

# Local Business Employment Strategy

HumeLink West


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## Document Control

### Approvals

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<b>Signed</b>	
<b>Dated</b>	28/05/2025

## Version Control

Revision	Date	Description	Author	Reviewer	Approver
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Appendix A1 Consultation

Appendix A2 Consultation Report and Comment Close out (Separate Attachment)



## Definitions

Term	Definition
Enabling Works	<p>An initial stage (as defined under an approved Enabling Works Management Plan under condition B64 of approval CSSI 36656827) of the following activities defined as low risk in the Enabling Works Management Plan:</p> <ol style="list-style-type: none"> <li>1. Site establishment and the operation of construction compounds, including excavations, surface preparation, site access points and utility connections;</li> <li>2. Site establishment of worker accommodation facilities;</li> <li>3. Minor adjustments to existing access tracks and road improvement;</li> <li>4. Utility relocations and adjustments;</li> <li>5. Establishment of new access tracks in the Enabling Works Management Plan</li> </ol>
Environmental aspect	Defined by AS/NZS ISO 14001:2015 as an element of an organisation's activities, products or services that can interact with the environment.
Environmental impact	Defined by AS/NZS ISO 14001:2015 as any change to the environment, whether adverse or beneficial, wholly, or partially resulting from an organisation's environmental aspects.
Environmental incident	An unexpected event that has, or has the potential to, cause harm to the environment and requires some action to minimise the impact or restore the environment.
Environmental objective	Defined by AS/NZS ISO 14001:2015 as an overall environmental goal, consistent with the environmental policy, that an organisation sets itself to achieve.
Environmental policy	Statement by an organisation of its intention and principles for environmental performance.
Environmental target	Defined by AS/NZS ISO 14001:2015 as a detailed performance requirement, applicable to the organisation or parts thereof, that arises from the environmental objectives and that needs to be set and met in order to achieve those objectives.
Environmental Representative	A suitably qualified and experienced person independent of HumeLink design and construction personnel employed for the duration of construction. The principal point of advice in relation to all questions and complaints concerning environmental performance.
HumeLink Approvals	<p>HumeLink approvals include:</p> <p><i>HumeLink Infrastructure Approval NSW SSI 36656827</i></p> <p><i>HumeLink EPBC Approval Cth EPBC 2021/9121</i></p>
Non-compliance	Failure to comply with the requirements of the HumeLink Approvals or any applicable licence, permit or legal requirements.

Term	Definition
Non-conformance	Failure to conform to the requirements of HLW system documentation or supporting documentation, but is not considered a non-compliance.
Planning Approval Documentation	The NSW planning approval documents, as they relate to the HLW and as listed in MCoA A2 of the <i>HumeLink Infrastructure Approval NSW SS/36656827</i>
Principal, the	Transgrid
Synergy	UGL-CMS incident management software program to manage, report, record and take action on emergency and incidents.

## Abbreviations

Abbreviation	Expanded text
Abbreviation	Expanded text
AIP	Australian Industry Participation Plan
APP	Aboriginal Participation Plan
AR	Assessment Report
Area of influence	Identified LGAs in the project area and region. The term 'local' is understood in this context
ASS	Acid Sulfate Soils
BMP	Biodiversity Management sub-plan
CCS	Community consultation strategy
CEMP	Construction Environmental Management Plan
CEMS	Contractors Environmental Management System
CLMP	Contaminated Land Management Procedure
CoMA	Commonwealth Conditions of Ministerial Approval (EPBC:2021/9121)
CSSI	Critical State Significant Infrastructure
Cth	Commonwealth of Australia
DCCEEW	The Commonwealth Department of Climate Change, Energy, the Environment and Water
DIPNR	Department of Infrastructure, Planning and Natural Resources
DPHI	Department of Planning, Housing and Infrastructure
DPI	Department of Primary Industries
EEC	Endangered Ecological Community
EESG	Environment, Energy and Science Group
EIS	Environmental Impact Statement
EMM	Environmental Management Measure as outlined in the HumeLink EIS documentation.
EMS	Environmental Management System
EP&A Act	Environmental Planning and Assessment Act 1979 (NSW)
EPA	NSW Environment Protection Authority
EPBC Act	Environmental Protection and Biodiversity Conservation Act 1989 (Cth)
EPL	Environment Protection Licence
ER	Environmental Representative.



Abbreviation	Expanded text
ESCP	Erosion and Sediment Control Plan
EWMP	Enabling Works Management Plan
EWMS	Environmental Work Method Statement
HLE	The HumeLink East Stage of the HumeLink project
HLJV	HumeLink West Joint Venture (UGL Limited and CPB Contractors)
HLW	The HumeLink West Stage of the HumeLink project
HMP	Heritage Management sub-plan
ICNG	<i>Interim Construction Noise Guidelines</i> (Department of Environment and Climate Change, 2009)
IR	Industrial relations
ISO	International Organisation for Standardisation
LBES	Local Business Employment Strategy
LGAs	Local Government Areas
LIPP	Local Industry Participation Plan
Local business	Local business is a business of any size with a registered business address in the LGA in which a project, program of work or other procurement is to be conducted.
Local Government areas of influence	Identified LGAs within the project area of influence Snowy Valleys Council Wagga Wagga City Council Cootamundra-Gundagai Regional Council Hilltops Council Yass Valley Council Goulburn Mulwaree Council Upper Lachlan Shire Council
Local Resident	Any person whose principal place of residence is located in the project area or region
MCoA	NSW Minister's Conditions of Approval (SSI-36656827)
MD	Managing Director
Minister (Cth), the	Cth Minister for Climate Change, Energy, the Environment and Water
Minister (NSW), the	NSW Minister for Planning and Environment
MLEs	Medium to large enterprises
NEM	National Electricity Market

Abbreviation	Expanded text
NML	Noise Management Level
NOA	Naturally Occurring Asbestos
NSW	New South Wales
NVMP	Noise and Vibration Management sub-plan
OOHW	Out of Hours Works
P&E	Plant & equipment
PACHCI	Procedure for Aboriginal Cultural Heritage Consultation and Investigation
PD	Project Director
PEP	Project Execution Plan
PESCP	Progressive Erosion and Sediment Control Plan
PIRMP	Pollution Incident Response Management Plan
PMP	Procurement Management Plan
PMS	Project Management System
POEO Act	Protection of the Environment Operations Act 1997 (NSW)
PPR	Principal Project Requirements
Project	HumeLink West
ROL	Road occupancy licence
RtS	Response to Submissions Report
SAP	Sensitive Area Plan
SEARs	Secretary's Environmental Assessment Requirements
SMRP	Spill Management and Response Procedure
SSI	State Significant Infrastructure
SWMP	Soil and Water Management sub-plan
SWMS	Safe Work Method Statement
TfNSW	Transport for New South Wales
TSS	Total Suspended Solids
TTMP	Traffic and Transport Management sub-plan
WMP	Waste Management Procedure
Project area business	Any business that trades from a street address located in the project area

Abbreviation	Expanded text
Project area residents	Any person whose principal place of residence is located in the project area
Project Region	Identified LGAs outside the project area, but within a 125km radius of the project. The term 'regional' is understood in this context
QA	Quality assurance
NSWPP	NSW Procurement Policy
NSWPPF	NSW Government Procurement Policy Framework
RABs	Recognised Aboriginal businesses
Regional business	Any business that trades from a street address located in the region
Regional resident	Any person whose principal place of residence is located in the regional area
RFQ	Request for quotation
SMEs	Small to medium enterprises
T&Cs	Terms and conditions
HLWJV	UGL & CPB JV - HumeLink West
JVMS	JV Management System
WWDP	Workforce and Workforce Development Plan

# 1. Introduction

## 1.1. Context

This Local Business Employment Strategy (LBES) has been prepared in accordance with the requirements of the HumeLink Project Approval (SSI 36656827), approved by Minister Planning and Public Spaces on 13 November 2024.

The LBES forms part of the suite of documents prepared to outline and describe how the UGL Limited and CPB Contractors Joint Venture (HLWJV), during the construction of HLW, will comply with the Minister's Conditions of Approval (MCoA), the Updated Mitigation Measures (UMM), and undertake its duties in accordance with the documentation listed under MCoA A2. The LBES has been prepared to satisfy MCoA B60.

## 1.2. Background and Project Description

The purpose of the HumeLink project is to increase the transfer capacity between southern NSW and major load centres within NSW (Sydney, Newcastle, and Wollongong), reinforce stability and reliability of the transmission network as well as facilitate transition of the network to new generation sources.

HumeLink is one of the largest energy infrastructure projects and will deliver approximately 356km of new 500kV transmission line connecting Wagga Wagga, Bannaby and Maragle and includes new and upgraded infrastructure at four substations locations. The HumeLink project is geographically split in two major contract packages, HumeLink East and HumeLink West. HumeLink West JV (HLWJV) will deliver a full turnkey project for the HumeLink West transmission tower and the substations scope of works.

The HLWJV will undertake engineering, procurement and construction of HumeLink West activities associated with:

- Augmenting the existing Wagga 330kV substation.
- Delivering a new Wagga 500kV substation.
- Delivering a new Gugaa 500/330kV substation.
- Delivering the Maragle 330kV switching station to establish the combined Maragle 500/330kV substation.
- Divert approximately 2km of the existing 330kV Line 051 Wagga substation to lower Tumut switching station.

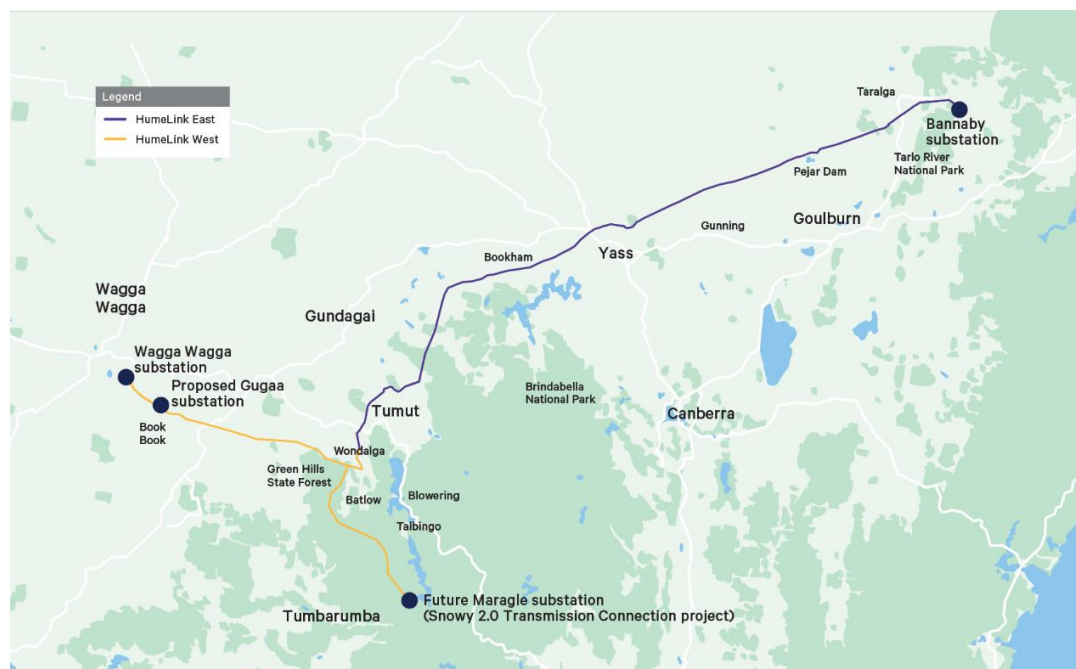


Figure 1-1: Staging for HumeLink

### 1.3. Scope

The LBES is a part of a suite of management plans prepared by the HLWJV as an overview of the project's management system in accordance with the Contract. To ensure the management system's seamless implementation of the scope of works throughout delivery, there is an overarching framework that governs the interactions between the management plans. The LBES will interface with the following Project plans outlined in the table below.

Table 1-1: Interface with other plans

Management Plan	Interface with LBES	MCOA or UMM
<b>Local Industry Participation Plan</b>	Local business and local employment opportunities	UMM EC1
<b>Workforce and Workforce Development Plan</b>	Workforce strategies to drive local and Aboriginal employment outcomes and workforce upskilling	UMM EC1
<b>Aboriginal Participation Plan</b>	Aboriginal and Torres Strait Islander employment and Aboriginal business opportunities	UMM EC1
<b>Australian Industry Participation Plan</b>	Outlines expected opportunities to supply key goods and services to the project.	UMM EC1 UMM EC2

Management Plan	Interface with LBES	MCOA or UMM
	Communication of project opportunities and pre-qualification requirements to potential Australian suppliers. How HLW will assist suppliers to develop capability and integrate into supply chains.	
<b>Procurement Management Plan</b>	Industry engagement meet the buyer events and procurement protocols to engage Local and Aboriginal businesses.	NA
<b>Social Impact Management Plan</b>	Provides a framework for managing potential social impacts and opportunities and demonstrates how the HLWJV, in collaboration with relevant partners, proposes to manage these.	MCOA B61
<b>Community Consultation Strategy</b>	Details the framework for management of stakeholders and how to engage them. Provides processes and procedures that guide the outcome of community engagement. Provides an assessment of sensitive receivers indicating special considerations that will impact traffic control devices.	MCOA A24
<b>Accommodation Camp Management Plan</b>	Describe how to manage the environmental aspects of the Worker Accommodation Facilities, required to temporarily house those members of the workforce not accommodated within existing housing, during construction.	MCOA B59
<b>Enabling Works Management Plan</b>	Describes how the enabling works stage of the HumeLink Project will be delivered.	MCOA B64

Refer also to [Section 5](#) Roles and Responsibilities which identifies key roles and responsible personnel for implementing the LBES.



## 2. Purpose and Objectives

### 2.1. Purpose

The Local Business Employment Strategy (LBES) and its referenced documents describe how HLWJV proposes to manage local business and employment participation on the project. The LBES aims to streamline processes that promote opportunities for positive project outcomes for local, regional, and Australian businesses and job seekers.

The plan will provide a strategic outline for HLWJV stakeholders to engage with local, regional and Australian businesses for available work packages and commercial opportunities during the Project design and delivery. A continued emphasis to provide businesses full, fair, and reasonable access to work packages is integral for sustainable Project success.

Support provided through the LBES will assist with increasing scope for local and regional employees to be engaged on HLWJV through ensuring best practice for local recruitment strategies, an increased engagement with Aboriginal communities and implementation of workforce development programs.

The LBES forms part of the Project Management System (PMS) and will be submitted for approval to the principal. HLWJV will monitor, update, control, and report on APP and LIPP requirements throughout ongoing project works.

### 2.2. Objectives

In conjunction with the HLWJV Aboriginal Participation Plan (APP), Local Industry Participation Plan (LIPP) and the Workforce and Workforce Development Plan (WWDP) the overarching objectives of the LBES are:

- Develop employment strategies that will ensure success for HLWJV's targets for local workforce participation:
  - Local Participation HumeLink West Delivery Contract target 5% of procurement and employment spend – target per HumeLink West Delivery Contract nominated by Transgrid
  - Local Participation project target 10% of procurement and employment spend - target per HumeLink West Delivery Contract nominated by Transgrid
  - Ensure local and regional communities have access to support networks and clear communications regarding HLWJV employment opportunities throughout the project lifespan.
  - Maximise participation of local workforce across project roles including the employment of trainees, apprentices and cadets.
  - Introduce employment strategies and sources that will ensure success for HLWJV's target of 4% Aboriginal and Torres Strait Islander employment on HLW UGL CPB Reconciliation Action Plan (RAP) target
  - Establishing strong connection with the community through engaging local and regional industry stakeholders for HLWJV package opportunities.

- Support stakeholder procurement practices that strive towards HLWJV's Stretch RAP procurement target of 5% to be Aboriginal and Torres Strait Islander businesses.
- LBES will indirectly improve employment opportunities and development for local and regional employees through their companies increased access to HLWJV packages.
- Consider the cumulative impacts of other State Significant projects on the HLW area.

## 3. Key Requirements

### 3.1. Legislation

Legislation and regulatory requirements relevant to the LBES includes:

- Building and Construction Industry (Improving Productivity) Act 2016.
- Building and Construction Industry Security of Payment Regulation 2020 (NSW) The Government Information (Public Access) Act 2009 (NSW).

### 3.2. Standards and Codes

Specific standards relevant to procurement include:

- AS 4120-1994 Code of Tendering.

Specific codes relevant to procurement include:

- NSW Procurement Policy Framework.
- NSW Public Spaces Charter.
- Commonwealth Indigenous Procurement Policy (IPP).
- Australian Industry Participation Plan.
- Design and Building Practitioners Act 2020 No 7.
- New South Wales Industrial Relations Guidelines: Building and Construction Procurement July 2013, updated September 2017The National Construction Code of Australia.

### 3.3. Ministers Conditions of Approval

The MCoAs relevant to this strategy are listed in Table 3-1. A cross reference is also included to indicate where and how the conditions are addressed in this Strategy or other HLW management documents.

Table 3-1: MCoA relevant to the LBES

MCoA No.	Condition Requirements	Document Reference
<b>Local Business and Employment Strategy</b>		
B60	Prior to commencing construction (excluding Enabling Works, if the relevant requirements of this condition are adequately addressed in the Enabling Works Management Plan of condition B64), the Proponent must prepare a Local Business and Employment Strategy for the development in consultation with the relevant Council. This strategy must:	This Document.

MCoA No.	Condition Requirements	Document Reference
<b>Local Business and Employment Strategy</b>		
	(a) Consider the cumulative impacts associated with other State significant projects in the area; and	<a href="#">Section 4.3</a>
	(b) investigate options for prioritising the employment of local and Aboriginal workforce and suppliers for the construction of the development, where feasible.	<a href="#">Section 8</a> <a href="#">Section 9</a>
	The Proponent must implement the Local Business and Employment Strategy.	<a href="#">Section 11</a> , LBES
	Note: The Local Business and Employment Strategy must incorporate all relevant aspects of the development, including Enabling Works consistent with the requirements of condition B67.	This Document.

### 3.4. Updated Mitigation Measures

Relevant Updated Mitigation Measures (UMMs), as identified in the Planning Approval Documents, are listed in Table 3-2 below. This includes reference to relevant documents or sections of the environmental assessment influencing the outcome and implementation.

Table 3-2: UMMs relevant to the LBES

UMM No.	Commitment	Document Reference
<b>Economic</b>		
EC1	A Local Industry Participation Plan, an Australian Industry Participation Plan, a Workforce and Workforce Development Plan and an Aboriginal Participation Plan will be prepared and implemented.	LIPP – section 7 and 9 of LBES AIP – section 7 and 9 of LBES WWDP – section, 7, 8, 9 and 10 of LBES APP – summarised section 8 of LBES These are internal commercially sensitive HLW documents summarised in the LBES
EC2	Liaison will occur with local councils, interest groups, economic development organisations,	

UMM No.	Commitment	Document Reference
<b>Economic</b>		
	local chambers of commerce and State government to:	
	(c) notify local businesses of the goods and services required by the project, service provision opportunities and compliance requirements of businesses to secure contracts.	<a href="#">Section 9</a> , LBES Section 15, LIPP
	(d) encourage and support local business in meeting the requirements of the project for supply contracts.	<a href="#">Section 9</a> , LBES Section 15, LIPP Appendix A, LIPP
	(e) assist qualified local businesses to tender for provision of goods and services to support the construction of the project, where possible.	Section 12.2, LIPP Section 15.2, LIPP

## 4. Consultation & Considerations

### 4.1. Consultation for plan preparation

This Plan was provided to:

- Wagga Wagga Council
- Snowy Valleys Council

A summary of the consultation undertaken for the development of this LBES, and the consultation summary on subsequent revisions of the plan is provided in [Appendix A1](#).

Additional consultation with the above stakeholders, and organisers will also be triggered as a result of special event planning or as a result of significant or procedural change to the document. Any minor or administrative changes will be made and endorsed by the People & Culture Manager and the subsequent revised document will be issued for information.

### 4.2. Ongoing consultation

Ongoing consultation with the relevant councils and other stakeholders (including affected landowners) will continue to be undertaken, throughout the construction of HLW, ongoing consultation frequency is indicated [Section 11](#). Updates will be provided through regular meetings (at a frequency agreed with key stakeholders) to communicate upcoming changes and impacts in advance of the changes taking place.

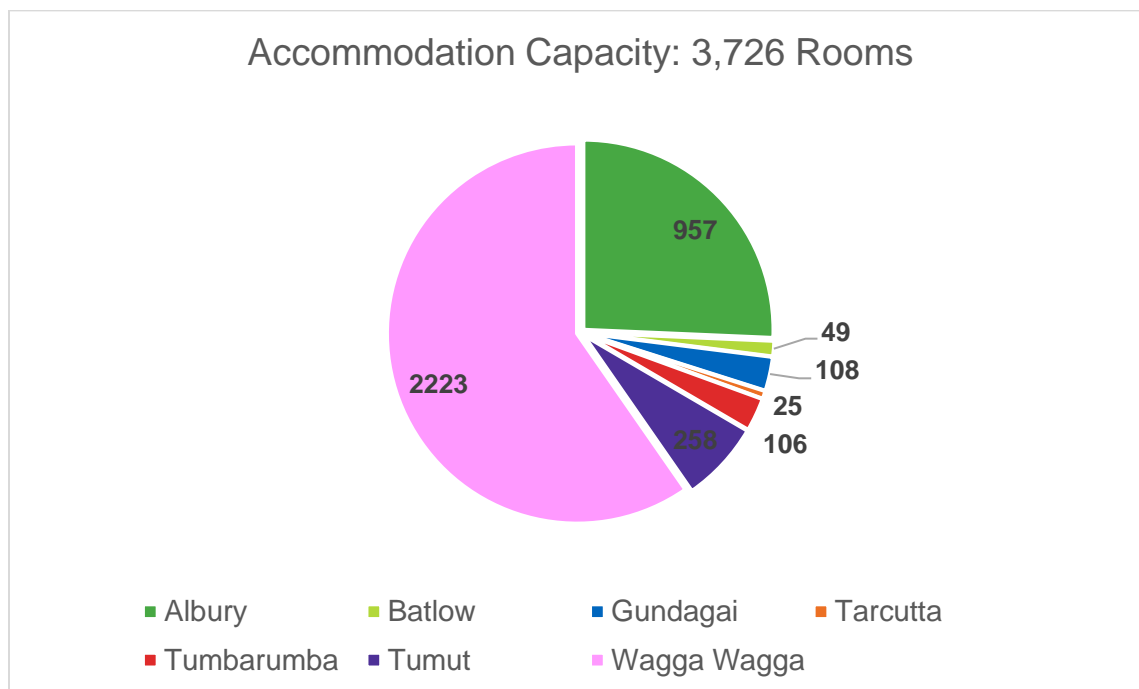
### 4.3. Cumulative Impacts

HLW has considered the cumulative economic impacts that may arise due to the location of the HumeLink project. A list of nearby projects and their associated works and timeframes is provided below in Table 4-1.

#### 4.3.1. Demand on accommodation

To ensure sufficient accommodation for workers prior to camps being established (during Enabling Works), HLW has sourced circa 3,726 rooms via various accommodation providers including hotels, motels, apartments and caravan parks within Wagga Wagga, Albury and towns near to the project alignment.

Figure 4-1: Local Accommodation Capacity



- Hotel/Motels offer appropriate short-term living standards aligned with health and safety obligations, ensuring duty-of-care compliance while camps are unavailable.
- Utilising local accommodation supports the regional economy and fosters positive community relations during the early stages of project rollout.
- HLW will not be securing short term rental accommodation during this period so as not to impact the housing supply in the area.

#### 4.3.2. Access & temporary road closures

Refer Traffic and Transport Management Plan.

#### 4.3.3. Disruption to air travel

HLW has considered the impacts of our FIFO workforce to Wagga Wagga and surrounds. During the Enabling Works phase of the project HLW will be utilising commercial flights to/from Wagga Wagga Airport.



During main works construction when HLW workforce histogram increases HLW will be utilising Charter flights so as not to impact supply of commercial flights for local residents and business.

HLW consulted with Wagga Wagga Airport and Wagga Wagga Council regarding the travel strategy per Appendix A1.

Table 4-1: Projects within the vicinity of the HLW works

Project	Project Status	Description	Relationship to Project footprint
EnergyConnect (NSW – Eastern Section) SSI-9172452	<b>Status:</b> Approved 16 September 2022 <b>Construction period:</b> construction currently underway and scheduled for completion mid-2026.	Construction of a 537 km transmission line connection between Buronga and Wagga 330 kV substations and associated substation and other works.	Part of EnergyConnect (NSW – Eastern Section) would be located in Wagga Wagga City LGA.  The eastern terminus of the proposed project is the Wagga 330 kV substation.
Victoria to NSW Interconnector West (VNI West)  SSI-72887208	<b>Status:</b> Prepare EIS <b>Construction period:</b> Construction proposed to commence 2026 with commissioning by 2028.	Program of electricity transmission works to better connect NSW and Victoria, with connections proposed to the existing Wagga 330 kV substation.	VNI West would be partially within Wagga Wagga City LGA. The proposed project would connect to the Wagga 330 kV substation.
Gregadoo Solar Farm SSD-8825	<b>Status:</b> Approved 12 December 2018. Modification 4 – Response to Submissions <b>Construction period:</b> Construction to commence in 2025 and take approximately 12 months	47 megawatt solar farm, substation and associated infrastructure on a 96 ha site.	Gregadoo Solar Farm would be located within the Wagga Wagga City LGA, immediately west of the Wagga 330 kV substation.
Snowy 2.0 Main Works (Snowy 2.0) SSI-9687	<b>Status:</b> Approved 20 May 2020. Modification 1 approved 2022 <b>Construction period:</b> Construction began in October 2020 with expected completion by 2026	Pumped hydroelectricity storage project involving 27 km of tunnelling works and construction of an underground power station.	Snowy 2.0 is located in the Snowy Valleys LGA. At its nearest point, Snowy 2.0 is approximately six km east of the project footprint, measured from the Maragle 500 kV substation
Snowy 2.0 Transmission	<b>Status:</b> Approved 16 August 2022. <b>Construction period:</b> Construction	A 9 km transmission line connection between the Snowy 2.0 site (refer above) and existing Transgrid	Snowy Transmission Connection would construct the Maragle 500 kV substation and terminate

Project	Project Status	Description	Relationship to Project footprint
Connection SSI-9717	expected to begin in early 2024 with expected completion by end of 2026.	transmission lines, as well as construction of a new substation.	adjacent to the Maragle 500 kV substation compound (C05).
Jeremiah Wind Farm SSD-22472709	<b>Status:</b> Preparing EIS <b>Construction period:</b> Project approval was anticipated in 2023. Project still at prepare EIS Phase. Construction unlikely to commence while construction of HLW is underway.	65 turbine wind farm.	The project footprint traverses Jeremiah Wind Farm's site area, north of Adjungbilly, approximately nine km north-east of the Adjungbilly accommodation facility and compound (AC04) (HumeLink East).
Inland Rail – Albury to Illabo SSI-10055	<b>Status:</b> Approved <b>Construction period:</b> Early 2024 to 2025	Enhancement works to structures and sections of track along 185 km of existing operational standard gauge rail from the Victoria/New South Wales border to Illabo in regional NSW. The project forms part of the Inland Rail project.	The projects both contain sections within the Wagga Wagga City LGA, however, the project footprint does not directly overlap with the proposed section of the Inland Rail project that traverses through Wagga Wagga.
Inland Rail – Illabo to Stockinbingal.	<b>Status:</b> Approved <b>Construction period:</b> Construction commenced later 2024 and will continue through to late 2026	A total extent of about 42.5 km, including about 39 km of new, single-track, standard gauge railway between Illabo and Stockinbingal	The Illabo to Stockinbingal is located around 50km northeast from the closest point on the HLW footprint.,

Project	Project Status	Description	Relationship to Project footprint
Riverina Redevelopment Joint Venture.	Construction to commence Early 2025 and is programmed for approximately 7 years.	<p>The projects include:</p> <ul style="list-style-type: none"> <li>Albury Wodonga Military Area Redevelopment</li> <li>RAAF Base Wagga Redevelopment</li> <li>Blamey Barracks Kapooka Redevelopment</li> </ul> <p>The Riverina Redevelopment Program will provide facilities and infrastructure for the Australian Defence Force.</p>	The projects both contain sections within the Wagga Wagga City LGA, however, the project footprint does not directly overlap the HLW construction footprint

HLW has considered the impacts of the projects identified in Table 4-1 in the development of the LBES. A summary of the potential cumulative impacts to local businesses and employment identified and how these have been considered within the LBES is summarised in Table 4-2.

Table 4-2: Cumulative impact considerations

Potential Impact	Consideration	Reference
Increased patronage and access to employment associated with the combined works being undertaken in and around the region.	Resourcing and employment of Local, Aboriginal and Torres Strait Islanders and other underrepresented Groups	Section 7 Section 8
	Demobilisation timing of projects and opportunity to engage on HumeLink West to ensure continuity of employment for workers based on regional projects.	Section 7.4
	Local and Aboriginal Procurement and cumulative impact of available resources to deliver multiple projects competing for resources at the same time.	Section 9 Section 10.1 Section 0
Continued presence of major electricity infrastructure projects in the broader area could support growth in local specialist industry	Training and upskilling of new entrants and semi-skilled workers	Section 7.3
	Training and development of workers with transferrable skills to the renewables industry to support growth in local specialist industry	Section 8.3
Cumulative social impacts through demand for accommodation and housing.	Establishment of worker accommodation facilities.	Accommodation Camp Management Plan (ACMP)
Demand on accommodation	Hotel/Motel capacity before camps are established.	Section 4.3.1
Disruption to access (business or residential) or temporary road closures.	Potential impact caused by increased movement of worker and construction vehicles and/or temporary road closures.	Transport Strategy
Business operators benefiting from increased patronage due to volume of workers in the area	Business operators may need to scale up resourcing of local labour and adjust operating hours to service construction workforce	Section 9
Disruption to travel and commercial flights for local businesses residents	Potential impact due to increased FIFO worker movements.	Section 4.3.3

## 5. Roles and Responsibilities

Specific responsibilities for the implementation of The LBES are detailed in Table 5-1 below. The HLWJV Project Director will be responsible for establishing and overseeing HLWJVs compliance with the Local Business Employment Strategy.

Table 5-1: Roles and responsibilities

Role	Accountability
People & Culture Manager	Is the Local Business Employment Strategy (LBES) owner
Recruitment Manager	Is accountable for developing and implementing recruitment strategies in line with approved workforce histograms whilst supporting Local participation, Aboriginal Participation and Social Inclusion targets on the project.
Workforce Development & Industry Participation Manager (WIDP Manager)	The WIDP Manager is accountable for identifying local employment, Aboriginal employment and local industry and Aboriginal participation on the project. The WIDP Manager will collaborate with the Recruitment Manager, Aboriginal Engagement Lead, Procurement Manager and Training Manager to implement the strategies identified in the LBES.
Aboriginal Engagement Lead	Is accountable for identifying local Aboriginal employment opportunities for Aboriginal and Torres Strait Islander individuals and Aboriginal businesses
Training Manager	Is accountable for identifying and implementing training and development initiatives and engaging with local GTOs and RTO to develop Apprentice and Traineeship opportunities for Local and Aboriginal workers.
Senior Downstream Commercial Manager	Will oversee procurement management, ensuring our policies, procedures and processes are followed, and will work closely with our Procurement Manager and Contracts/Commercial Managers to implement the LIPP and AIPP.
Procurement Manager	Is responsible for coordinating execution of the Procurement Management Plan on the project, including preparing and managing contracts and coordinating supplier assessments. Supported by the WIDP Manager, the Procurement Manager will implement initiatives to drive Local business and Aboriginal business engagement.



Role	Accountability
Community & Engagement Manager	Supported by the Community Investment & Benefits Lead and Community Place Manager will be responsible for stakeholder and community liaison to promote local employment and local business opportunities on the project.

The Organisation Chart below identifies the roles and organisation chart for personnel who will implement and identify opportunities for the Local Business Employment Strategy.

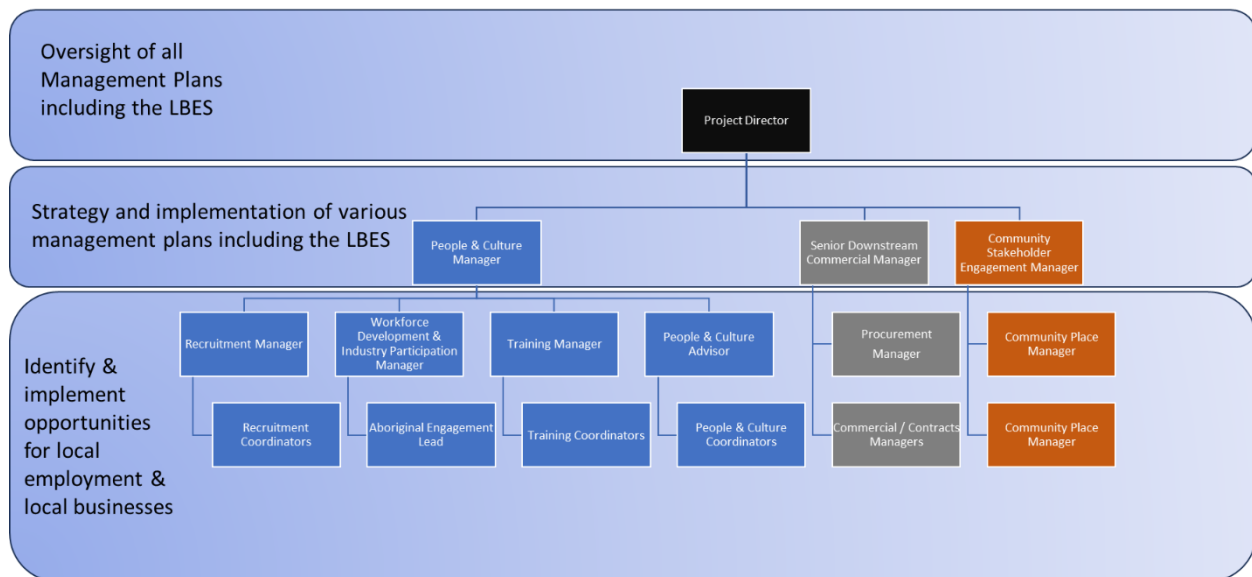


Figure 5-1: HLW LBES Organisation Chart

## 6. Implementation strategies

Our LBES is designed to ensure appropriate engagement with local communities to enhance regional economies through procurement where cost effective to do so and in line with our Procurement Management Plan (PROCMP) and corporate policies – reflecting State and Federal Government procurement policy requirements.

Ultimately, we intend that local business participation during delivery of HumeLink West will result in a positive legacy to local communities in line with Transgrid's obligations set out in the Australian Industry Participation Plan (AIPP) and the NSW Government Procurement Policy Framework (NSWPPF).

Local and regional areas that HLWJV will be operating for the duration of the HLW project include several opportunities for workforce integration of unique contextual backgrounds, knowledge, skills and passion towards the project works.

Data compiled by the Department of Employment:

- Estimated that as of December 2023, the unemployment rate for specifically Wagga Wagga City was 2.6% (Informed Decisions, 2024).
- The Riverina and Murray Region unemployment rate recorded in May 2024 was 3.7% (ABS, July 2024).
- A relative consistency across the unemployment metrics is reflected by the average unemployment rate for Regional NSW being 2.9% in May 2024, but does represent an opportunity for growth in the regional capacity.

Evidence suggests that there is considerable interest in employment in the Murray Riverina region but has been slowing in the past 6 months. There were 2,232 job advertisements published in the Murray Riverina region during May 2024, which represents a 16.5% annual decrease from the same point in 2023, and 694 less advertisements from the peak in December 2023 (ABS, July 2024). The employment opportunities provided by HLWJV would elicit interest from the local population.

Implementing strategies that place an emphasis on local and regional employment will strengthen the relationship that HLWJV has with the community. The LBES has been created to provide insurance of continued sustainable local and regional employment opportunities throughout the HLWJV project lifecycle.

Following consultation where the LBES was presented and discussed with Wagga Wagga and Snowy Valleys Councils, no issues were raised regarding the implementation strategies of the LBES.

Implementation strategies are further contained in the following internal management plans, these management plans contain sensitive commercial information and therefore have not been included in full and the relevant points are summarised in the following sections:

- Local Industry Participation Plan (LIPP) – section 7 and 9 of the LBES
- Workforce and Workforce Development Plan (WWDP) – section 7, 8, 9 and 10 of the LBES.
- Aboriginal Participation Plan (APP) – section 10 of the LBES.

## 7. Local and Regional Workforce Strategy

The importance of providing employment opportunities for local and regional communities is paramount for the project completion of HLWJV and will bring considerable benefits in the period post-construction works. Both direct and indirect opportunities for employment with HLWJV will be communicated through online job advertising platforms, engaging both recruitment agencies and local labour hire companies.

Local community stakeholders will be engaged through direct briefings, regional expos, and other networking events to ensure awareness in the public consciousness. The LBES will directly assist project leaders to address project requirements for a minimum of 5% and the stretch target of 10% of the total workforce have been employed in local and regional sustainable jobs.

HumeLink West are committed to creating a sustainable employment legacy by:

- Upskilling the existing local workforce.
- Attracting new entrants to join the industry.
- Attracting personnel with transferrable skills to join the industry we will demonstrate the success of HLWJV to offer local employment opportunities with a pathway for growth.

### 7.1. Direct Employment

The HLWJV direct employment opportunities for local and regional professionals will immediately enhance the project's community engagement and provide a series of intangible benefits that would have previously been inaccessible. Clear communication of employment opportunities and strategic engagement with local agencies is key for local personnel participation, in line with the Workforce and Workforce Development Plans. Engaging with under-represented professional demographics within the construction industry will assist those met with employment barriers and engage unique skillsets. The HLWJV team have identified the below stakeholders as key to the LBES:

- Targeted recruitment campaigns sourcing particular regions through online platforms:
  - Seek.
  - LinkedIn.
  - Local jobs platforms e.g. [Jobs Riverina Murray](#).
  - Printed Publications e.g. LGA Specific Newsletters.
- Stakeholder actions summarised in Table 7-1below:

Table 7-1 Stakeholder actions

Stakeholder	Actions
Workforce Australia Local Jobs Programs	Promoting local jobs via the agency
Workforce Australia Employment Providers – Sureway and APM	Promoting local jobs via the agency

Stakeholder	Actions
Parents Next – returning parents to work	Part time employment campaigns – job share roles
Local recruitment agencies	Promoting local jobs via the agency Labour Hire tenders
Regional Development Australia (RDA) – Riverina NSW	Promote job opportunities on the Riverina Murray Jobs Platform
Returned and Services League of Australia	Promote local job opportunities to returned service people
Pro Patria Centre	Promoting employment and training opportunities to returned service people with transferrable skills.  Material supply to support Pro Patria programs.

## 7.2. Indirect Employment

Developing indirect local and regional employment opportunities for local employees through access to work packages to local companies ensures that organisations can sustain the use of pre-existing resources. Liaising with key industry partners and local stakeholders provides clarity for the best chances for increasing local and regional participation, that leaves a lasting employment and skill development legacy within the local community. Imploring organisations to address the contract targets during the tender stage for work packages ensures consistency with the direct actions taken. Resources and information regarding workforces can be attained through the support of these organisations:

- Business Chambers.
- Multi-Cultural Councils.
- Local Labour Hire.
- Local and regional subcontractors engaged.
- Workforce Australia Local Jobs Program.

## 7.3. Employment Programs and Development

The continued development of the local and regional workforce is critical for both the project works success for HLW and to ensure a strong legacy is left by the project in the region. Engaging with employment programs for new industry entrants directly references the employment requirements of at least 20 apprentices or trainees employed by HLWJV by the completion of the works phase. HLWJV will also advance future talent through targeting at least 10 members of the workforce to be employed through work experience placements, and 5 employees as graduate placements. Other pre-employment programs and opportunities will focus upon demographics where opportunities for growth in the industry have been identified,

including women participating in trades and refugees settling in Australia. The employment development opportunities can be demonstrated through utilising the below pathways:

- CIMIC Graduate Program.
- Charles Sturt University.
- Direct collaboration for undergraduate employment opportunities and work placements.
- Graduate program recruitment campaign.
- Apprentices Programs and Traineeships.
- Continuing Apprentices and Trainees Placement Service (CAPS).
- Group Training Organisations (GTO).
- Government and Department of Education Programs.
- Regional Industry Education Partnerships (RIEP).
- School-based apprenticeships and traineeships (SBAT).
- Pre-employment programs.
- Local Correctional and Juvenile Detention Facilities.
  - Junee Correctional Centre.
  - Riverina Youth Justice Centre (Wagga Wagga).
  - Mannus Correctional Centre
- School leavers careers and employment expo.
- International Settlement Program.
- CareerSeekers.
- Women in Construction & Trades Program.
- Disability Services.
- TransGrid, UGL Limited and CPB Contractors accredited training programs.

#### 7.4. Demobilising projects

HLW Recruitment Manager regularly liaises with projects listed in [Section 4.3](#) at industry events and recruitment forums to understand demobilisation timeframes of their staff and workforce and any opportunities for redeployment.

Regular engagement with demobilising projects is a key implementation strategy to ensure continuity of employment for workers on regional projects who have transferrable skills to work on HumeLink West.

## 8. Aboriginal and Torres Strait Islander Workforce Strategy

As reflected upon in the APP, the HLWJV stretch target for 5% of total project spend being dedicated to Aboriginal procurement and participation. 30% of the minimum participation target will incorporate the costs associated with the direct or indirect employment of Aboriginal and Torres Strait Islander workers as HLWJV employees on HLW or employees of HLWJV's suppliers and subcontractors. Moreover, the HLWJV workforce will have access to extensive learning and development programs that will further the careers and contribution of skills of Aboriginal and Torres Strait Islander employees. The integration of new employees into the construction and renewables infrastructure industry is also accessed through pre-employment programs that will be rolled out during the HLW project construction lifecycle.

HLWJV has provided a monthly estimate of the workers we will need during construction. The HLW construction team plans to peak at 600 workers in Q4 2025, our minimum and stretch Aboriginal Participation employment targets are outlined below:

- 3% minimum participation target.
- 4% stretch participation target.

### 8.1. Direct Employment

The direct employment opportunities for Aboriginal and Torres Strait Islander communities are integral for the overall project success and accessing the benefits associated with increased participation. Where the Aboriginal Participation Lead and HLWJV People & Culture team will identify gaps between employment requirements and available Aboriginal staff, HLWJV will identify opportunities to develop Aboriginal and Torres Strait Islander employees, so they are prepared to work on HLW. This will be recorded on HLWJV's training register maintained by the P&C Team. The HLWJV team have identified the below stakeholders as key to the LBES' contribution for Aboriginal and Torres Strait Islander employment:

- Targeted HLWJV recruitment campaigns to the local and regional project area.
- Aboriginal and Torres Strait Islander labour hire companies, such as:
  - Indigeco.
  - Dreampath.
  - Aboriginal Employment Strategy (AES).
  - Workforce Australia.
  - Employment Services.
  - Transition to work agencies.
  - Aboriginal Elders.
  - Constructability Recruitment Australia.

### 8.2. Indirect Employment

Engaging with community stakeholders to produce the goods and services required to deliver on the broader HLW project objectives and to engage the workforces employed with these

organisations. The procurement and identification of organisations that employ Aboriginal and Torres Strait Islander staff can be accessed through:

- Aboriginal Land Councils.
- Business Chambers.
- Supplier and subcontractor compliance with Aboriginal Torres Strait Islander participation target.

### **8.3. Employment Programs and Development**

Developing transferrable skills during each phase of HLWJV is integral to supporting the project's overall success, and the future projects in the region and Australia. Supporting the integration of Aboriginal and Torres Strait Islander new industry entrants and upskilling the existing workforce is essential to supporting long term prospects for participation. The employment pathways and development opportunities will be demonstrated through utilising the below organisations:

- Regional Industry Education Partnerships (RIEP) Program.
- Clontarf Foundation.
- Girls at the Centre.
- Workforce Australia Local Jobs Program.
- Training Services NSW.
- Registered Training Organisations (RTO's).
- GTES, SQUAD - Group Training Organisations (GTO).
- Stars Foundation.

## 9. Local and Regional Industry Strategy

In close collaboration with the LIPP, WWDP and APP, the development of local and regional industry commercial capabilities is a key metric for which the overall HLWJV project success is measured to ensure equitable procurement practices. Supporting organisations through the procurement process is achieved by providing strategies to facilitate communication streams and maximise local participation. Identifying local industry stakeholder engagement and communication needs that align with Transgrid's AIPP and LIPP requirements, including using capability such as ICN to access market intelligence and connect with local business aligned to the project's requirements.

Focused initiatives to facilitate knowledge share sessions and procurement strategy seminars in regional areas has allowed HLWJV to develop key local industry and community partnerships. These will continue to be developed throughout the project lifecycle to ensure that project targets are consistently met during the different stages and to promote collaboration with the fluid HLWJV requirements.

HLWJV's commitment to ensure a minimum of 5% Local & Regional, with a stretch target of 10%, of total procurement to be spent with local and regional businesses demonstrates a desire to develop the local commercial partnership for the region. Working with suppliers and subcontractors to seek every opportunity to utilise local expertise when supported by the broader project capacity will extend the unique knowledge, experience, skills, and passion for the shared objectives for the region.

### 9.1. Local Development Network

Utilising the existing industry and commercial development network to support the HLW project integration into the local community will enhance the working relationship with stakeholders to ensure that HLWJV social outlook is maximised. Through extensive work identifying and leveraging existing relationships to ascertain the appropriate engagement level for certain work packages, the HLWJV procurement practices have been grounded for success for both the project and the community.

Local networks utilised have included:

- Industry Capability Network (ICN) – Riverina Murray.
- Business Chambers – Wagga, Tumut, Tumbarumba and surrounds.
- Regional Industry Education Partnerships (RIEP) Program – NSW Department of Education.
- Workforce Australia Local Jobs Program.
- Many Rivers.
- Department of Regional NSW.
- Wagga Wagga City Council.
- Snowy Valleys Council.



Continuing to encourage local participation throughout the relevant regional organisation and implementing growth strategies will allow HLWJV to utilise the local experts and development partners to continually instigate pathways towards successful project objectives.

## **9.2. Project Communication Opportunities**

Liaising with key stakeholders through local communication opportunities have begun and will continue to be implemented throughout project lifecycle. Consultation with local and regional businesses, chambers of commerce, and tourism associations to ensure they have access to current information about the project and to ensure relationships are maintained.

Key communication strategies include:

- Meet the Buyer Events.
- ICN Gateway Presentations.
- Tender training and education resources distribution.
- Commercial and Procurement education sessions.
- Collaborating with i3net.

## 10. Aboriginal and Torres Strait Islander Industry Strategy

Building upon the frameworks identified in the APP, the LBES continues to outline the processes and support networks that are available for Aboriginal and Torres Strait Islander businesses to enhance the integration into the HLWJV works.

- 2.5% - Minimum contract target for Aboriginal procurement.
- 5% - KRA stretch target for Aboriginal procurement.
- NB: HLWJV's Stretch RAP also includes a 5% procurement target from Aboriginal and Torres Strait Islander businesses.

HLWJV will achieve the minimum Aboriginal Torres Strait Islander participation target through;

- Direct employment.
- Indirect employment via our subcontractors.
- Procurement of services.
- Training and consultations services.

Identifying an Aboriginal and Torres Strait Islander business is integral for the certification commercial spend and that engagement of Aboriginal business will benefit the wider Aboriginal community. An Aboriginal business is defined as:

- An Aboriginal and Torres Strait Islander business is a business that is explicitly owned 50 per cent or more by Aboriginal and Torres Strait Islander people, community, partnership interests and trusts. This definition excludes any intention, aspirations, effort, and endeavor to eventually achieve the 50 per cent ownership.

Identifying an Aboriginal business for the purpose of HLWJV procurement, an Aboriginal business is one that has at least 50 per cent Aboriginal ownership and that is recognised through an appropriate organisation, such as Supply Nation or the NSW Indigenous Chamber of Commerce (NSWICC). These organisations maintain lists of Aboriginal businesses that are audited and undergo quality assurance.

### 10.1. Internal Development Network

The recent roll out of the CPB Contractors' Aboriginal and Social Enterprise (ABSE) Database, which utilise the existing social procurement framework with Felix and the internal methods for pre-qualification support when entering the database. UGL offers a similar resource, with the Directory, that flags Aboriginal and Torres Strait Islander organisations that have been set up in the UGL system as suppliers. Aboriginal and Torres Strait Islander Development Network.

Through developing and fostering key relationships with the local and wider Aboriginal and Torres Strait Islander community, HLWJV will leverage key stakeholders to support the project, suppliers and subcontractors in achieving the targets. These streams to identify and engage Aboriginal and Torres Strait Islander include:

- Business Chambers.
- Aboriginal Land Councils.

- Department of Education Aboriginal Initiatives Program.
- Meet the buyer events.
- Industry Capability Network (ICN).
- Supply Nation.
- NSW ICC.
- Yarpa.

## 10.2. Aboriginal and Torres Strait Islander Development Network

Following identification of Aboriginal businesses via the networks described in Section 10.1, HLWJV Workforce Development and Industry Participation Manager and Aboriginal Engagement Lead will engage with business via telephone, meetings and at other industry events and expos, to better understand capability and invite businesses to express interest via the ICN Gateway and will have the opportunity to be invited to submit Tenders where appropriate.

The Aboriginal Engagement Lead also connects with Aboriginal businesses for supply chain opportunities and supports supplier onboarding process via finance protocols.

## 11. Implementation and Planned LBES Activities

The following activities and consultation in Table 11-1 are planned or have been completed between November 2024 to June 2025. These activities support the implementation of the LBES and associated management plans including the LIPP, WWDP and APP.

Activities from November 2024 to April 2025 have been completed and HLW are planning for upcoming events and activities detailed in Table 11-2 that support the implementation of the LBES.

Table 11-1: Completed and planned LBES implementation activities

Nov 24	Dec 24	Jan 25	Feb 25	March 25	April 25	May 25	June 25
NASCA Career Day – Dubbo – engage with school leavers on jobs <i>LBES &amp; WWDP: Career Expo</i>	Clontarf Foundation engagement – School Based Trainees, Scholarships, Learner Driver Program. <i>LBES &amp; WWDP: Traineeships &amp; Community Programs</i>	Pre-Employment Program planning <i>LBES &amp; WWDP: Planning meeting</i>	Wagga Multicultural Council Employment Opportunity Session <i>LBES &amp; WWDP Meeting local employment</i>	Tumut Careers Expo <i>LBES &amp; WWDP: Career Expo</i>	Humelink West Jobs Expo <i>LBES &amp; WWDP: Career Expo</i>	ICN Gateway Package Engagement <i>LBES &amp; LIPP: Phone calls &amp; meetings local businesses</i>	ICN Gateway Package Engagement <i>LBES &amp; LIPP: Phone calls &amp; meetings local businesses</i>
ICN Gateway – engagement with package managers <i>LBES &amp; LIPP: Phone calls &amp; meetings local businesses</i>	ICN Gateway – engagement with package managers <i>LBES &amp; LIPP: Phone calls &amp; meetings local businesses</i>	ICN Gateway – engagement with package managers <i>LBES &amp; LIPP: Phone calls &amp; meetings local businesses</i>	ICN Gateway – engagement with package managers <i>LBES &amp; LIPP: Phone calls &amp; meetings local businesses</i>	Tumbarumba Business Chamber Meeting <i>LBES &amp; LIPP: meeting re: local industry and local employment</i>	Transgrid Open Day – Project Promotion <i>LBES &amp; WWDP: Career Expo</i>	Reconciliation Week Toolbox <i>LBES &amp; APP: Cultural Awareness</i>	Major Projects Roundtable <i>LBES &amp; LIPP: meeting re: local industry and employment</i>
Major Projects Careers Expo – event held with Local Jobs Program, showcased HumeLink West	Nguluway Business event: Working with Us – Partnership with Riverina Redevelopment JV to engage Aboriginal businesses on both	Local Industry - Online Session Batlow employment session to engage local Batlow and surrounds re:	School Based Traineeships commencement Community engagement sessions in Tumut, Wagga Wagga,	High School Engagement – Learner Driver Program, SBATs, She Can Too Scholarships <i>LBES &amp; WWDP:</i>	Meet the SubContractor Sessions <i>LBES &amp; LIPP: Local Industry Participation</i>	Major Projects Roundtable <i>LBES &amp; LIPP: meeting re: local industry and employment</i>	Planning for Camp location, Yarning Circles at Tarcutta and Kunama <i>LBES &amp; APP: Cultural Awareness</i>

Nov 24	Dec 24	Jan 25	Feb 25	March 25	April 25	May 25	June 25
and job opportunities <i>LBES &amp; WWDP: Career Expo</i>	projects. Yarpa also attended the session re: building capabilities for small businesses  <i>LBES, WWDP and APP: Career Expo</i>	local jobs  <i>LBES &amp; WWDP: Career Expo</i>	Tarcutta, Batlow, Tumbarumba and Adelong to engage on the LBES and SIMP.  <i>LBES &amp; WWDP: Traineeships</i>	<i>Traineeships and Community Programs</i>			
Learner Driver Program consultation with Schools and Driving Schools to understand barriers and logistics <i>LBES &amp; WWDP: Community Programs</i>	Social Inclusion – Underrepresented Groups. Multi-Cultural Council Engagement, Employment Agencies, CareerTrackers, CareerSeekers etc  <i>LBES, WWDP and APP: local employment</i>	Local Industry Briefing planning session – Meet the Subcontractor Events (Wagga Wagga & Tumut)  <i>LBES &amp; LIPP: Local Industry Participation</i>	Defence Shed & Veterans employment strategy session – planning.  <i>LBES &amp; WWDP: Local employment</i>	ICN Gateway Package Engagement  <i>LBES &amp; LIPP: Phone calls &amp; meetings local businesses</i>	ICN Gateway Package Engagement  <i>LBES &amp; LIPP: Phone calls &amp; meetings local businesses</i>	KRA Learner Driver Program Launch  <i>LBES &amp; WWDP: Community Programs</i>	Program Development Planning with CareerTrackers Traineeship Program, Social Traders, NSWICC intros (APP)  <i>LBES, WWDP and APP: Local employment</i>
	School Based Trainee engagement – meet the parents  <i>LBES, WWDP &amp; LIPP Traineeships and Local Employment</i>		Aboriginal Employment Strategy (AES) – connecting re: local jobs, pre-employment programs.  <i>LBES, LIPP &amp; APP: Local Employment</i>	Transgrid Jobs Expo  <i>LBES &amp; WWDP: Career Expo</i>	Schools engagement - promotion of employment pathways  <i>LBES, WWDP &amp; LIPP Traineeships and Local Employment</i>	HLW Jobs Session-Batlow  <i>LBES &amp; WWDP: Career Expo</i>	Industry Engagement Events – Meet the Buyer and Meet the Subcontractor  <i>LBES &amp; LIPP: Local Industry Participation event</i>
Mount Austin Schools Engagement – School Based Trainees, Scholarship program and Learner Driver Program <i>LBES &amp; APP:</i>	Clontarf Foundation engagement – consultation regarding School Based trainees, Learner Driver Program and Scholarship program  <i>LBES &amp; APP: Traineeships and</i>		On Country SLT experience – immersive cultural experience for senior leaders on the project at Wagga Wagga Beach.  <i>LBES &amp; APP:</i>	Batlow Show  <i>LBES, WWDP and LIPP: Community Engagement and local employment</i>	Cultural Heritage Toolbox PILOT and props  <i>LBES &amp; APP: Cultural Awareness</i>	HLW Jobs Session-Tumut  <i>LBES &amp; WWDP: Career Expo</i>	NAIDOC Week Planning – Collaboration between East & West  <i>LBES &amp; APP: Cultural Awareness</i>

Nov 24	Dec 24	Jan 25	Feb 25	March 25	April 25	May 25	June 25
<i>Traineeships and Community Programs</i>	<i>Community Programs</i>		<i>Cultural Awareness</i>				
NSWICC Summit – networking with UGL CPB Aboriginal representatives and Aboriginal business Australia wide. <i>LBES &amp; APP: Cultural Awareness</i>			Blue Collar expression of interest  <i>LBES &amp; LIPP: Local Employment</i>	Meet the SubContractor Sessions  <i>LBES &amp; LIPP: Local Industry Participation</i>	Aboriginal Advisory Group establishment and agenda  <i>LBES &amp; APP: Cultural Awareness</i>	Work readiness program planning  <i>LBES, WWDP and LIPP: Local employment</i>	Pre-employment Program Information Sessions  <i>LBES, WWDP and LIPP: Local employment</i>
Schools engagement for School Based Trainees (SBATs) <i>LBES &amp; APP: Traineeships</i>			Tumba Fest – HumeLink West sponsored a display stand to promoted project, local jobs and local industry opportunities.  <i>LBES, WWDP and LIPP: Local employment</i>		WWD - Cert II Transmission Line Construction Info Session - Wagga 16 April (Chris & Eddie)  <i>LBES, WWDP and LIPP: Local employment and Traineeships</i>		Traineeship Information Sessions  <i>LBES, WWDP and LIPP: Local employment and Traineeships</i>
Many Rivers Collaboration – engage to participate in the Nguluway event in Dec 2024 <i>LBES and APP: Aboriginal Business Participation</i>					Smoking Ceremony site establishment program for laydown facilities.  <i>LBES &amp; APP: Cultural Awareness</i>		

Table 11-2: Apprentice and Traineeship Plan for HumeLink West

Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	July-25	Aug-25	Sep-25	Oct-25
TRAINEE: x 1 Cert IV HR				SBAT: x 1 Cert III Business Admin			APPRENTICE: x 2 Apprentices - Continuing Apprentice Placement (CAPS) - 3rd & 4th year	APPRENTICE: x 3 Cert III ESI Transmission Overhead	APPRENTICE: x 4 Cert III Plant Operations - focus on women, Aboriginal and mature age
	GRADUATES: CSU and CIMIC x 4								

Table 11-3 identifies ongoing engagement and consultation of the LBES, proposed frequency and the HLW responsible owner.

Table 11-3: Ongoing engagement and consultation

LBES Ongoing Activities	Review Cycle	Owner	Output
Information seminars for local procurement opportunities through ICN, and Business chambers, etc.	Quarterly	WIDP Manager Procurement Manager	Meeting and attendance records
Business Chambers engagement	Quarterly	WIDP Manager	Meeting minutes
Local Industry Meet the Buyer sessions	Quarterly	WIDP Manager Procurement Manager	Event attendance records
ICN Gateway submissions	Fortnightly	WIDP Manager Procurement Manager	ICN Gateway submission reports
Riverina Jobs Forum EOI – mapping interest for future roles within the project and diversified employment programs (Return to Work).	Monthly	WIDP Manager Recruitment Manager	Export of candidates from Taleo recruitment portal
Local employment referrals	Monthly	WIDP Manager Recruitment Manager	Emails to HumeLink West recruitment team with local employment referral CVs
Targeted local roles recruitment campaigns via Seek, LinkedIn, Riverina Jobs Website with a specific location for the local and regional area	Monthly	Recruitment Manager	Seek talent mapping LinkedIn talent maps Riverina Jobs recruitment analytics
Blue Collar recruitment strategy including consultation workshops	Quarterly	WIDP Manager Recruitment Manager	Meeting minutes
Career Expos – local jobs	Quarterly	WIDP Manager	Event attendance records



LBES Ongoing Activities	Review Cycle	Owner	Output
HumeLink West led career expos or joint career expos with Transgrid, HumeLink East or other projects in the area.		Recruitment Manager	
Collaborating with Transgrid and HumeLink East on activities planned and opportunities to support the Local Business Employment Strategy	Monthly	WIDP Manager	Meeting minutes
Graduate engagement	Bi-Annual	Recruitment Manager	Meeting minutes
LBES monitoring Review and monitoring of the LBES including consultation with Wagga Wagga and Snowy Valleys Councils	Quarterly	WIDP Manager Recruitment Manager	Meeting minutes Revision updates to the LBES

## 12. Review, improvement & reporting

### 12.1. Continuous improvement

Continuous improvement of the LBES will be achieved by the ongoing evaluation of local business and employment data, review of objectives and targets and identifying opportunities for improvement and any corrective actions.

The continuous improvement process will be designed to:

- Identify areas of opportunity for improvement of local business employment and performance.
- Develop and implement a plan of corrective actions.
- Verify the effectiveness of the corrective actions.
- Document any changes in procedures resulting from process improvement; and
- Make comparisons with objectives and targets.

### 12.2. LBES update and amendment

The processes described in Section 3.9 to Section 3.12 of the CEMP and Section 4-2, and Section 11 of the LBES, may result in the need to update or revise this Plan. Annual management reviews of this LBES will be undertaken as part of the continual improvement process. Any revisions to this plan will be in accordance with the process outlined in Section 3.12 of the CEMP.

A copy of the updated plan and changes will be distributed to all relevant stakeholders in accordance with the approved document control procedure – refer to 3.12 of the CEMP

Audits (both internal and external) will be undertaken to assess the effectiveness of compliance with this Strategy, CoA and other relevant approvals, licenses, and guidelines. Audit requirements are detailed in Section 3.9.3 of the CEMP.

Audits will measure the effectiveness of the LBES, results of the audits will be communicated with the Project Director, P&C Manager and responsible owners per [Section 5](#) of the LBES. A review of the LBES will occur every 6 months, triggers of the LBES 6 month review cycle may include, but are not limited, to meeting contract local employment targets, local procurement targets, Aboriginal procurement & participation targets.

A copy of the updated plan and changes will be distributed to all relevant stakeholders in accordance with the approved document control procedure (refer to Section 3.11.2 of the CEMP).

The processes described in Section 3.9 to Section 3.13 of the CEMP may result in the need to update or revise this Strategy. This will occur as needed.

A copy of the updated Strategy and changes will be distributed to all relevant stakeholders in accordance with the approved document control procedure (refer to Section 3.11.2 of the CEMP).

HLW will consult with Wagga Wagga and Snowy Valleys Council on a quarterly basis regarding the implementation and any amendments to the LBES.

### **12.3. Monitoring and Reporting**

HumeLink West will monitor the implementation of the Local Business and Employment Strategy collecting and utilising data as a mechanism to evaluate the effectiveness of the strategy and objectives listed in Section 2.2 of the LBES.

LBES internal reporting is prepared monthly for review by Transgrid Leadership Team and the HLW Senior Leadership Team. The LBES report will not be made publicly available.

LBES reporting will report on performance against the targets and objectives listed in Section 2.2 of the LBES and progress of the implementation activities listed in Section 11 of the LBES.

In quarterly LBES reviews with Snowy Valleys and Wagga Wagga Council HLW will report high level LBES reporting metrics, achievements and any corrective actions.

This monthly reporting data collection includes:

- Monthly tracking local business monetary spend in relation to contractual targets – both direct and indirect spend.
- Monthly tracking Aboriginal business monetary spend in relation to contractual targets – both direct and indirect spend.
- Monthly employment analytics including but not limited to:
  - Local employment.
  - Regional employment.
  - Other location employment.
  - Culturally and linguistically diverse.
  - Non-English speaking backgrounds.
  - Gender.

- Aboriginal and Torres Strait Islander.
  - Apprentices.
  - Trainees.
  - Age demographic.
  - Women in non-traditional roles.
  - Women in Senior Roles.
  - Registered Disabilities.
  - Graduates.
  - Undergraduates.
  - Work experience.
- Responses to expressions of interest via ICN Gateway.
- Responses to requests for tender.
- Training and development statistics.
- Stakeholder engagement and feedback.
- Identification of achievements reported monthly in client reporting.
- Identification of any corrective measures to the LBES.

# APPENDICES

## Appendix A1 Consultation

Date	Type	Name	Company/Stakeholder	Topics	Plan	LBES Plan
19/3/2024	Meeting	David Bardos Ashlea Dobson	Charles Sturt University (CSU)	Training Centre & Education First Nations pathways program Micro-Credentials Graduate Program	LBES LIPP WIDP APP	Feedback from CSU formed elements of the strategy for the LBES regarding training and development. No issues raised for LBES. Refer section 7.3 in LBES
20/3/2024	Meeting	Maria Anderson	Tumbarumba Business Chamber	Local Industry and opportunities for Tumbarumba Tumbarumba Accommodation shortages and consultation during peak events such as Tumba Fest. Local jobs Schedule for business chamber meetings	LBES LIPP WIDP APP	Feedback from Tumbarumba Business Chamber informed elements of the LBES regarding employment strategies and local engagement. No issues raised for LBES. Refer section 7.3 in LBES.
13/8/2024	Meeting	Leon Burger, Airport Facility Manager	Wagga Wagga Airport	Travel strategy, Wagga Wagga Airport capacity and future plans to upgrade Wagga Wagga airport.	LBES	Feedback from Wagga Wagga airport informed travel and charter flight strategy Refer section 4.3.3 in LBES
13/8/2024	Meeting	Felicity Zeiher	NSW Department of Education	Employment – local jobs Education and TAFE Aboriginal participation Youth detention and transition programs	LBES APP	Feedback from NSW Department of Education informed engagement with Youth Detention centres. Refer Section 7.3 in LBES

Date	Type	Name	Company/Stakeholder	Topics	Plan	LBES Plan
22/8/2024	Meeting	Sally Manning	Wagga Wagga Business Chamber	Employment – local jobs Local Industry opportunities for Wagga Wagga during enabling works including accommodation, restaurants, local supply chain Local subcontracting opportunities Locally supply chain Community Benefits	LBES WIDP LIPP	Feedback from Wagga Business Chamber informed engagement with local supply chain and LBES. No issues raised with LBES. Refer Section 9 and 7.3 in LBES.
26/8/2024	Meeting	Dominic Kennedy Jennifer Charleston	Department of Regional NSW	Employment – local jobs Local Industry opportunities for Wagga Wagga during enabling works including accommodation, restaurants, local supply chain Local subcontracting opportunities Locally supply chain Community Benefits	LBES	Feedback from Department of Regional NSW informed engagement opportunities with local supply chain and LBES. No issues raised with LBES. Refer section 9 and 7.3 in LBES.
27/8/2024	Meeting	Nadine Whalan	Workforce Australia Local Jobs Program (LJP)	Employment – local jobs Pre-employment programs Employment agencies Job Seekers	LBES WIDP	Feedback from LJP formed elements of the strategy for the LBES regarding employment strategy. No issues raised for LBES. Refer section 7 in LBES.
3/9/2024	Meeting	Jeremy Kanck	Riverina Group Training Employment Services	Employment - local jobs Traineeships	LBES WIDP	Feedback from GTES formed elements of the strategy for the

Date	Type	Name	Company/Stakeholder	Topics	Plan	LBES Plan
				Apprenticeships Labour Hire Pre-Employment Programs Other WHS Training		LBES regarding employment strategy. No issues raised for LBES. Refer section 7 in LBES.
6/9/2024	Meeting	Christine Priest, Fiona Hamilton	Wagga Wagga Council	Consultation on Local Business Employment Strategy Worker Accommodation Strategy Worker travel and logistics – airports Community Programs Local Industry Employment – local jobs NB: Wagga Wagga Council provided support for the LBES	LBES WWDP LIPP	Feedback from Wagga Wagga City Council formed elements of the strategy for the LBES regarding employment strategy and local engagement. No issues raised for LBES. Refer section 7 in LBES.  Feedback from the Wagga Wagga City Council supported elements of the worker travel logistics/arrangements and community program development. Refer Section 4 in LBES.
5/9/2024	Meeting	Sophie Gairn	Snowy Valleys Council	Consultation on Local Business Employment Strategy Worker Accommodation Strategy Community Programs Local Industry Employment – local jobs	LBES LIPP	Feedback from Snowy Valleys Council formed elements of the strategy for the LBES regarding employment strategy and local engagement No issues raised for LBES.



Date	Type	Name	Company/Shareholder	Topics	Plan	LBES Plan
				NB: Snowy Valleys Council provided support for the LBES and no edits.		Refer section 7 in LBES.
6/9/2024	Meeting	Megan Considine, Sue Bolger	Tumut Brungle Local Aboriginal Land Council	Local Industry – opportunities for Aboriginal Businesses Employment – local jobs for Aboriginal and Torres Strait Islanders Cultural Heritage	LBES APP	Feedback from Tumut Brungle LALCS formed elements of the strategy for the LBES regarding employment strategy and local engagement. No issues raised for LBES. Refer section 7 in LBES.
12/9/2024	Meeting	Kate Howarth	Snowy Valleys Chamber	Employment – local jobs Local Industry opportunities for Snowy Valleys LGA during enabling works including accommodation, restaurants, local supply chain Local subcontracting opportunities Locally supply chain Community Benefits Career Expo planning	LBES WIDP	Feedback from Snowy Valleys Chamber formed elements of the strategy for the LBES regarding employment strategy and local engagement. No issues raised for LBES. Refer section 7 in LBES.  Feedback also included opportunities to engage local supply network and community benefit programs. supported elements of the worker travel logistics/ arrangements and community program development.

Date	Type	Name	Company/Stakeholder	Topics	Plan	LBES Plan
						Refer Section 4 in LBES.
12/9/2024	Meeting	Brett Seckold	APM Employment Services	Employment – local jobs Pre-employment programs Aboriginal employment	LBES WIDP APP	Feedback from APM formed elements of the strategy for the LBES regarding employment strategy and local engagement. No issues raised for LBES. Refer section 7 in LBES.
12/9/2024	Meeting	Debbie Thacker	Sureway Skills and Employment	Employment – local jobs Pre-employment programs Aboriginal employment	LBES WIDP APP	Feedback from Sureway Skills and Employment formed elements of the strategy for the LBES regarding employment strategy and local engagement. No issues raised for LBES. Refer section 7 in LBES.
16/10/2024	Meeting	Tony O'Halloran, Mark Cunningham	ESI	Employment – local jobs Labour Hire Pre-employment programs Aboriginal employment	LBES	Feedback from Snowy Valleys Chamber formed elements of the strategy for the LBES regarding employment strategy and local engagement. No issues raised for LBES. Refer section 7 in LBES.

Date	Type	Name	Company/Stakeholder	Topics	Plan	LBES Plan
21/10/2024	Meeting	Stacey Suidgeest	NSW Department of Education	Trainees, Apprentices, Employment School based trainees Scholarship Program Learner Driver Program Career Expos Regional Industry Education Partnerships and events.	LBES LIPP WIDP APP	Feedback from Department of Education formed elements of the strategy for the LBES regarding employment strategy, community programs and local engagement. No issues raised for LBES. Refer section 7 in LBES.
25/10/2024	Meeting	Andrew Donaldson	Mount Austin High School (MAHS)	Trainees, Apprentices, Employment School based trainees Scholarship Program Learner Driver Program	LBES LIPP WIDP APP	Feedback from MAHS formed elements of the strategy for the LBES regarding employment strategy and local engagement. No issues raised for LBES. Refer section 7 in LBES.
25/10/2024	Phone Call	Kirsten Fitzgerald	Koorngal High School (KHS)	Trainees, Apprentices, Employment School based trainees Scholarship Program Learner Driver Program	LBES LIPP WIDP APP	Feedback from KHS formed elements of the strategy for the LBES regarding employment strategy, community program development and local engagement. No issues raised for LBES. Refer section 7 in LBES.

Date	Type	Name	Company/Shareholder	Topics	Plan	LBES Plan
13/11/2024	Phone Call	Thom Paton	Multicultural Council of Wagga Wagga	Trainees, Apprentices, Employment Refugees and Asylum Seekers	LBES LIPP WIDP	Feedback from KHS formed elements of the strategy for the LBES regarding employment strategy and local engagement. No issues raised for LBES. Refer section 7 in LBES.
14/11/2025	Meeting	Lorraine Lyons, Tara Charles	Wagga Wagga Local Aboriginal Land Council	Local Industry – opportunities for Aboriginal Businesses Employment – local jobs for Aboriginal and Torres Strait Islanders Cultural Heritage	LBES APP	Feedback from Wagga Wagga LALC formed elements of the strategy for the LBES regarding employment strategy and local engagement. No issues raised for LBES. Refer section 7 in LBES.
14/11/2024	Phone Call	Sarah Adams	Riverina Community College	Traineeships Compliance training	LBES LIPP WIDP APP	Feedback from KHS formed elements of the strategy for the LBES regarding employment strategy and local engagement. No issues raised for LBES. Refer section 7 in LBES.
20/11/2024	Meeting	Paul Campbellton	Fusion Walan Maya	Trainees, Apprentices, Employment Pre-employment programs	LBES LIPP WIDP APP	Feedback from Fusion Walan Maya formed elements of the strategy for the LBES regarding employment

Date	Type	Name	Company/Stakeholder	Topics	Plan	LBES Plan
						strategy and local engagement. No issues raised for LBES. Refer section 7 in LBES.
21/11/2024	Phone Discussion	Stacey Suidgeest	NSW Department of Education	Trainees, Apprentices, Employment School based trainees Scholarship Program Learner Driver Program Career Expos Regional Industry Education Partnerships and events.	LBES LIPP WIDP APP	Follow on consultation regarding Community Programs.
22/11/2024	Phone Call	Lauren McCarthy	OCTEC	Employment – youth Pre-employment programs Traineeships	LBES	Feedback from OCTEC formed elements of the strategy for the LBES regarding employment strategy and local engagement. No issues raised for LBES. Refer section 7 in LBES.
04/12/2024	Phone Call	Michelle Wainwright	Batlow Technology High School (BTHS)	Trainees, Apprentices, Employment Scholarship Program Learner Driver Program School Based Trainees	LBES LIPP WIDP APP	Feedback from MDCC formed elements of the strategy for the LBES regarding employment strategy and local engagement. No issues raised for LBES. Refer section 7 in LBES.

Date	Type	Name	Company/Stakeholder	Topics	Plan	LBES Plan
						Feedback from the school supported elements of community program development.
04/12/2024	Phone Call	Richard O'Connell	Mater Dei Catholic College (MDCC)	Trainees, Apprentices, Employment School Based Trainees	LBES LIPP WIDP APP	<p>Feedback from MDCC formed elements of the strategy for the LBES regarding employment strategy and local engagement.</p> <p>No issues raised for LBES.</p> <p>Refer section 7 in LBES.</p> <p>Feedback from the school supported elements of community program development.</p>
05/12/2024	Phone Call	Karen Murray	Kildare Catholic College (KCC)	Trainees, Apprentices, Employment School Based Trainees	LBES LIPP WIDP APP	<p>Feedback from KCC formed elements of the strategy for the LBES regarding employment strategy and local engagement.</p> <p>No issues raised for LBES.</p> <p>Refer section 7 in LBES.</p>
09/12/2024	Meeting	Naomi Gill	The Riverina Anglican College (TRAC)	Trainees, Apprentices, Employment School Based Trainees	LBES LIPP WIDP APP	TRAC formed elements of the strategy for the LBES regarding employment strategy and

Date	Type	Name	Company/Stakeholder	Topics	Plan	LBES Plan
						local engagement. No issues raised for LBES. Refer section 7 in LBES.
13/12/2024	Meeting	Nick Skinner	Clontarf Academy	Trainees, Apprentices, Employment Scholarship Program Learner Driver Program School Based Trainees	LBES LIPP WIDP APP	Feedback from Clontarf Academy formed elements of the strategy for the LBES regarding employment strategy and local engagement. No issues raised for LBES. Refer section 7 in LBES.  Feedback from the Academy supported elements of community program development.
13/12/2024	Meeting	Samantha O'Neill	Girls at the Centre (GATC), Smith Family	Trainees, Apprentices, Employment Scholarship Program Learner Driver Program School Based Trainees	LBES LIPP WIDP APP	Feedback from GATC formed elements of the strategy for the LBES regarding employment strategy and local engagement. No issues raised for LBES. Refer section 7 in LBES.  Feedback from the school supported elements of community

Date	Type	Name	Company/Stakeholder	Topics	Plan	LBES Plan
						program development.



## Appendix A2      Consultation report and Comment Close out (Separate Attachment)