least 50% of the workforce will be local residents excluding staff and specialist subcontractors What can be achieved beyond the minimum targets established in the SIMP will be clarified by the Procurement and Workforce Planning Workshop Ongoing discussions with ARTC.	Q4 2018	A recruitment process which ensures local people and businesses have confidence in the selection process, feel engaged in the process and delivers the maximum amount of local employment and engagement.
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				employment training needs			
Collaborate with Group Training Organisations	Due to the project time frame constraints, offering 2-3 year apprenticeships and traineeships will be difficult. Where we are unable to negotiate early completion of traineeships, under the AQF requirements, we will work with Local/Regional GTOs to provide work placements for new or existing apprenticeships and traineeships.	There will be traineeships offered under a direct employment relationship or within the subcontractor workforce. These are traditionally Cert II which can be completed in 12 to 18 months. For identified opportunities for 2-3 year apprenticeships, we will work with local GTOs to offer work placement. We would see this being a great opportunity for local apprenticeships in the area of Mechanic, Carpenter, Plant Operator who are currently working in the local agricultural industry. The work placement would allow them to gain certified competencies and experience they would not have previously had.	Local GTOs INLink HR Site supervisors Subcontractors	Program of engagement with apprentices and traineeships through a local GTO in coordination with relevant training organisation	Support for the target of achieving 5% of trade positions on the workforce will be made up of apprentices Apprentices and trainees working on the project through a GTO arrangement	Q1 2019	A group of Trainees and Apprentices who have had the opportunity to gain further certified competencies and experience as a result of a job placement on the project. Support the target of achieving 5% of the trade positions on the workforce being apprentices, and 10% of the workforce being employed in sustainable jobs and engaged in Workforce Skills Development Training.
Our Training Legacy	INLink has a commitment to building the communities we operate in and INLink will ensure the training delivered on the project will leave a legacy of sustainable skills and experience within the local community.	To meet this commitment, INLink will provide a range of training pathways; nationally recognised qualifications, structured certified training, workshops, on the job training, awareness sessions, mentoring and coaching and recognition of existing knowledge. This program of training will be developed through a Training Needs Analysis and set out in a Training Plan This strategy will allow flexibility in training delivery which best reflects an individual's needs, meet the requirements of the industry, the constraints of a regional area and fits in with the construction delivery program.	TAFE NSW; Dubbo, Condobolin and Parkes campuses. Training Services NSW VERTO Aboriginal Services Subject Matter Experts within JV INLink Supervisors INLink HR/Training Team Wiradjuri Condobolin Corporation	For reporting to ARTC, only partial or full qualifications under the AQF will be counted towards the SIMP Targets All direct employees of INLink All Subcontractor employees Training Categories: Safety – Rail; Safety – General; Safety – Role Specific; Technical and Trade – delivered through RTO both on and off site; Professional Development; Cultural Awareness; Community Awareness; Personal Development	10% of the workforce will be engaged in Workforce Skills Development as defined in the definition in Attachment B. INLinks commitment to it's workforce is for everybody engaged on INLink to be involved in up-skilling and training, whether that be compliance, personal and professional development, on the job, formal or informal	Commence with construction and to go through to project completion	Local people employed on the project will have gained skills, qualifications and experience in specific Rail and Construction elements, along with personal and professional development which they will then be able to contribute back to their communities and provide ongoing employment.
Induction Program	It has been identified that the INLink Induction Program will an important first point of communication and education in introducing the project Social Impact commitments and goals. The Induction will be a key introduction to project workers in the expectations	The induction program will encompass Safety, Site Requirements, Cultural Awareness Training, Community and Stakeholder Relations and Project Behaviours. The Induction will also encompass awareness of the region, its community and people.	Wiradjuri Condobolin Corporation In-house Subject Matter Experts	Every person working on the project will participate in the Induction Program	Whole of project understanding of the requirements for operating in the Community and behaviours expected whilst working on INLink	Life of Project	Everybody who undertakes the induction will have a greater appreciation of the Local Aboriginal Community and of the communities in the Western NSW district

	for performance and behaviour in the Community, Workplace Relations and Training.						
Code of Behaviour	Educate and inform all project staff and subcontractors on the expectations for their behaviour whilst living in this region and working on the project.	INLink has developed a Code of Conduct and community engagement information for site inductions and training to educate the workforce about the importance of maintaining good community relationships. Additionally, we will brief our non-resident workforce about the region and set clear expectations around behaviour in the local community.	In-house Subject Matter Experts	Every person working on the project will participate in training on the Code of Conduct and ongoing awareness sessions will be run throughout the project	Education and awareness to all of the workforce on the expectations around behaviour within the community and on project.	Life of Project	A workforce who is respectful and engaged with the community. A workforce that understands the importance of behaving in a way that enhances the community's experience of the INLink project.
Targeted Apprenticeship and Traineeship training	In line with our Training Legacy, INLink will work with subcontractors and the local community to deliver successful and sustainable training to Trainees and Apprentices. These Trainees and Apprentices will be engaged through three main avenues; direct employment with the JV, subcontractors and GTO	INLink will also ensure that any apprentices or trainees on the project receive suitable on-the-job experience to achieve their training requirements. These will include technical and social training to ensure effective support in all areas of the lives. A formal individual training program will be drafted in line with their needs e.g. Managing Money, Interpersonal Skills, Handling Conflict, Mental Health Awareness.	TAFE NSW; Dubbo, Condobolin and Parkes campuses. Training Services NSW VERTO Aboriginal Services Subject Matter Experts within JV INLink Supervisors INLink HR/Training Team Wiradjuri Condobolin Corporation	5% of Trade positions will be made up of Apprentices and 10% of the total workforce will be engaged in structured training	5% of the trade positions on the workforce will be made up of Apprentices Apprentices and Trainees working on the project; undertaking on the job training, mentoring and structured training to either complete their Contracts of Training or increase the number of certified competencies for completion	Life of Project	Local people employed on the project will have gained formal qualifications and experience, along with personal and professional development which they will then be able to contribute back to their communities
Indigenous Employment and Training Strategy	Work with the Wiradjuri Condobolin Corporation to establish an employment and training strategy for Indigenous workers that is culturally sensitive and appropriate for the project	This strategy will be multi-levelled with roles identified within the direct JV workforce, within subcontractor workforce and GTO's. As an example, we are proposing to leave a sustainable legacy is to work with the local Aboriginal Community to provide suitable training for local and Aboriginal workers to carry out maintenance works on culverts, fencing and landscaping, and complete visual surveys. Once the Parkes to Narromine project is completed, ARTC will have suitably trained and skilled local resources available for longer-term maintenance works.	Wiradjuri Condobolin Corporation INLink Supervisors INLink HR/Training Team Local training providers	10% of the workforce will be Indigenous people and local residents (excluding staff and specialist contractors) Applicants would be identified in collaboration with the local Wiradjuri community and the competency training would be in consultation with local TAFE NSW and the Construction delivery team	10% of the workforce will be Indigenous people and local residents (excluding staff and specialist subcontractors) Local indigenous workers gaining nationally recognised qualifications, competencies and certifications.	Life of Project	Skilled group of local Wiradjuri people with a set of skills and experience which will enable them to gain or maintain ongoing employment within rail or construction locally.
Local Aboriginal and Torres Strait Cultural Awareness Training	In respect to the Wiradjuri People of Western NSW and in support of the Aboriginal Employment and Engagement Program, we	A Wiradjuri Cultural Awareness session will be part of the Induction along with a series of awareness sessions throughout the life of the project. This will be supported by the Project observing and supporting local and	Local Wiradjuri community	Everybody on the Project will participate in the Aboriginal Cultural Awareness program	Individuals on the project will appreciate and understand the culture of the people whose land	Life of Project	Everybody who works on the INLink project will have a greater understanding of the Wiradjuri Nations culture and there will be a legacy of networks and

	will ensure everybody working on the project gains an understanding and awareness of the Wiradjuri Culture	national Aboriginal and Torres Strait. This Program will provide the vehicle to engage with the broader Wiradjuri community and the Council of Elders			they are working and living on		relationships that will be sustained beyond the project for the benefit of the community
Indigenous Mentoring	In support of the Indigenous engagement and participation plan, INLink will work with Wally Walker, ARTC Aboriginal Engagement Officer to ensure the success of the program. To further support the mentoring of Aboriginal participants, we will utilise and build relationships with the local community resources, including 'The Way Ahead for Aboriginal People' program. This provides mentoring services for Aboriginal apprentices and trainees who need additional support in the workplace.	In addition to the positive upskilling and personal satisfaction aspects mentoring delivers, mentoring is also an investment made in the relationships project employee/s have with their supervisors and project community. In bolstering these relationships, trust and empathy are promoted, which then assists in the project community supporting individuals managing on-the-job stress levels and external pressures. Wally will mentor both the Project Personnel and individual Aboriginal participants to ensure the success of the Program. We will be further supported by The Way Ahead for Aboriginal People' Program where mentors are chosen because of their experience and acceptance within the workforce.	ARTC Aboriginal Engagement Officer 'The Way Ahead for Aboriginal People' INLink Leaders	Collaboration between INLink personnel, subcontractors, local community support networks to mentor Aboriginal participants in the workforce	Respectful and meaningful relationships with the local Aboriginal community which support and deliver great outcomes	Life of Project	Successful placement and engagement of local Aboriginal people on the INLink project and relationships that are sustainable following completion for the community and client
Women in Construction	In Australia, the number of women working in construction is 12% and INLink will have a range of initiatives to address the barriers to women working in this industry	The barriers to women working in construction begins at the point of recruitment and INLink will ensure that our recruitment process, including language and targeted audiences, is based on merit and not informal networks. The process will be gender neutral and respectful to a diverse workforce. INLink will work with local High Schools and TAFE NSW to target young women and encourage participation in the training and job placement initiatives on the project. INLink will network with the University and with NAWIC (National Association of Women in Construction) to identify opportunities for job placement and professional development on the project. INLink will ensure the culture of the workplace is one of respect and inclusion, to support women within the workplace. For example, flexible working hours to support caring and study commitments, job sharing and provision of part time roles, mentoring and coaching program,	INLink HR, Management Team, Supervisors, NAWIC, Charles Sturt University, Australian National University Local High Schools TAFE NSW	Collaboration with local educational institutes to identify partnering or placement opportunities to increase the number of women on the project. Workplace culture that fosters and supports these aims.	Aim to achieve 10% of trade positions on the workforce will be comprised of women Identified opportunities for young women to be part of the project	Life of Project	Increased participation of women on the project and a greater understanding of the career and job opportunities presented by Construction and Rail for women in the local community

		networking with local womens groups where these can be achieved.					
Mental Health Awareness Training	It is well documented that the Construction industry has above the National average number of suicides, with construction workers 70 per cent more likely to take their lives than males employed in other industries.	The project will train all employees in mental health awareness as well as provide a free counselling service to all employees through the project Employee Assistance Program. Mental Health Ambassadors will be trained to support and direct workers to professional assistance. Mental Health support will also be available to the project at short notice in the case of critical incidents which may require counselling. A Health and Wellbeing Program will be run for the life of the project, focussing on mental health, nutrition and lifestyle and be available to all workers on the project.	Local Training providers, local Aboriginal health services, Mentors, INLink HR and Lead Team	Everybody working on the project will be engaged in the Health and Wellbeing Program and the services of the EPA will be available to all	Individuals on the project will understand what contributes to a sense of mental wellness and feel supported in achieving this	Life of Project	A healthy workforce who support each other and the community in maintaining mental wellbeing and health
Hold two Constructionarium builds – a hands-on experience to assist in training local youth	INLink understands that the Client will continue to operate in this region with the ongoing construction of the in-land rail corridor. In support of this, INLink will work with the VET program run through TAFE NSW Dubbo Construction Unit, to hold hands-on construction events for High School and TAFE students.	In collaboration with TAFE NSW Dubbo and Local High Schools, identify two construction projects in which INLink can coordinate, materials and specialised skills to provide hands on construction experience to these students.	TAFE NSW; Dubbo, Condobolin and Parkes campuses. Training Services NSW VERTO Aboriginal Services Subject Matter Experts within JV INLink Supervisors INLink HR/Training Team Wiradjuri Condobolin Corporation	Local TAFE and High School Students undertaking Construction studies	Experience and learning for students and subject matter experts from INLink sharing their knowledge and technical skills.	2019 and 2020	Upskilled future workforce for ongoing works in Western NSW and a crop of young people enthused and understanding the career and job possibilities within Rail and Construction



5.1 Evaluation

INlink will monitor and measure the effectiveness of our workforce management initiatives using the following metrics:

Workforce Management																				
Person	Unique identifier	Occupation	Trade position (y/n)	Employer	Current postcode	Previous postcode	Start date (with this project)	End date (if applicable)	Gender (M/F)	Local resident (y/n)	Resident of regional Australia (y/n)	Indigenous (y/n)	Cultural association	Apprentice/trainee/work experience/graduate (select which applies)	Date apprenticeship /traineeship completed (if applicable)	Participated in skills development during month (y/n)	Hours participated	Qualifications gained	Worked on previous IR projects? (y/n)	Employed more than 26 weeks/15hrs per week on IR? (y/n)

Metrics will be monitored monthly and any negative trends immediately addressed In consultation with ARTC.

6 Local and Indigenous Industry Participation

INLink's joint venture partners, BMD and Fulton Hogan, have successfully delivered projects in communities throughout Australia and New Zealand. We have demonstrated that we have not only utilised predominately local resources, but have also helped develop these businesses to ensure they can efficiently perform works on our projects while meeting all legislative standards and guidelines.

We view subcontractors as an extension of our team and have developed systems for selected subcontractors and suppliers to embrace them into the INLink systems and processes.

Each business will be treated on a case-by-case basis to ensure they are provided with the required support and assistance. The Parkes to Narromine Inland Rail Programme is a great opportunity to further expand the pool of local resources in the form of suppliers and subcontractors, and build the capacity of the industry network in the area.

Figure 3: Local and Indigenous industry participation social performance programme

Program	Rationale	Description	Key Partners	Inputs	Outputs	Timeline	Outcomes
Tender engagement	Early industry engagement during tender phase to understand current interest from local P2N area.	BMD sought expressions of interest from known subcontractors and suppliers in the local P2N and outside area. We approached 57 organisations to encourage them to bid for packages on the programme. Advertising in the tender sections of local newspapers and magazines was also undertaken. The advertisement attracted responses from more than 150 subcontractors and suppliers.	Local businesses Media outlets Tender JV	150 subcontractors expressed interest	All will be contacted as part of the request for pricing (RFP) process.	Mid 2018	Assist in meeting industry engagement requirements.
Industry briefings	Hold industry briefings to educate local business on RFP and BMD procurement system.	Hold local industry briefings sessions in Parkes, Narromine and Dubbo to inform local business on the RFP process, BMD procurement system and general project scope. Briefings held on: - Monday 13 August 2018 – Parkes - Tuesday 14 August 2018 – Narromine - Tuesday 14 August 2018 - Dubbo	Local businesses Media outlets Tender JV	Over 400 local industry representatives attended the sessions.	Approximately 280 EOIs received.	August 2018	All EOIS will be contacted through RFP process to assist in meeting industry engagement requirements.
EOI process	Extended EOI process for those who did not attend industry briefings	The entire distribution was advised that an EOI process was being undertaken for work on P2N, with a closure date of 31 August 2018. An extensive industry list with approximately 2500 recipients was contacted by ARTC on 20/08/2018 to provide information and the link to the industry briefings presentation.	Industry Local businesses ARTC	2500 included in email distribution list	Approximately 280 EOIs received as per the above.	August 2018	All EOIS will be contacted through RFP process to assist in meeting industry engagement requirements.
RFP process	Request for pricing aims to provide an equal opportunity for all interest subcontractors to bid for work on P2N.	All EOIs have been registered in the RP database and as each package is released relevant businesses will be contacted via email with the bid information. The business must then follow the RFP process and related deadline to bid for the work.	Industry Local businesses	TBC based on released package	Selected contactor based on the below selection process.	2018/2019	Provide a fair, honest and transparent procurement process.
Subcontractor selection process	To provide a fair, honest and transparent procurement process a variety of selection criteria is considered during the RFP.	INlink will obtain quotations from a variety of different suppliers for each aspect of work and a review of the below aspects will be considered: - Price - Competitive Price. Has the tender supply pricing been tested in the market? - Local business - Is the business in the local Parkes/Narromine region? - Availability – Is the required equipment/plant available? - Innovation – Is the plant of an innovative nature that may reduce community impacts? - Systems/Processes – Does the contractor have suitable systems and process to support the requirements and values of INlink? - Specialist works – Is the required work of a specialist nature?	Industry Local businesses	TBC based on released package	Selected contactor based on the selection process.	2018/2019	Provide a fair, honest and transparent procurement process.

Build local industry capacity	INLink will work with local business to build their capacity for potential future work. A business analysis will be undertaken If a subcontractor's documentation (including quality and safety) is not at the required level there is an option to also bring them under the INLink process and standards. This will be reviewed on a case-by-case basis with the business.	Examples of increasing capacity include but are not limited to: - Aid subcontractors and suppliers to prepare and understand suitable safety systems such as Safe Work Method Statements suitable to their business to ensure their compliance on not only our projects, but all of their future projects. - Aid subcontractors and suppliers to prepare and understand suitable environmental systems such as Environmental Management Plans suitable to their business to ensure their compliance on not only our projects, but all of their future projects. - Aid subcontractors and suppliers to prepare and understand suitable quality systems such as Inspection and Test Plans suitable to their business to ensure their compliance on not only our projects, but all of their future projects. - Provide a communication channel to discuss Code Compliance matters. - General exposure to larger projects which enables their businesses to grow.	Local businesses ARTC (communication channel) Other government programmes available	TBC based on assistance required.	TBC based on assistance required.	2018/2019	Build local industry capacity and skills.
Indigenous engagement	Engage with local indigenous representatives to promote project opportunities and procure suitable indigenous businesses.	INLink will seek advice from the local Aboriginal Elders and Working Groups, as to businesses who may be of benefit to the supply chain for the project. INLink acknowledges the potential benefits experienced staff and resources could provide or consult on, such as operational improvements, business management or safety protocols, for Aboriginal businesses. INLink, as a potential legacy, welcomes the opportunity to consult with those businesses engaged on our project, with the intention of improving their abilities and long-term capabilities to deliver results on projects.	Local indigenous businesses Local indigenous elders Local indigenous working groups Wally Walker ARTC Other government programmes available	TBC based on identified opportunities	TBC based on identified opportunities	2018/2019	Meet requirement of 6% overall construction activity spend on Indigenous industry. (excluding professional staff and subcontractors and externally sourced materials).
Local spend	<i>Engage with the local businesses to promote every opportunity to be involved in the works.</i>	<i>INLink will be going to the local market with all RFP packages to provide maximum opportunities for the local businesses to be involved in the project. This is will be built from the database generated following the local industry briefings and other contacts made by local industry.</i> <i>Additionally, where identified INLink will look to engage local suppliers over the national supply agreements from the home organisations in relation to items like, uniforms, stationery etc.</i>	TBC based on identified opportunities	TBC based on identified opportunities	TBC based on identified opportunities	2018/2020	Source 45% of construction activity expenditure from local businesses (excluding professional staff and specialist subcontractors and externally sourced materials).



6.1 Evaluation and Reporting

INlink will monitor and measure the effectiveness of our local industry participation initiatives through:

- Reporting the number and value of contracts with Australian, local and indigenous businesses
- Economic value of spend in local communities
- Other initiatives undertaken to support increased capacity and/or competitiveness of local and Indigenous businesses

The following metrics will also be included in the project’s monthly reporting in consultation with ARTC.

Industry Participation								
Company name	ABN	Registered address	Month commenced	SME (y/n)	Indigenous business (y/n)	Local business? (y/n)	Regional business? (y/n)	Previously worked on IR (y/n)

Spend with:	
Indigenous businesses	\$
Local businesses	\$
Regional businesses	\$
Total spend	\$

7 Health and Community Wellbeing

INLink understands a key outcome of delivering a major infrastructure project such as ARTC's Inland Rail Programme is ensuring local communities benefit from the investment in their region.

INLink is committed to working collaboratively with ARTC to create long-lasting benefits, including; health and wellbeing, arts and culture, job creation, environment and social and community development.

Additionally, we are committed to operating to the highest safety standards, to provide a safe environment for our workforce and the broader community.

Our aim is to ensure that each and every person who comes into contact with our business remains safe, has a positive association with the project, and that local communities' benefit from the investment in their region.

Figure 4: Community Health and Wellbeing social performance programme

Program	Rationale	Description	Key Partners	Inputs	Outputs	Timeline	Outcomes
Construction Workforce Safety	INLink is aligned with ARTC's corporate value of 'No Harm' and its commitment to a 'Pathway to Zero'.	Some of the safety measures we will implement include: - VOC checks to verify the competencies of employees for equipment use and/or tasks undertaken - Potential use of proximity sensors on machines working at high-risk locations (i.e. level crossings) - Fatigue Management to ensure that staff are informed, and checks performed to ensure fatigue is managed - Identify potential safety issues due to climate conditions - Trained First-Aid staff available	INLink Safety Team Site Supervisors All staff INLink HR	Mandatory induction of all staff (including subcontractors) Including topics of (see management plans): - Safety - Fatigue	- All INLink staff and subcontractors trained in safety and fatigue management - Trained First-Aid staff available at all times	Commencement and life of the project	- Upskilling potential in equipment use - Potential to train staff in First-Aid - Possible opportunity for staff to learn to participate in running inductions
Peak Traffic Analysis	Analysis of peak traffic completed. This included gaining an understanding of locations, times and road usage peaks; and school bus timetables/routes, seasonal farming requirements and major events (eg Elvis Festival)	This information is important for; - Development INLink Traffic Management Plans - Notification of impacted community farmers, schools and road users - Identification of appropriate haulage routes and for site deliveries	INLink Traffic Team INLink Community Team	Consultation with local schools, farmers and businesses near the rail corridor.	Notifications to local community of works impacting roads	Ongoing throughout project	Minimise disruption to local roads and road users
Construction Safety Information Sessions	On commencement of the project, there will be an increase in construction activity and vehicular movements across the project. On completion and trains become operational Inland Rail will see an increase in the number of trains using the line and an	During construction, INLink proposes to work with ARTC to hold safety information sessions. Information would include: - Transport safety both during construction and once Inland Rail is operational - Community rail awareness information	INLink Safety Team INLink Community Team ARTC	Information sessions targeted at those who work in and around the line such as transport operators (school bus / public transport companies), trucking companies, farmers and utility providers	TBC following advertisement of sessions	Late 2018 – early 2019	To ensure safety of the community and road users is paramount and maintained

	increase in the speed at which they travel.						
Family Fun Day	To engage with the community and display the works that have and are taking place	INLink plans to hold family fun day for workers, their families and the local community. This day will give people the opportunity to see the works firsthand and learn more about the project, in a fun environment.	INLink Staff ARTC Local Council	Local community Local businesses	Opportunities for local community participation	Early 2019	Engagement and sense of ownership of the project from the local community
Aboriginal Wellbeing Support Programs	To ensure that INLink engages and uses every opportunity to open up the project to support the local Aboriginal community	Wiradjuri Condobolin Corporation has partnered with Marathon Health to create the Condobolin Wellbeing Centre, which provides support for Aboriginal people under 35 and their extended families. Marathon Health also have offices in Dubbo for the current package. INLink will liaise with these groups to confirm any support opportunities.	INLink Community Team INLink HR Team	Aboriginal Community	TBC after liaising with Aboriginal Community Group	Late 2018	Engagement and support for the project by the Aboriginal Community
Sculpture Design Competition	To engage with local community and build a sense of ownership of the project	INLink proposes running a design competition inviting community members and school children to design a sculpture that can be made from the scrap materials from the removal of existing rail. A local artist could then sculpt the pieces that will be donated to communities along the rail corridor.	INLink Community Team INLink staff Local council	Local community sculpture enthusiasts Local community Local businesses	Sculptures	Mid 2019	Engagement and sense of ownership of the project from the local community
Drought Awareness Program	To ensure staff who may not have experienced drought conditions have an understanding of local impacts of drought and build a better understanding and empathy of the conditions	INLink to provide information about drought conditions and ways to minimise further impacts on those conditions. Possible guest speakers who are living with the drought, eg farmers or family members etc	INLink HR Team INLink Community Team	Local Farmers or family members Local community members	INLink Staff	Throughout project	INLink staff better informed and a greater understanding and empathy for the impacts drought is having on the local community

				Guest speakers to staff			
Landcare/Local Environmental Groups	To engage and gain support for the project from the groups	We will work with the local Landcare groups to identify opportunities to provide in-kind support and volunteering opportunities for our workforce.	INLink Staff INLink Environment Group	Landcare/Local Environment groups Local Council Local Community	INLink staff for support and volunteering	TBC once contact is made with groups	Community engagement and an opportunity for staff to show appreciation to the community
Corporate Social Responsibility	Ensure INLink is socially responsible in the local community The following respect objectives will apply on the project: - Respect the environment in which we operate and comply with laws and regulations - Hold ourselves to the highest ethical standards and behave in ways that earn the trust of others - Respect the local community and the relationships between the project and the local community - Value diversity of people and thought - Care about the consequences of our decisions, large and small, on those around us.	INLink's community and stakeholder engagement team will work with ARTC and key stakeholders within the Parkes, Peak Hill and Narromine communities to identify opportunities for investment, volunteering and community participation based on the requirements of the region. We would select worthy organisations based on the positive impact and influence they have within the community. INLink will work with ARTC to confirm appreciate sponsorship opportunities however potential recipients could include: Local Sporting Clubs (e.g. Parkes Rugby League Football Club, Parkes Cricket Club, Narromine Gorillas Rugby Club) Service Clubs (Rotary and Lions) Local Schools (Parkes, Peak Hill, Narromine and Dubbo – primary / secondary) Youth Centres (PCYC Parkes)	INLink staff ARTC Local Community Groups	TBC once worthy organisations or groups are determined in collaboration with ARTC	TBC based on the organisations or groups that are selected	Life of project	So the local community benefits from the project being located in their community and the have a lasting legacy of the project

Community event support	INLink is aligned with ARTC's values of building relationships and community support for the inland rail project.	Monthly events as below; 2018 Aboriginal Literacy Day Local sponsorship Local Christmas celebrations 2019 Elvis Festival Family Fun Day Clean up Australia Day Anzac Day National Reconciliation Week Sculpture competition NAIDOC week Engineering Week – Constructionarium Local Sponsorship Construction Safety Info Sessions Landcare Sponsorship Local Christmas Celebrations 2020 Local Sponsorship Constructionarium End of Project Event <i>(NB: The above is indicative only and subject to change)</i>	INLink and subcontractors ARTC Local Government Local Businesses	Local Community Local Businesses Local Schools	Opportunities for local community participation in organising events	Monthly events of engagement	Engagement of the local community and businesses



October 2018	November 2018	December 2018	January 2019	February 2019
Aboriginal Literacy Day	Local sponsorship	Local Christmas celebrations	Elvis Festival	Family fun day
March 2019	April 2019	May 2019	June 2019	July 2019
Clean Up Australia Day	ANZAC Day	National Reconciliation Week	Sculpture competition	NAIDOC week
August 2019	September 2019	October 2019	November 2019	December 2019
Engineering Week - Constructionarium	Local sponsorship	Construction Safety Info Sessions	Landcare sponsorship	Local Christmas celebrations
January 2020	February 2020	March 2020		
Local sponsorship	Constructionarium	End of project event		
NB: The above is indicative only and subject to change.				



7.1 Social Incidents

INLink are committed to a formal management and reporting process for social incidents to ensure that all grievances, official code of behaviour breaches and negative sentiment is captured. Stakeholder complaints will be managed as per the Communications and Community Engagement Management Plan complaint management process, including capturing all data in the Consultation Manager System. Social incidents however will be captured via the BMD Incident and Accident Report system, in the same way as environmental and safety incidents. Given the complexity and variability of social issues it is hard to define what would merit an incident report, however, examples are included, but not limited to, the below:

- a report or complaint of discrimination or harassment by an employee to a member of the public
- unauthorised access to a property
- disrespectful behaviour on a property (e.g. gate left open)
- a crime by an employee and/or contractor either on site or in the community
- an unplanned community disruption (e.g. road closure)
- workforce conflicts with community members
- traffic accidents
- property damage

Social incidents will in general be reported if there is a negative sentiment or grievance left in the community from an event that has involved a member/s of the INLink workforce outside of general community and stakeholder complaints.

7.2 Evaluation and Reporting

INLink will monitor and measure the effectiveness of our health and community wellbeing initiatives through:

- Community health and wellbeing reporting (outlining financial and in-kind support to the local communities, and the outcomes)
- Other initiatives undertaken to support / increase community health and wellbeing activities.
- Social incident reporting – metrics included below

Community Health and wellbeing								
Brief descriptor of social incident	Date occurred	Incident/near miss	Category	Resolved (y/n)	Date resolution achieved	Corrective action taken	Name of stakeholder(s) involved	Stakeholder satisfied with resolution

8 Community and Stakeholder Engagement

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.

A comprehensive Communications and Community Engagement Management Plan has been developed in accordance with ARTC's methodology and protocols for communications and engagement.

Fulton Hogan's and BMD's community and stakeholder relations policies underpin the INLink team's engagement approach for the P2N project.

Stakeholder engagement required to meet the agreed Social Performance targets have been included in the above related sections.

9 Housing and Accommodation

Wherever possible, INLink plans to employ locally to minimise the requirement for non-resident accommodation.

Based on the variety of workforce on the project, each staff member will be responsible for their own accommodation. Whilst people will be encouraged to share/rent in groups (if applicable) to reduce the required number of rental properties required, no staff member will be required to stay in a particular type of or accommodation location.

The project team will use a range of short-term and long-stay options for our non-resident workforce, spreading the accommodation across the region (including Dubbo, Narromine and Parkes) to minimise the impact on the region's property market.

Due to the large size of the Elvis Parkes Festival INLink notes that they will have minimal to no impact on this event. INLink will in fact have to put consideration into the program during this event and staff will have limited accommodation options. ARTC will be provided updated on this matter as requested.

The Code of Behaviour has been created for the entire workforce, including subcontractors, and provides clear expectations regarding worker behaviour both during and after work within the communities in which we live and work. All persons working on the project will be required to agree in writing to their compliance with the Code of Behaviour and any contravention of these rules will be immediately investigated and dealt with in accordance with the project disciplinary procedure. The respectful use of accommodation is included in the Code of Behaviour, and specifically the Accommodation – Code of Conduct. Refer to Attachment C for the Code of Behaviour.

10 Evaluation and Reporting

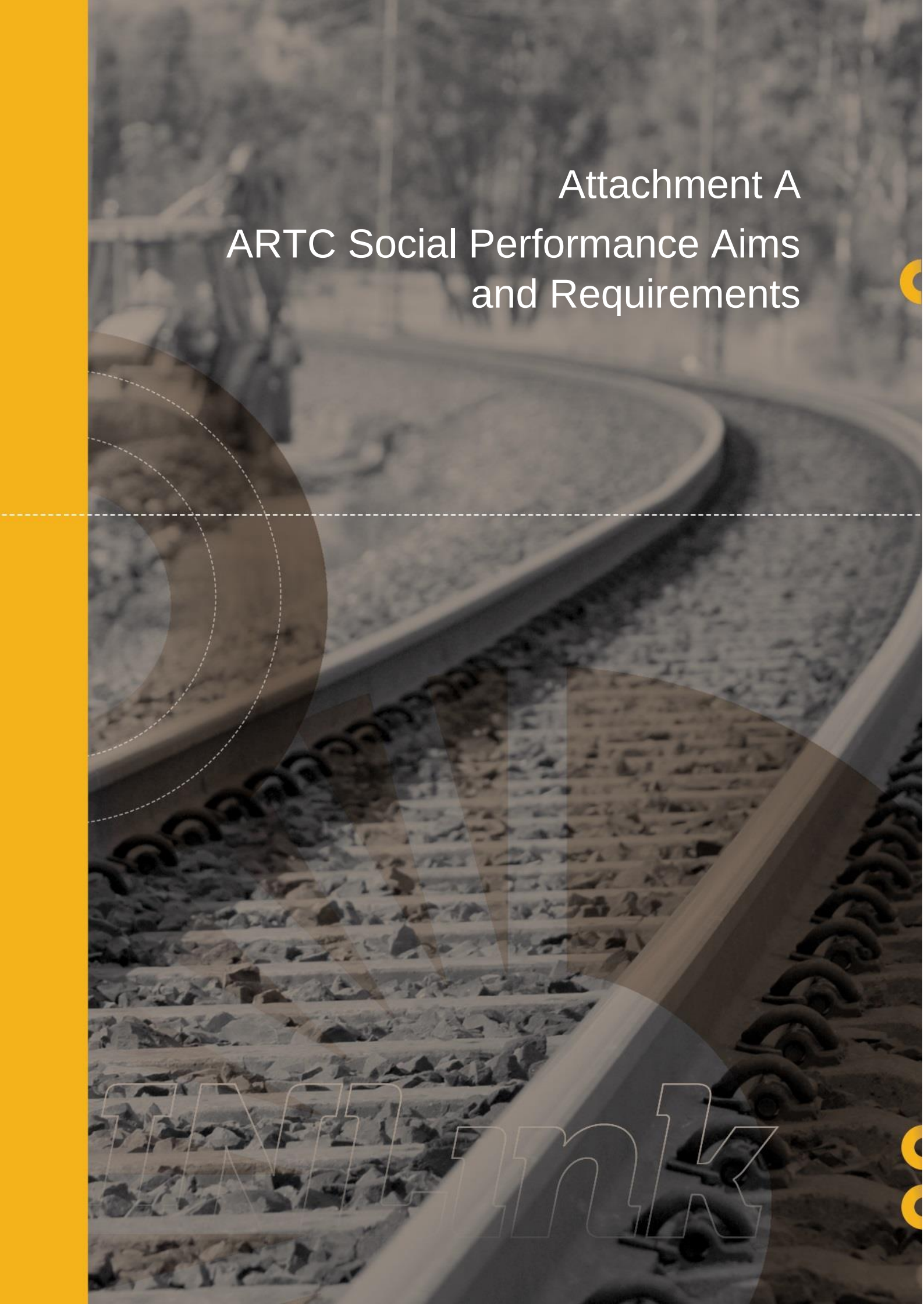
Overall the SIMP will be evaluated by the level of community acceptance as well as the achievement of the agreed targets.

As abovementioned, INLink aims to obtain a strong social licence to operate throughout the project, with a goal to have a strong level of acceptance of the Inland Rail Programme and required works.

This target is a whole-of-workforce goal, with the mentality of all staff focussing on the fact that gaining and maintaining a social licence to operate is not just a part of the community and social performance team but is reflected by the actions of each worker every day.

The methods to evaluate and report on each section of the social performance framework has been captured above.

No accommodation reporting or data collection will be undertaken as each member of the workforce is currently scheduled to manage their own arrangements



Attachment A

ARTC Social Performance Aims and Requirements

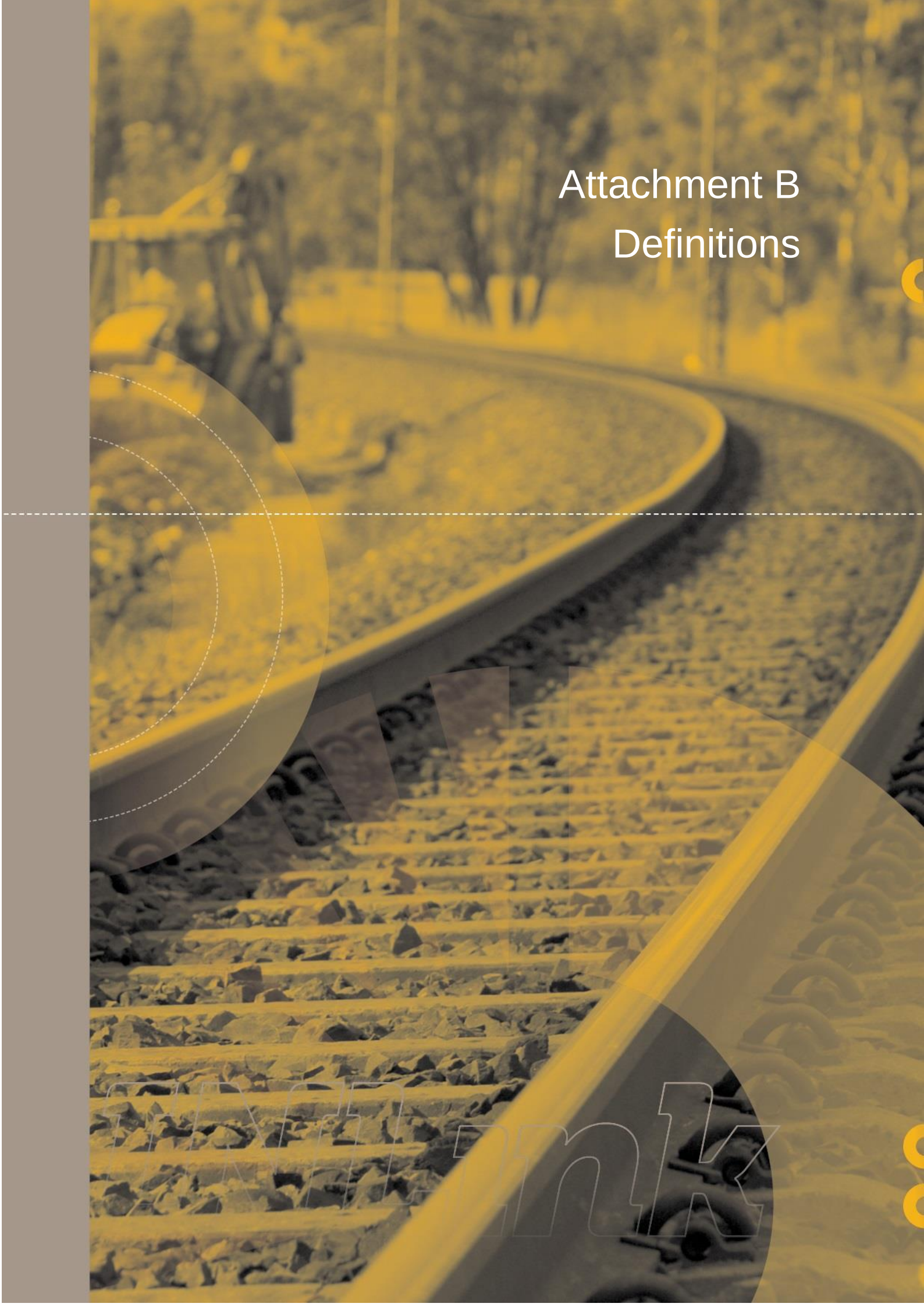
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Social Impact Management Plan

Parkes to Narromine Inland Rail Project



SOCIAL PERFORMANCE AIMS	CONTRACTOR REQUIREMENTS
1. WORKFORCE MANAGEMENT ARTC is committed to creating opportunities for the development of skilled local and Aboriginal workers through the construction and operation of Inland Rail.	The Contractor is to recruit, train and develop their workforce to maximise opportunities for local and Aboriginal workers. This includes supporting initiatives to build the capacity of long term unemployed and unskilled workers to improve their suitability for positions within the Inland Rail workforce. Provide details on your approach to accommodation of the Project resources throughout the Works, especially in light of the regional nature of the Works, and noting the current parameters as described in the EIS and Works Description.
2. LOCAL INDUSTRY AND ABORIGINAL PARTICIPATION ARTC is committed to supporting local industry and Aboriginal businesses to ensure they are prepared for and provided with opportunities to participate in Inland Rail.	The Contractor is to buy and procure locally to maximise economic opportunities for local and Aboriginal businesses. This includes supporting initiatives to build the capacity of businesses to tender for work on Inland Rail. This will contribute towards achievement of ARTC's Australian Industry Participation Plan for the Programme.
3. HOUSING AND ACCOMMODATION ARTC expects its contractors to seek local workers for Inland Rail to reduce the need for non-resident workers. Where accommodation is required for the workforce, it will be delivered in ways that avoid adverse social impacts for local communities.	The Contractor is to utilise existing accommodation within local towns to house non-resident workers required for the Project; noting the current parameters as described in the EIS and Works Description.
4. COMMUNITY HEALTH AND WELLBEING Safety is everything to ARTC and it continues to focus on creating a safe environment for all. ARTC also recognises its role in supporting community wellbeing during the changes that Inland Rail will bring.	The Contractor is to provide a safe environment for workers and the broader community in relation to the construction of Inland Rail. ARTC also expects its contractors to support community wellbeing while working within local communities; noting the current parameters as described in the EIS and Works Description.
COMMUNITY AND STAKEHOLDER ENGAGEMENT ARTC's values commit the organisation to active engagement with stakeholders and the community. Effective communication and active engagement helps to understand communities so ARTC can plan, design, construct and operate Inland Rail with the least social impact.	ARTC will continue to manage and deliver programme wide community and stakeholder engagement for Inland Rail, but the Contractor is to deliver construction related communications (i.e. notifications, landowner access engagement, engagement with local suppliers) to support construction activities.



Attachment B

Definitions

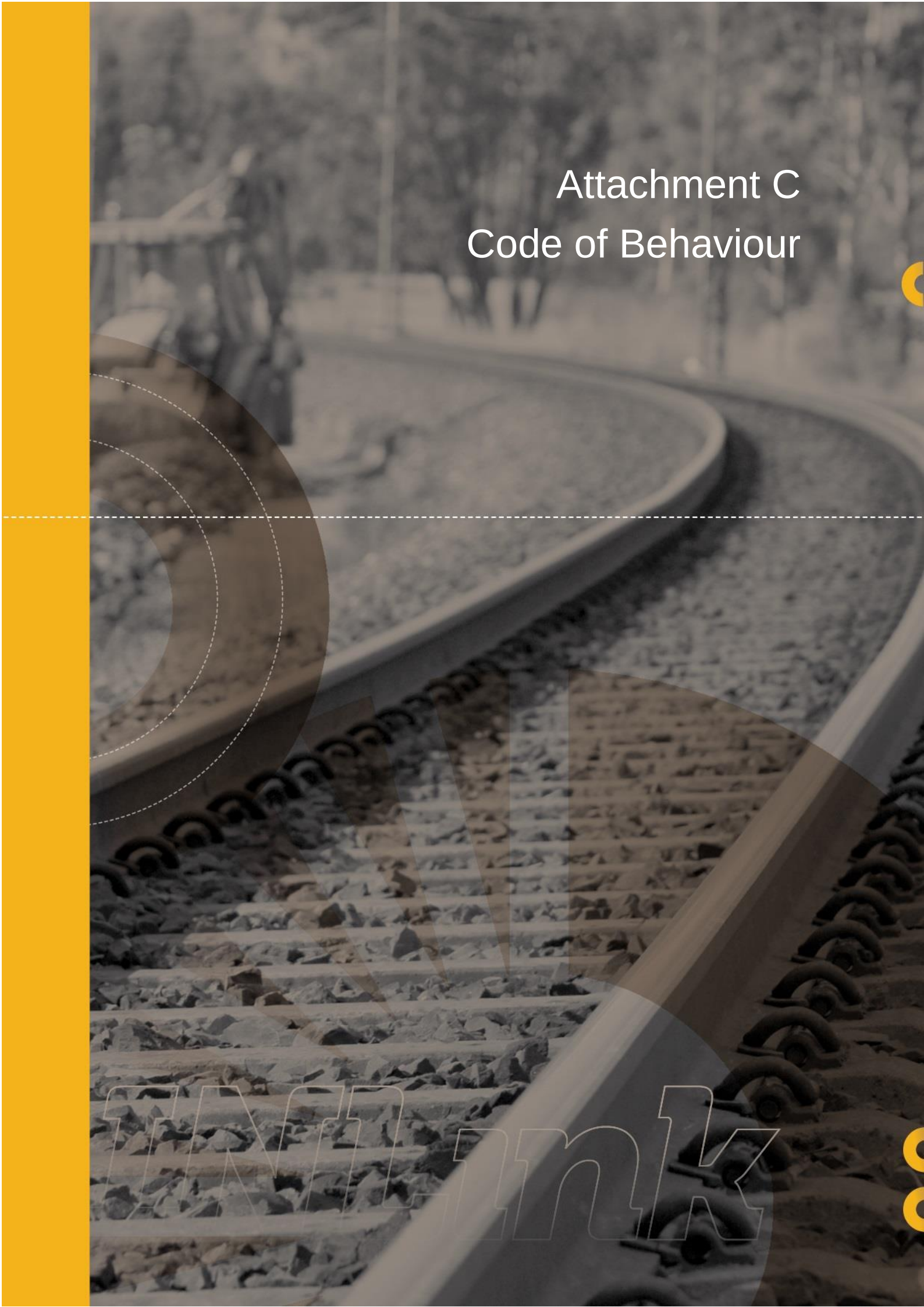
TRANSlink

TERM	DEFINITION
Workforce	Total workforce – all workers, including local residents and Aboriginal or Torres Strait Islander Persons (as defined below), employed directly or contracted by the Contractor, Subcontractors and the broader Supply Chain inclusive of management and professional, technical and trade. Total workforce excluding non-local staff and specialist subcontractors – all workers, including local residents and Aboriginal or Torres Strait Islander Persons (as defined below), employed directly or contracted by the Contractor, Subcontractors and the broader Supply Chain inclusive of management and professional, technical and trade, excluding non-local INLink staff and specialist subcontractors.
Local residents	An individual whose Principal Place of Residence (capable of being evidenced by a person's driving licence, utility bill or similar) is located in any of the following local government areas: • Narromine Shire • Parkes Shire • Dubbo Regional Shire • Forbes Shire • Orange City Council
Sustainable Job	Direct employment of a worker for a minimum of 26 weeks and 15 hours per week. All employment subject to the conditions of the National Employment Standards.
Aboriginal or Torres Strait Islander Person	Any person who meets the following three working criteria is proof or confirmation of Aboriginal or Torres Strait Islander heritage: • being of Aboriginal or Torres Strait Islander descent; • identifying as an Aboriginal or Torres Strait Islander person; and • being accepted as such by the community in which they live, or formerly lived.
Apprentice	An employee of an Apprentice Employer undertaking a recognised Australian Apprenticeship program and related qualification and holding a formal training contract who has been employed by that employer for a minimum continuous period of 26 weeks on the P2N Project.
Workforce Skills Development Training	Workforce training or development activity for employed individuals undertaking one or more Nationally Recognised Qualification, Skills Set or Units of Competency.
Trade position	Any person that holds a trade qualification or certification for the trade in which they are engaged or a tradesperson on the P2N Project. This includes any person who has qualified, or qualifies by service as an apprentice, for employment as a tradesperson.
Young workers (under 25)	Trade Positions as part of the Workforce where the person is aged under 25 and employed on the P2N Project for a minimum continuous period of 26 weeks.

Social Impact Management Plan

Parkes to Narromine Inland Rail Project

Local business	A business that has a physical presence in any of the following local government areas: • Narromine Shire; • Parkes Shire; • Dubbo Regional Shire; • Forbes Shire; or • Orange City Council,
Aboriginal / Indigenous business	Aboriginal or Indigenous Business means a business that: • is registered as an Indigenous business by Supply Nation (formerly the Australian Indigenous Minority Supplier Council); or • is certified as an Indigenous business by the NSW Indigenous Chamber of Commerce; or • meets the definition of an Indigenous enterprise under the definition used in the Australian Government's Indigenous Procurement Policy.
Construction activities	Construction work is any work carried out in connection with construction, included but not limited to, alteration, conversion, fitting-out, commissioning, renovation, repair, maintenance, refurbishment, demolition, decommissioning or dismantling of a structure, or preparation of a building site required for the P2N Project, which includes work activities undertaken by Local and Aboriginal/Indigenous businesses.
Social incidents	A social incident is any incident directly or indirectly involving community members or their property, including safety and environmental incidents that presents a strong complaint or grievance against the P2N project.



Attachment C

Code of Behaviour

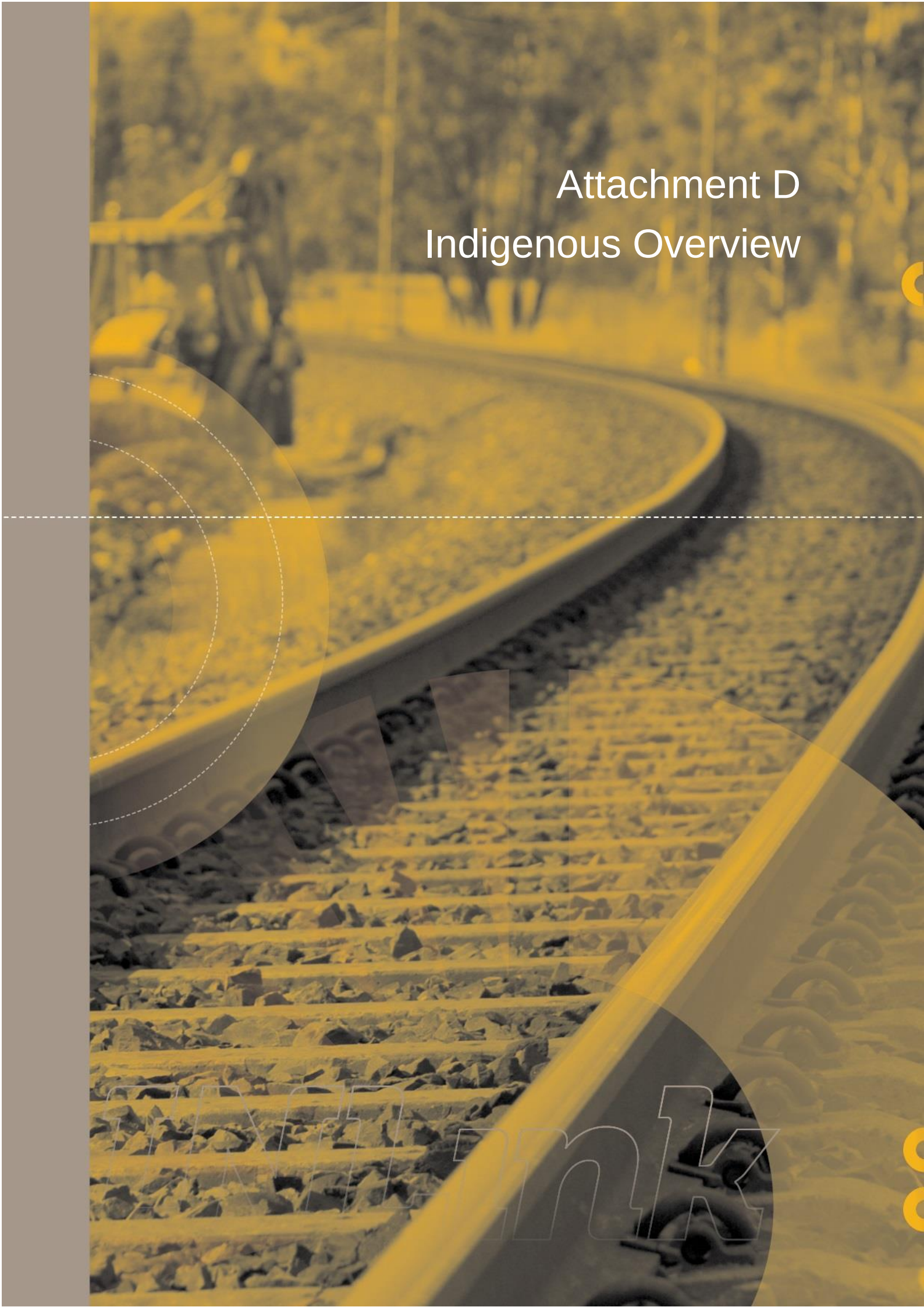
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Social Impact Management Plan

Parkes to Narromine Inland Rail Project



Refer to the Code of Behaviour Management Plan.



Attachment D Indigenous Overview

TRANZIT

Wiradjuri Overview

Parkes

The traditional land owners of the Parkes Region are the Wiradjuri people who have lived in these lands for more than 40,000 years. The Wiradjuri tribe was the largest in the state, ranging from Albury in the South to Coonabarabran in the North covering approximately one fifth of NSW. The Wiradjuri lands were signposted with carved trees which marked burial grounds.

Parkes Elders and Aboriginal Advisory Committee (PEAAC)

Both ARTC and INLink were introduced to the Parkes Elders and Aboriginal Advisory Committee during the Parkes Shire Council meeting on 31 July 2018 in Parkes.

PEAAC members in attendance during the Council meeting were Rob Clegg, Amanda Corcoran, Wally Biles, Lionel Lovett and Geoff Anderson.

It was brought to the attention of ARTC and INLink that the Parkes Aboriginal community is made up of 'adopted' Aboriginal people from other communities, and that we should be aware of this for employment and business opportunities.

ARTC and INLink communicated to PEAAC members that the project team will be seeking their consultation and involvement in:

- Cultural Heritage;
- Cultural Awareness Training (will need to be discussed/aligned with Peak Hill Aboriginal Working Group);
- Cultural events (i.e. National Reconciliation Week, NAIDOC Week, Local);
- Commercial, employment, mentoring and pastoral care responsibilities.

Parkes Aboriginal Elders Advisors to INLink

The Parkes Elders and Aboriginal Advisory Committee, while in session with Parkes Regional Council on 31 July 2018 and in the presence of ARTC and INLink, elected the following committee members to represent the best interests of the Parkes Aboriginal Community:

- Rob Clegg
- Amanda Corcoran
- Wally Biles
- Lionel Lovett

Parkes Aboriginal Community Working Party (Three Rivers Regional Assembly)

The Parkes Aboriginal Community Working Party (PACWP) are a group of local Aboriginal community volunteers that was established in March 2011. The PACWP advocate for the needs of the Aboriginal Community in the areas of social justice, social inclusion, education, housing and cultural improvement in Parkes, Located in the Central West of NSW, Part of Wiradjuri Country. The committee is made up of the following members:

- Chair Person - Scott Turnbull
- Deputy Chair Person - Michael James
- Secretary - Karen James
- Aboriginal Project Officer - Amanda Corcoran
- Coordinator Indigenous Community Links - Julie Webb
- Community - Stephen Sloane
- Community - Mark Hartwig
- Other representatives
 - Department of Aboriginal Affairs - Anthony Fuller
 - Aboriginal Education Consultative Group (AECG) - Bill Cox
 - Parkes Shire Council Community Engagement Officer - Jodi Howard

Peak Hill

Peak Hill Aboriginal Land Council

To date, ARTC and INLink have not been successful in meeting with the Peak Hill Aboriginal Land Council to discuss the Parkes to Narromine project and the various opportunities to come, which includes the project headquarters being located in Peak Hill despite multiple attempts. This result has been echoed within the Wiradjuri Aboriginal community.

Wanting to ensure inclusivity of all Wiradjuri community organisations, ARTC and INLink will continue to approach the Peak Hill Aboriginal Land Council to discuss project opportunities.

Peak Hill Aboriginal Working Group

ARTC and INLink met with the members of the Peak Hill Aboriginal Working Group to establish a mutually beneficial working relationship for the Parkes to Narromine project, as well as establish local Peak Hill Aboriginal advisory and communication channels. Having a positive working relationship with the Peak Hill Aboriginal community is of high importance to the INLink team.

Similar to the relationship with the Parkes Elders & Aboriginal Advisory Committee, the Peak Hill Aboriginal Working Group will consult or be involved in:

- Commercial, employment, mentoring and pastoral care responsibilities for Peak Hill project employees;
- Peak Hill Cultural Heritage;
- Cultural Awareness Training (will need to be discussed/aligned with Parkes Elders & Aboriginal Advisory Committee);
- Cultural events (i.e.: National Reconciliation Week, NAIDOC Week, Local).

Narromine

Narromine Aboriginal Land Council

Headed by CEO, Shelley Bayliss, Narromine Aboriginal Land Council also represents the Narromine Elders Group. In line with ARTC's and INLink's overall approach to providing equal opportunities for all Aboriginal communities within the project corridor, ARTC and INLink met with Narromine Aboriginal Land Council to establish a relationship based on transparency and mutual respect. In compliment to being representatives of the local Narromine Aboriginal community, ARTC and INLink have engaged Shelley, Midnight and George to also provide local cultural consult, community mentorship and to facilitate community communication channels.

From the discussions had with Shelley, Midnight and George, the key focus points they would like for the INLink project team to consider include:

- Narromine elders and Aboriginal Land Council are focused on driving youth employment, so that today's youth will drive generations that follow to see the benefits of full time employment. In particular, the Junior Aboriginal Land Council members would make good candidates for consideration.
- Previously, money has been allocated for Narromine Aboriginal people to receive industry training, but the training has yet to be realised. This has created a slight distrust towards promises of training outcomes.
- Narromine Aboriginal Land Council is not only about serving the Narromine Aboriginal community, but the entire Narromine community.

Narromine Aboriginal Advisors to INLink

It was determined the following representatives from the Narromine Aboriginal Land Council will represent the best interests of the Narromine Aboriginal community:

- Shelley Bayliss (Narromine Aboriginal Land Council CEO, Elder);
- Midnight (Narromine Aboriginal Land Council Director, Elder);
- George (Narromine Aboriginal Land Council Director, Elder).

Regional

Whilst, the primary focus of the Parkes to Narromine programme of works looks to benefit the local Aboriginal and Non-Aboriginal communities within the project corridor, INLink's approach to employment is inclusive of regional Wiradjuri people, as well as other welcomed and invited Aboriginal people who could benefit from project employment opportunities.

INLink have identified the following regional areas, as potential sources of skilled job seekers that are also located within the acceptable daily commute boundaries:

- Condobolin
- Dubbo
- Forbes
- Orange

Proof of Aboriginality

As a precautionary measure, INLink will seek proof or confirmation of Aboriginal heritage, in the event our employment or procurement methods are questioned or audited.

INLink understands the following three criteria are usually accepted as proof of confirmation:

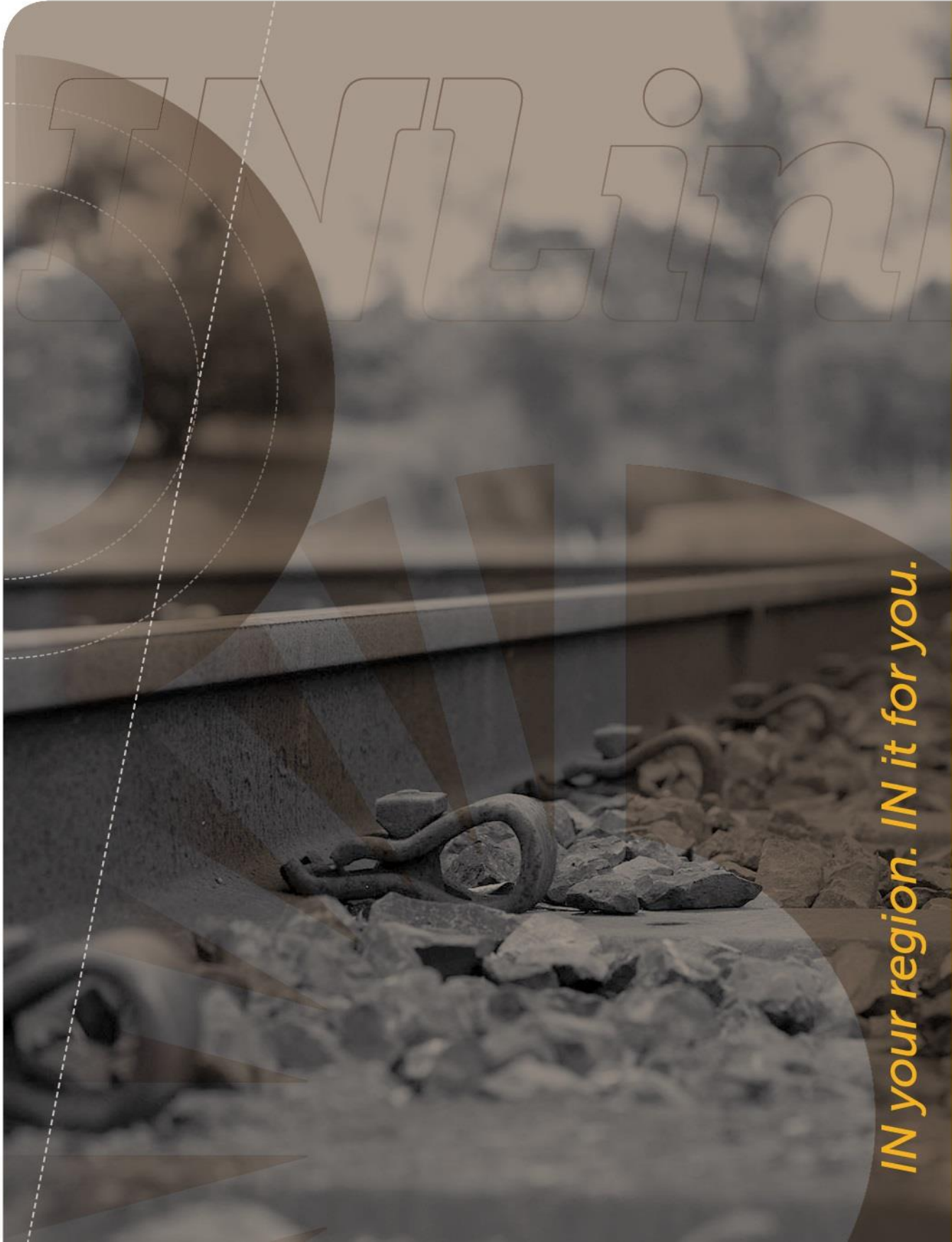
- being of Aboriginal or Torres Strait Islander descent;
- identifying as an Aboriginal or Torres Strait Islander person;
- being accepted as such by the community in which you live, or formerly lived.

In the first instance, the INLink project team will seek acknowledgement of Aboriginality from the aligned elders and/or representatives of the Aboriginal communities INLink has engaged.

Media (Photography, Video, Artwork)

INLink respects the cultural protocols of Australia's Aboriginal cultures and respects the need to request permission to photograph, video or reproduce artwork for the benefit of the project, or the organisations engaged in delivering the Parkes to Narromine project.

INLink will follow cultural media protocols when utilising photography, videography or reproducing Aboriginal artworks, and will maintain transparent communication channels with the community on the use of media that represents Aboriginal people.



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