

## **Independent Review into the delivery of Inland Rail Terms of Reference**

The review will:

- a) assess Australian Rail Track Corporation's governance and program delivery approaches, including:
  - i. the effectiveness of current governance arrangements for Inland Rail, including monitoring and reporting;
  - ii. project management arrangements;
  - iii. risk management practices; and
  - iv. implementation of strategy;
- b) consult with stakeholders across the freight sector to test the Inland Rail service offering and the importance of this to achieving the overall benefits of Inland Rail, including how it provides new capacity and resilience to support Australia's national supply chain network, having regard to:
  - i. urban congestion and future freight demand;
  - ii. potential end points for the Inland Rail Service Offering in Melbourne;
  - iii. potential end points for Inland Rail Service Offering in Brisbane, including Ebenezer, Kagaru, Bromelton, and/or Acacia Ridge; and
  - iv. efficient linkages with freight infrastructure such as other freight rail networks, ports and intermodal hubs;
- c) review the processes for selecting the Inland Rail route to confirm it is fit for purpose and has considered both impacts and potential broader economic benefits to regional economies and communities;
- d) having regard to current market constraints and regulatory environment, assess Program scope, schedule and cost, including:
  - i. a broader review of the infrastructure market;
  - ii. review Program costs, contingencies and escalation;
  - iii. review schedule assumptions, including timing for planning and environmental approvals, land acquisitions and contingencies;
  - iv. options to optimise Program delivery to realise benefits earlier;
  - v. the PPP for the Gowrie to Kagaru projects;
  - vi. any related port connections;
  - vii. potential intermodal terminals in Brisbane and Melbourne;
- e) assess opportunities for enhancing community benefits along the route;
- f) review ARTC's engagement and consultation approach, including options to improve engagement with communities and other stakeholders along the route; and develop a pathway to consider community concerns with the alignment.

The review will have regard to existing studies, including but not limited to:

- a) dedicated rail freight connections to ports in Brisbane and Melbourne;
- b) the development of new intermodal terminals in Brisbane and Melbourne;
- c) the extension of Inland Rail from Toowoomba to the Port of Gladstone; and
- d) the South East Queensland Freight Demand Analysis and Modelling Study.