# APPENDIX F

# Corporate Policies

**CALVERT TO KAGARU** ENVIRONMENTAL IMPACT STATEMENT

IR_1381

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

ARTC

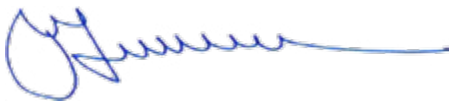
POLICY

## Environmental Policy

The ARTC Environmental Policy provides a framework for continual improvement of an Environmental Management System and sets our commitments for managing potential environmental risks.

In all our activities we commit to:

- Preventing or minimising pollution and the generation of waste
- Systematically reviewing our Environmental Management System to ensure that our significant risks are identified and managed, our environmental objectives and targets are current and our legal and other requirements are addressed
- Ensuring corrective action in response to non-compliance and other related environmental related complaints with minimal delay
- Having a robust relationship with all environmental agencies and regulators
- Ensuring that agreements made between contractors and rail operators comply with the ARTC Environmental Management System
- Ensuring that employees are appropriately inducted and have sufficient competencies to perform their duties
- Periodically reviewing and auditing our Environmental Management System, including this Environmental Policy



John Fullerton
**Chief Executive Officer**

1 December 2014

# Environment and Sustainability Policy

Inland Rail commit to the following throughout design, construction and operation:

### No harm:

- our goal is that no-one is harmed at work or on our network

### Engage early and meaningfully with stakeholders, including indigenous organisations, communities, industry and government:

- build effective working relationships and a shared understanding of the Programme and solutions

### Promote long-term economic benefits within communities:

- create lasting opportunities for development of skilled local and Indigenous workers
- support local and Indigenous businesses to ensure they are prepared for and provided with opportunities to participate, and
- enable Inland Rail to be a catalyst for complementary private sector investment

### Protect the environment by minimising the environmental footprint:

- apply the principles of avoid, minimise, offset to manage impacts to receiving environmets and ecological values
- reduce greenhouse gas emissions and minimise waste
- minimise water use
- continually investigate opportunities to improve environmental values and prevent pollution, and
- obtain and comply with all environmental approvals and compliance obligations

### Future-proof inland rail so it is efficient and effective in the long term:

- design for climate change resilience, and
- incorporate the future demand requirements and corridor uses in current design

### Base decisions on a balanced consideration of technical, economic, environmental and social elements:

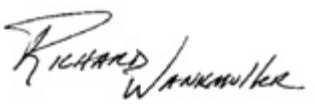
- adopt a consistent approach across the Programme

### Regularly review and audit processes and performance:

- challenge the way we have always done things—ensure we are doing what we said we would do

### Drive a culture of continuous improvement:

- seek to improve, collaborate and value add throughout delivery, and
- continually improve our Environmental Management System to enhance environmental performance



Richard Wankmuller

Chief Executive Officer - Inland Rail
16 August 2018

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

IR_1381

ARTC

POLICY

## Safety Policy

No Harm is an ARTC value; our objective is that no-one is harmed at work or on our network.

In order to achieve No Harm, ARTC is committed to a Pathway to Zero in the following practical ways:

- providing tools to support the identification of risk as appropriate to work activity
- establishing and maintaining communication, consultation and coordination with and between our employees, contractors, and relevant stakeholders
- providing information, instruction and training to develop worker capabilities and competence
- providing plant, equipment and personal protective equipment as suitable to undertake work
- establishing and maintaining measureable and achievable objectives and targets
- promoting safe behaviours and a positive safety culture
- monitoring performance and implementation of requirements to ensure continuous improvement
- maintaining a Safety Management System that is accessible and user-friendly
- ensuring our processes and work practices are in line with the requirements of applicable laws

To achieve No Harm and work with us on a Pathway to Zero, workers and visitors must:

- display safe behaviors and promote a positive safety culture
- be fit for work and not start or continue work where it is not safe to do so
- follow our Safety Management System and all reasonable instructions
- work safely at all times and take care for the safety of others
- report any hazards, near misses, or incidents, including unsafe acts, and
- communicate openly and honestly with us and each other

John Fullerton
**Chief Executive Officer**

14 November 2019

# APPENDIX

# F

## Corporate Policies

## Inland Rail Sustainability Strategy

**CALVERT TO KAGARU** ENVIRONMENTAL IMPACT STATEMENT

IR_1381

INLAND RAIL

# INLAND RAIL SUSTAINABILITY STRATEGY

ARTC

0-0000-900-ESS-00-RP-0003_4

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

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# 1 Program Description

The Melbourne to Brisbane Inland Rail (IR) Program comprises an alignment of approximately 1,700 kilometres of rail linking Melbourne and Brisbane, via Parkes, Moree and Toowoomba. IR contains sections of varying levels of intervention and complexity in work types including:

- *enhancement* works to enable double stacking,
- *missing links* to provide standard gauge rail link, predominately in greenfield where there is currently no track and/or rail corridor protection,
- *upgrade projects* to provide major upgrades to existing track within current rail corridor.

It is anticipated that IR will be constructed over the next 10 years with sections progressively transitioning to operation over a 10 year period. When completed, IR will provide a standard gauge rail connection allowing 1,800 metre, double stacked trains to operate at varying speeds and axle loads between the Port of Melbourne and Port of Brisbane. The infrastructure design life is estimated to be 100 years.

IR consists of thirteen individual Projects - scope of works and work types is provided below:

1. **Tottenham to Albury** (Approximately 304 km of existing track, to be upgraded to increase height clearance and to accommodate double stacking) – enhancement works
2. **Albury to Illabo** (Approximately 185 km of existing track, to be upgraded to increase height clearance and to accommodate double stacking) – enhancement works
3. **Illabo to Stockinbingal** (Approximately 37 km of new track to reduce route distance by 30 km and avoid the Bethungra Spiral) – missing link
4. **Stockinbingal to Parkes** (Approximately 173 km of existing track, to be upgraded to accommodate double stacking) – enhancement works
5. **Parkes to Narromine** (Approximately 107 km of existing track, to be upgraded to allow Inland Rail traffic to travel at maximum speed) – upgrade works
6. **Narromine to Narrabri** (Approximately 307 km of new track, to reduce the overall journey time and complete one of the missing links between Melbourne, Adelaide, Perth and Brisbane) – missing link
7. **Narrabri to North Star** (Approximately 183 km of upgraded track and 3 km of new track, to allow inland rail traffic to travel at maximum speed) – upgrade works
8. **North Star to NSW/Qld border** (Approximately 52 km of new track to complete one of the key missing links) – missing link
9. **NSW/Qld border to Gowrie** (Approximately 116 km of new dual gauge track plus 82 km of upgraded narrow gauge track) – missing link
10. **Gowrie to Helidon** (Approximately 24 km of new track (dual gauge) using two tunnels (6.4km and 1.1km) – missing link
11. **Helidon to Calvert** (Approximately 48 km of new track (dual gauge) using one tunnel 1.1km. Approximately 21km of the new track runs adjacent to the existing track) – missing link
12. **Calvert to Kagaru** (Approximately 54 km of new track (dual gauge) using 1.3km of tunnelling) – missing link
13. **Kagaru to Acacia Ridge** (Approximately 35 km of existing track, to be upgraded to increase height clearance and allow double stacking) – enhancement works

# 2 Introduction

Infrastructure sustainability can be defined as infrastructure that is designed, constructed and operated to optimise environmental, social and economic outcomes over the long term. It links industry, communities and commerce, beyond regulatory compliance, with improved performance across the triple bottom line[1].

As an iconic, significant Program, both government and community will expect sustainability measures to be incorporated into design, construction and operation.

The early planning phase of IR provides a unique and impactful opportunity to influence the effectiveness, benefits and outcomes of this transformational nation building project. IR has the ability to be more than just a railway, and more than a solution to a transport problem, it is an opportunity to strengthen the economic backbone of Australia for future generations.

## 2.1 Purpose

The Sustainability Strategy (Strategy) governs the sustainability approach for IR. The strategy describes how the IR team will establish and achieve both Program and project sustainability objectives and targets. IR will be delivered via staged delivery as a series of discrete projects by a variety of planning, design and construction teams with operation expected in 2025. Throughout the extended delivery period, this strategy will ensure a consistent approach to sustainability across all teams and projects. As lessons are learnt throughout the delivery, this strategy will be amended to highlight continuous improvement and relevance to IR and its respective projects.

To facilitate transparency and continual improvement, the strategy also outlines ongoing sustainability management, knowledge sharing and reporting requirements.

The strategy sets out the delivery model for sustainability, including:

- Defining an Inland Rail Sustainability Policy
- Identifying regulatory and non-regulatory drivers for sustainability
- Setting achievable objectives and targets
- Establishing procedures for obtaining the Infrastructure Sustainability (IS) rating
- Implementing a monitoring and review program to assess and report on sustainability performance.
- Defining roles and responsibilities within the current organisational hierarchy
- Identifying key lines of communication and interfaces
- Developing a program of training, education and awareness to create a culture of sustainability

## 2.2 Sustainability Drivers

### 2.2.1 Inland Rail Environment and Sustainability Policy

The Inland Rail Environmental and Sustainability Policy (outlined below) articulates the sustainability vision and commitments and describes how these will be met through the delivery of Inland Rail. To facilitate continual improvement the policy is reviewed annually.

1 ISCA Technical Manual, v 1.2 2016

# Environment and Sustainability Policy

Inland Rail commit to the following throughout design, construction and operation:

**No harm:**

- our goal is that no-one is harmed at work or on our network

**Engage early and meaningfully with stakeholders, including indigenous organisations, communities, industry and government:**

- build effective working relationships and a shared understanding of the Programme and solutions

**Promote long-term economic benefits within communities:**

- create lasting opportunities for development of skilled local and Indigenous workers
- support local and Indigenous businesses to ensure they are prepared for and provided with opportunities to participate, and
- enable Inland Rail to be a catalyst for complementary private sector investment

**Protect the environment by minimising the environmental footprint:**

- apply the principles of avoid, minimise, offset to manage impacts to receiving environmets and ecological values
- reduce greenhouse gas emissions and minimise waste
- minimise water use
- continually investigate opportunities to improve environmental values and prevent pollution, and
- obtain and comply with all environmental approvals and compliance obligations

**Future-proof inland rail so it is efficient and effective in the long term:**

- design for climate change resilience, and
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**Base decisions on a balanced consideration of technical, economic, environmental and social elements:**

- adopt a consistent approach across the Programme

**Regularly review and audit processes and performance:**

- challenge the way we have always done things—ensure we are doing what we said we would do

**Drive a culture of continuous improvement:**

- seek to improve, collaborate and value add throughout delivery, and
- continually improve our Environmental Management System to enhance environmental performance

Richard Wankmuller

Chief Executive Officer - Inland Rail
16 August 2018

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

The IR Program will work collaboratively with ARTC, delivery partners and stakeholders to ensure these commitments are carried through the design, construction and operational phases.

### 2.2.2 Regulatory and non-regulatory requirements

The drivers for implementing sustainability on the IR Program include regulatory requirements and non-regulatory stakeholder expectations. As a nationally significant transport initiative, there is an expectation from stakeholders that IR shows leadership, including embedding sustainability thinking into design, construction and operations. It is not enough to simply say the project is sustainable by its nature; each phase will be required to demonstrate sustainability performance against industry accepted standards.

#### 2.2.2.1 Victoria

The projects in Victoria are generally in-corridor and will be pursuing a ministerial planning scheme amendment. There are no regulatory requirements for a sustainability assessment or the use of a sustainability rating tool in Victoria. However, key Victoria projects such as the Level Crossing Removal Authority Bayswater package achieved a Leading rating and the City-Link Tulla Widening project achieved an Excellent rating. In addition, the Melbourne Tunnel Early Works and Ballart Line Upgrade and numerous other Victorian infrastructure projects have registered with ISCA setting precedence in Victoria.

#### 2.2.2.2 New South Wales

All the projects in New South Wales have been or will be deemed to be State Significant Infrastructure (SSI) or Critical State Significant Infrastructure (CSSI) and will be required to prepare an Environmental Impact Statement (EIS) under the *Environmental Planning and Assessment Act 1979* (NSW). Standard Secretary's Environmental Assessment Requirements (SEARs) for Critical State Significant Infrastructure projects require:

The Proponent must assess the sustainability of the project in accordance with the Infrastructure Sustainability Council of Australia (ISCA) IS rating tool and recommend an appropriate target rating for the project, including targets and strategies to improve Government efficiency in use of water, energy and transport.

The Proponent must assess the project against the current guidelines (e.g. NSW Sustainable Design Guidelines Version 3.0 (TfNSW, 2013) including targets and strategies to improve Government efficiency in use of water, energy and transport.

To date all the SEARS received have required the use of the ISCA tool.

#### 2.2.2.3 Queensland

Each project in Queensland will be required to prepare an EIS as part of the approval process. Generic terms of reference for an EIS under the *State Development and Public Works Organisation Act 1971* (Qld) require that sustainability be considered. Specifically, the EIS will need to describe:

- any infrastructure alternatives justified in terms of ecologically sustainable development (including energy and water conservation)
- how the development is designed and operated to contribute to social, economic and environmental sustainability
- how the construction and operation of the project should aim to have equitable, sustainable and efficient use of water resources.

#### 2.2.2.4 Agency Directives

Table 1 Agency Mandates, highlight's the direction the industry is moving as more agencies across Australia require ISCA assessments. The New South Wales Department of Planning and Environment (NSW DPE) has issued IR formal requirements to achieve an 'Excellent' IS rating for both design and as built, using ISCA or an equivalent process, as a condition of approval with regards to the Parkes to Narromine (P2N) project.

There isn't another third party accredited process that would meet this requirement. IR is proactively prepared for this condition to apply to further NSW projects. Assessing both the Victorian and Queensland projects using the ISCA tool allows for consistency and risk mitigation across IR.

**Table 1 Agency Mandates**

| STATE | AGENCY | DIRECTIVE FOR INFRASTRUCTURE SUSTAINABILITY |
|---|---|---|
| **NSW** | Department of Planning | Critical state infrastructure |
| | Transport for NSW<br>Sydney Metro | All projects >$50m or High risk projects <$50m<br>All projects in program |
| | Queanbeyan Palerang Regional Council | All projects >$2m |
| **QLD** | Transport and Main Roads | All projects >$100m |
| **WA** | Main Roads WA | All projects >$100m |
| **VIC** | Vic Roads | All projects >$100m |
| | Level Crossings Removal | All projects in program |
| | Melbourne Metro | All projects in program |
| | City of Casey | All capital projects |
| **New Zealand** | City Rail Link Ltd | All projects in program |

# 3 Sustainability Approach

The sustainability framework in Figure 1 Sustainability Framework demonstrates how sustainability objectives and targets are implemented through the Program's contractual requirements, tender evaluation criteria and Sustainability Management Plans (SuMPs). The figure also shows the relationship between Inland Rail's sustainability goal, commitments, and the broader Government sustainability directives.

For each project the selected Service Provider will develop a SuMP detailing the processes and methodologies for implementing sustainability initiatives into their design, procurement and construction processes and achieving the sustainability targets and objectives. Each designer/contractor regularly reports progress towards achievement of the sustainability objectives and targets to Inland Rail.

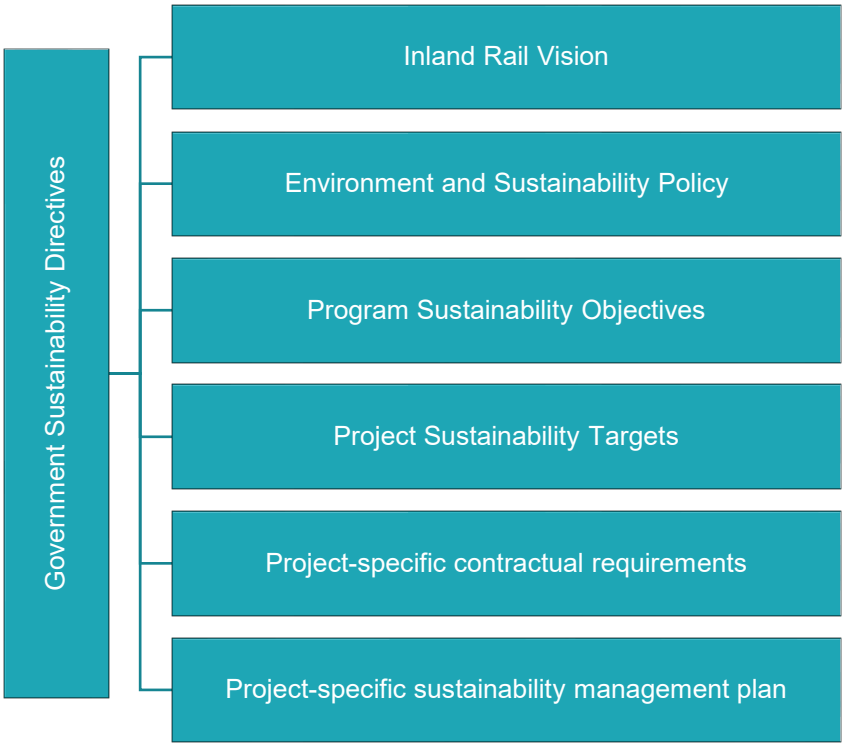


**Figure 1 Sustainability Framework**

# 4 Objectives and Targets

The following preliminary objectives have been set for IR. Targets have been identified and will be confirmed with the wider Program team. following the formal review of this strategy.

**Leadership and awareness**

- Achieve an Infrastructure Sustainability (IS) rating of 'Excellent' for IR
- Deliver appropriate training/education to all Inland rail team members
- Regular report on objectives
- Annual sustainability report

**Protect and enhance the local environmental and heritage (European and indigenous)**

- Ecological connectivity is maintained or enhanced
- No serious pollution incidents occur during construction and operations
- Heritage items are avoided where possible and proactively managed during construction

**Optimise resource efficiency and waste management**

- Identify and implement opportunities to reduce material use and maximise the use of materials with low embodied environmental impact
- Reduce design, construct and operational greenhouse gas (GHG) emissions by 15% across IR through smart design and construction
- Landfill diversion targets:
  - 80-100% by volume of spoil
  - 50-90% by volume of inert and non-hazardous waste
  - 40-60% by volume of office waste
- Water
  - Reduce potable water by 10% across IR from the base case
  - Reuse 50% of wastewater on site

**Sustainable procurement**

- Consider whole of life and environmental, social and economic impacts in tender evaluation criteria
- Implement a sustainability procurement policy
- Undertake engagement activities with supply chain to raise sustainability awareness

**People (this will be further refined in the social performance strategy)**

- Workforce Management – creating opportunities for the development of skilled local and Indigenous workers through the construction and operation of Inland Rail.
- Local and Indigenous Industry participation by supporting local and Indigenous businesses to provide opportunities to participate in Inland Rail.
- Housing and Accommodation – to utilise 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 and enhance economic benefits for local communities.
- Community health and wellbeing – supporting community wellbeing during the changes that Inland Rail will bring.

- Stakeholder and community engagement – commit the organisation to active engagement with stakeholders and the community. Effective communication and active engagement are vital to plan, design, construct and operate Inland Rail with the least social impact.

**Operations**

- Design for climate change resilience by undertaking a climate change risk assessment across IR and address extreme and high risks
- Incorporate future proofing into design to preserve opportunities for future capacity and adaptation

**Governance**

- Ensure reporting on sustainability objectives is built into standard reporting processes across Inland Rail
- Share sustainability lessons learnt across projects and at a Program level
- Continually seek to improve systems and processes based on lessons learnt
- Objectives and targets will be subject to review and update throughout IR.

# 5 Implementation

The cornerstone of IR's approach to sustainability is IR's overarching goal; "delivery of a sustainable railway." The sustainability strategy supports achievement of this goal via three pillars:

1. Leadership
2. Systems, Processes and Tools
3. Resources

## 5.1 Leadership

To create the culture surrounding sustainability and to achieve the desired outcomes, commitment and actions must come from the leadership team. Each of the objectives is owned by a member of the leadership team.

| OBJECTIVE | LEADERSHIP TEAM |
|---|---|
| Leadership, continual improvement and awareness | Richard Wankmuller |
| Protect and enhance the local environmental and heritage (European and indigenous) | Rebecca Pickering |
| Sustainable procurement | Adrian Tillin |
| Optimise resource efficiency and waste management | Robert Rust |
| People | Rebecca Pickering |
| Operations | Tony Fraser |
| Governance | Adrian Tillin |

## 5.2 Systems, Processes and Tools

Supporting both the leadership and resources are the systems, processes and tools Inland Rail will develop and implement to achieve the sustainability objectives.

### 5.2.1 IS Rating

The IS rating is a third party accredited tool that provide infrastructure projects a framework and process on how to set up and achieve sustainability objectives.

#### 5.2.1.1 Overview

Infrastructure Sustainability Council of Australia (ISCA) is the peak industry body for infrastructure sustainability in Australia. ISCA is a member-based, not-for-profit industry (public and private) council. ISCA's mission is 'Improving the productivity & liveability of industry & communities through sustainability in infrastructure'.

ISCA administers the IS rating tool which is an industry-compiled voluntary sustainability performance rating scheme, evaluating planning, design, construction and operation of infrastructure asset classes in sectors linking industry, communities and commerce beyond regulatory standards.

The IS rating tool provides registration and support for applicants. It provides guidance for undertaking an assessment of the infrastructure performance against 42 credits that relate to specific sustainability categories. The IR Program will utilise the IS rating tool version 1.2 for the assessment of sustainability performance.

#### 5.2.1.2 ISCA Membership

ARTC joined ISCA in 2017 as members and entered into an agreement for ISCA to provide planning phase support.

ISCA will support IR to apply the IS rating tool to IR as a whole, building it into planning and project procurement. ISCA will also support IR to oversee the implementation of the tool on the various projects and to coordinate activities across projects.

#### 5.2.1.3 IS Rating Stages

IR has entered into a short form agreement with ISCA for planning phase support and initially registered 5 projects.

1. Narromine to Narrabri (missing link)
2. Narrabri to North Star (upgrade works)
3. NSW/Qld border to Gowrie (missing link)
4. Gowrie to Helidon (missing link)
5. Calvert to Kagaru (missing link)

The planning phase support from ISCA includes:

- Delivering a kick off workshop to raise awareness and gain commitment to sustainability with the broader Program and project teams.
- Support the development of an IS Management Plan / Sustainability Strategy for IR.
- Support to incorporate the IS rating into the projects including clarifying aspects such as overall objectives, establishing the base case design and footprints, allocation of credits and scope outs.
- Assistance to incorporate IS rating into the tendering process including the establishment of targets/objectives and review of clauses relevant to the achievement of an IS rating.
- Facilitate regular monthly meetings.

Following the planning stage, there are four main stages in the IS rating process. These are described in Table 2 and illustrated in Figure 2. Note Phase 4 is not included as that is the project approval phase.

**Table 2 IS rating tool stages**

| INLAND RAIL PHASE | IS RATING TOOL STAGE | DESCRIPTION OF STAGE |
|---|---|---|
| Phase 2 – Feasibility assessment | Registration | Registration is the first stage in the rating process. This stage establishes a formal connection with ISCA and gives the project or asset access to essential support including submission assistance.<br>To proceed to the assessment stage a Rating Agreement and invoice for the Registration and Support Fee needs to be paid. |
| Phase 2 – Feasibility assessment and Phase 3 – Detailed design | Assessment | The assessment stage officially begins with an IS rating / Sustainability kick off workshop and is completed once the self-assessment and evidence has been prepared and is ready to submit to ISCA for independent verification.<br>The self-assessment involves the project or asset management team determining its own rating using the IS rating tool.<br>To progress to verification, a self-assessment and all applicable evidence needs to be submitted and the Verification and Certification fee needs to be paid. |

| INLAND RAIL PHASE | IS RATING TOOL STAGE | DESCRIPTION OF STAGE |
|---|---|---|
| Phase 3 – Detailed design and Phase 5 -Implementation | Verification | The verification stage should align with the end of the relevant project milestone. For example, during the design rating, verification should begin once all documentation is completed and ready for submission at the end of detailed design.<br><br>Verification involves independent verification of the submission by industry experts, appointed through the ISCA Verifier Panel. One round of feedback will be provided before a final recommendation is made by the verifiers for certification.<br><br>To proceed to certification the assessor must accept the verified score given after 2 rounds of verification and they also need to waive any appeal. |
| Phase 3 – Detailed design and Phase 5 -Implementation | Certification | Subject to meeting necessary requirements, ISCA will certify the achievement of a rating as either 'Commended', 'Excellent' or 'Leading' performance level. ISCA will issue and promote the rating widely.<br><br>Following achievement of certification, applicants will be able to publicly claim an IS rating for the infrastructure and potentially obtain the following benefits:<br><br>Gaining market recognition as a sustainability leader in the infrastructure industry<br><br>Establishing a competitive commercial advantage by using the project or asset as a reference when tendering for future projects<br><br>Validating the achievement through third party verification. |

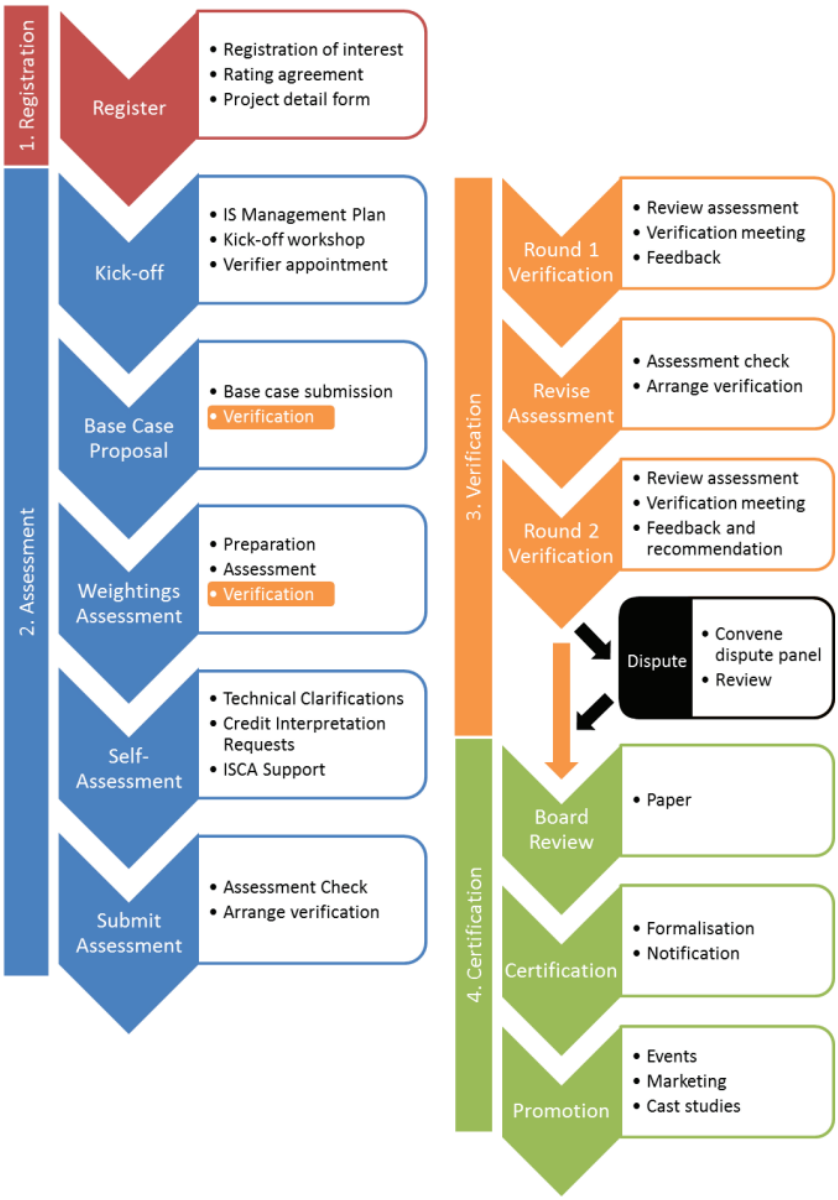


**Figure 2 IS rating tool process**

### 5.2.2 Delivery Phases

The delivery of IR and individual projects is broken down into five key phases; from concept design through to completion. Table 3 Delivery phases, outlines the key tasks for each phase, including points of review and approval required by ARTC.

**Table 3 Delivery phases**

| PROGRAM PHASES | ACTIVITY |
|---|---|
| **Phase One – concept assessment** | Establish sustainability policy, objectives and targets with IR senior management<br>Identify high performance categories derived from objectives and targets with IR senior management<br>Incorporate consultant requirements in Phase two consultancy briefs<br>IR senior management endorse Sustainability Strategy |

| PROGRAM PHASES | ACTIVITY |
|---|---|
| **Phase Two – commence feasibility assessment** | Establish management systems in line with requirements of IS rating tool<br>Identify minimum scores for each category on each project<br>Conduct ISCA Project weighting workshops with IR sustainability manager<br>Capture sustainability in design measures and quantify where possible<br>Determine preliminary score based on phase 2 design and clearly articulate assumptions that need to carry through to the phase 3 briefs<br>Participate in project climate risk workshops with IR sustainability manager<br>Establish innovation program in conjunction with value engineering processes<br>Incorporate consultant requirements in phase 3 briefs |
| **Phase Three – detailed design** | Tracking design against the IS rating tool<br>Liaise with and support service provider's sustainability teams<br>Submit weightings assessment and base case proposal for interim design rating verification<br>Submit IS Rating (interim design rating) for verification with ISCA (Phase Three)<br>Prepare business case for taking IS rating through As-Built phase |
| **Phase four – project approval** | If decided to progress from "Design" to an "As-Built" rating, determine "As-Built" scope and how it is to be incorporated into the Pre-Construction & Construction phases i.e. procurement, contracts, and environmental approvals.<br>From above, seek final ARTC approval of proposed "As-Built" scope and implementation across projects |
| **Phase five – implementation** | Tracking and evidencing construction performance against the IS rating tool<br>Liaise with and support construction's sustainability team<br>Calculate final GHG footprint |
| **Phase six – close out** | Submit IS Rating (As-Built) for verification with ISCA |

#### 5.2.2.1 Approach to Program and Project Ratings

Our leadership team is committed to the delivery of a sustainable railway and in December 2015 the IR Executive Committee (which consists of ARTC senior management) endorsed IR adopting the IS rating tool (as a registered user of the ISCA rating scheme) on the provision that:

- At this stage the registered ISCA rating scheme is only adopted for five out of thirteen Projects in the Inland Rail Program and no other parts of the ARTC business.
- ARTC's corporate team is kept up to date on the progress of the ratings scheme implementation across IR so that it can gauge its performance/benefits.

The five projects selected to be registered for IS ratings were chosen on basis that they provided the greatest opportunity for benefit and represented both greenfield and brownfield Projects.

The strategy applies to all aspects of IR and individual Projects of the IR. Irrespective of the registration of a Project for an official IS rating, each Project should apply IR sustainability policy, and achieve the objectives and targets set out in the strategy. Note that, in NSW, it is a requirement for all CSSI projects to assess the sustainability of the project in accordance with the ISCA rating tool (Section 2.2.2.2). IR will be responsible for registering each of the Projects with ISCA. The IR sustainability manager will liaise directly with the ISCA case manager and representatives.

#### 5.2.2.2 Program rating

The proposed approach is that Inland Rail will adopt a Program rating. Note that currently this approach is under view via submission for information. Each project will achieve an ISCA score. The project score will be divided by the capital value of the project as a percentage of the entire IR capital value. This will allow each project to contribute to IR based on value.

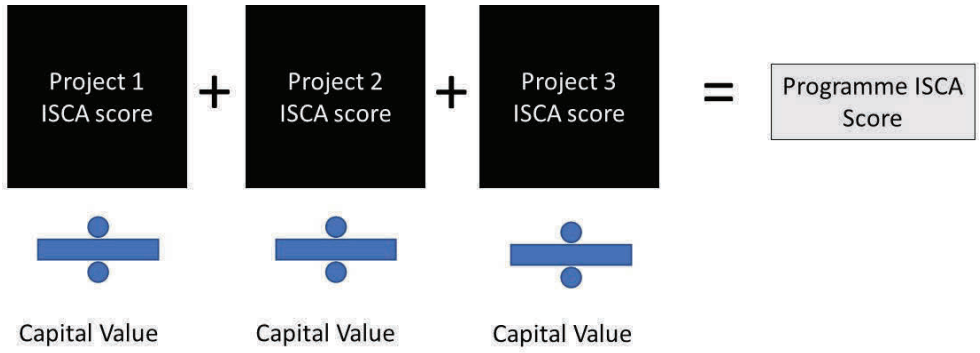


**Figure 3 Program Rating**

It also allows certain credits to be achieved at a Program level and will only require verification once. These include many of the management credits and procurement credits. The purpose of this is to ensure a consistent approach to the delivery of IR and individual Projects, to allow for communication and knowledge sharing between Projects within IR and to minimise effort associated with evidence collection.

Ongoing discussion will be held with ISCA to confirm the most appropriate criteria to achieve and verify at a Program level.

#### 5.2.2.3 Project rating

Individual Projects will be responsible for preparing and collating required documentation for the IS submissions.

To allow for flexibility in the application of the IS rating tool on each Project, minimum levels of achievement will not be set for individual criteria. Rather, each project will undertake a weightings assessment which will tailor the tool to each project's unique circumstances and allow project teams to focus on what matters and what adds value to their specific project. For example, Parks to Narromine may choose to scope out the urban design credits as there is little to no opportunity for urban design along the alignment.

### 5.2.3 Education and Awareness

Achieving our goal of delivering a sustainable railway cannot be achieved solely through the use of the ISCA tool. A culture of sustainability needs to be created, so that all team members are empowered to achieve sustainability across IR. A key challenge for Inland rail will be maintaining best practice and leading initiatives over the next10 years. Developing a sustainability education and awareness program will help keep Inland Rail challenging business as usual. Proposed activities include, but are not limited to

- ISCA training for Project Managers
- ISCA training for Executives
- Sustainability topics lunch and learn
- Lesson learnt workshop (internally)
- Supply chain school online training
- Incorporation into all inductions
- Innovation workshops
- Annual sustainability report
- Sustainability innovations register
- Sustainability innovations email address
- Sustainability Manager attendance at key project meeting
- Supply chain engagement

### 5.2.4 Monitoring and review

#### 5.2.4.1 Monitoring Program Performance

IR Sustainability Manager is responsible for reporting on the performance of IR against the objectives, targets and criteria. Performance should be reviewed bi-monthly. This review and report should incorporate updates on the following aspects:

- Activities completed in the previous month
- Activities to be carried out in the upcoming month
- Performance against and progress towards achieving targets
- Performance against and progress towards IS rating tool Program wide criteria
- Project performance summaries.

Outcomes of the performance reviews should be reported to the Director of Property, Environment, and Stakeholder Engagement, Program Environmental Manager, and Program Delivery Manager bi-monthly and ARTC Executive Committee quarterly, as a minimum.

#### 5.2.4.2 Review of this Plan

IR Sustainability Manager is responsible for preparing and updating the strategy. IR Sustainability Manager will control revisions of this plan, which will be authorised by IR Environmental Manager. The Strategy will be reviewed and updated annually, as a minimum or as required. The review should consider:

- Changes to the project description including location, construction methodology and scheduling
- Changes in the sequencing of Projects
- Changes to Program objectives
- Progression to construction phase.

Outcomes of the reviews should be reported to the leadership team annually, as a minimum.

An external audit of the Strategy should be conducted annually, concurrent with environmental audits. The first audit is to take place in March 2018.

## 5.3 Resourcing

### 5.3.1 Roles and responsibilities

The roles and responsibilities for the implementation of the sustainability strategy for IR are outlined in Table 4.

**Table 4 Roles and Responsibilities**

| ROLE | RESPONSIBILITY |
|---|---|
| CEO | ▸ Ultimate accountability for the achievement of the sustainability outcomes of IR. |
| Director of Operations | ▸ Develop, implement and maintain governance structures, processes and systems, ensuring integration of all sustainability considerations, initiatives, monitoring and reporting. |
| Director Community and Environment | ▸ Oversees delivery of this strategy for IR.<br>▸ Reporting to the leadership team on sustainability progress, achievements and challenges |
| Program Environmental Manager | ▸ Central responsibility for managing sustainability including accountability for<br>▸ environmental, social and economic aspects |

| ROLE | RESPONSIBILITY |
|---|---|
| | ▸ Oversight of the implementation of the Strategy and achievement of an ISCA IS Design and As Built 'Excellent' Rating<br>▸ Interface with Project Director and other Project executive level staff and decision making processes |
| Sustainability Manager | ▸ Central responsibility for delivery of this strategy for IR.<br>▸ Provide strategic support in relation to sustainability priorities and processes<br>▸ Communication and coordination of all sustainability requirements across all projects<br>▸ Development of sustainability communication, training and education materials<br>▸ Manages the integration of IS processes into IR.<br>▸ Manages the integration of IS processes into procurement.<br>▸ Tracks performance of Program against objectives and targets.<br>▸ Tracks performance of Program against IS rating tool.<br>▸ Works with Program team, Projects teams and Technical and Approvals Consultancy Services (TACS) to provide the Program wide sustainability approach and IS rating tool requirements.<br>▸ Reviews and updates sustainability strategy<br>▸ Main point of contact for ISCA.<br>▸ Attends regular design coordination meetings |
| State Environmental Leads and Project Environmental Advisors | ▸ Understand the project sustainability requirements and act as an interface between the TACS and the sustainability manager<br>▸ Promote sustainability throughout design and construction via design meetings, value management and risk workshops |
| Director Program Delivery | ▸ Responsibility for the design and operational sustainability outcomes of the projects.<br>▸ Develop, implement and maintain sustainable design and operating standards, challenging the status quo and leading design innovation. |
| Project Directors | ▸ Ensure that sustainability requirements are delivered according to contractual requirements.<br>▸ Overall delivery of the Project including satisfaction of the Contractual and CoA sustainability requirements |
| Program Commercial Manager | ▸ Ensure that sustainability objectives and requirements are considered in the development of the procurement plan and processes.<br>▸ Work with Sustainability Manager to ensure Procurement Plan incorporates sustainability requirements<br>▸ Tracking of supplier and sub-contractor compliance with sustainability requirements including relevant documentation |
| State Stakeholder and Community Managers | ▸ Ensure that sustainability objectives and requirements are considered in the development of the stakeholder and community engagement plans and processes.<br>▸ Work with Program Sustainability manager to ensure Community Communication Strategy incorporates sustainability requirements.<br>▸ Maintenance of documentation and records to evidence sustainability Requirements. |
| Project Teams | ▸ Allow for and address sustainability objectives and requirements in design briefings, design documentation and design development processes.<br>▸ Ensure sustainability is captured and addressed throughout key milestones and decisions throughout the life of the project |

### 5.3.2 Lines of communication

During each phase, IR Sustainability Manager will maintain regular contact to ensure consistency and to build a culture of sustainability with the broader Program and Project teams, including:

- Maintain regular contact with design managers.
- Maintain regular contact with service providers sustainability teams.
- Attend management meetings, as appropriate for the IR phases