

HumeLink West Joint Venture Community Communications Strategy (Condition A24 and A25)



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Glossary

Term / acronym	Definition
AEIC	Australian Energy Infrastructure Commission
AEMO	Australian Energy Market Operator
CCS	Community Communications Strategy
CSE	Community and Stakeholder Engagement team
CSEAP	Community and Stakeholder Engagement Action Plan
DPHI	Department of Planning, Housing and Infrastructure
EIS	Environmental Impact Statement
ER	Environmental Representative
ESA	Environmentally Sensitive Area
EWON	Energy and Water Ombudsman New South Wales
FAQ	Frequently asked questions
HES	HumeLink Engagement Strategy
HLEJV	HumeLink East Joint Venture
HLWJV	HumeLink West Joint Venture
IAP2	International Association of Public Participation
ISEPP	Infrastructure State Environmental Planning Policy
ISP	Integrated System Plan
kV	kiloVolt
MCoA	Minister's Conditions of Approval
NEM	National Electricity Market
NSWICC	New South Wales Indigenous Chamber of Commerce
OOHW	Out of hours work
RAP	Registered Aboriginal Parties
SSI	State Significant Infrastructure
VMS	Variable message sign

1. Project overview

HumeLink is a new 500kV transmission line which will connect Wagga Wagga, Bannaby and Maragle.

It is one of New South Wales' (NSW) largest energy infrastructure projects, with about 365km of new transmission lines, and new or upgraded substation infrastructure at four locations.

To meet our future energy demands, Australia needs to transition to a greater mix of low-emission renewable energy sources, such as wind and solar. HumeLink will deliver a more reliable and more sustainable grid by increasing the amount of renewable energy that can be delivered across the national electricity grid, helping to transition Australia to a low carbon future.

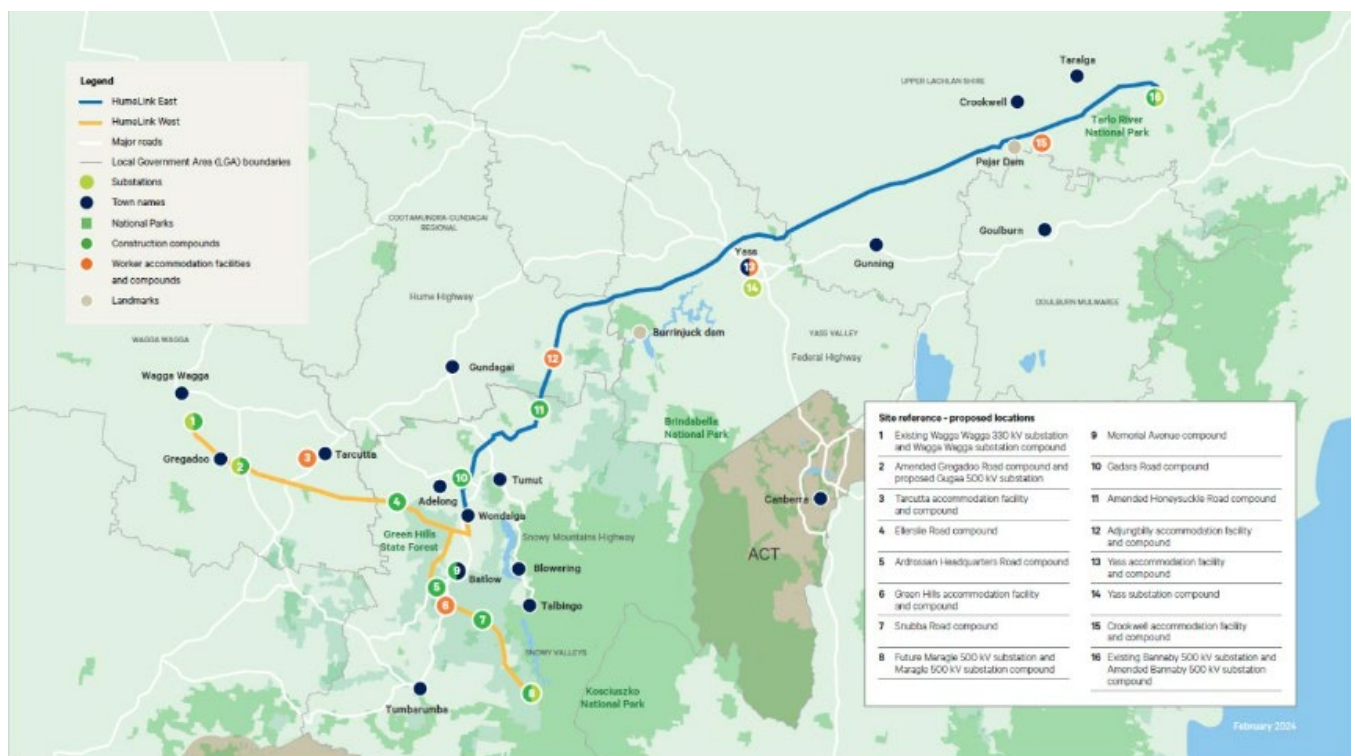
The HumeLink project is geographically split in two major contract packages, HumeLink East and HumeLink West. HumeLink West includes 140 km of 500 kV transmission lines and new or upgraded infrastructure at three substations, and HumeLink East includes 225 km of 500 kV transmission lines and upgrade works at one substation.

The HumeLink project will be delivered on behalf of Transgrid by:

- HumeLink West – UGL Limited and CPB Contractors Joint Venture (HLWJV)
- HumeLink East – Acciona and GenusPlus Group Ltd Joint Venture (HLEJV).

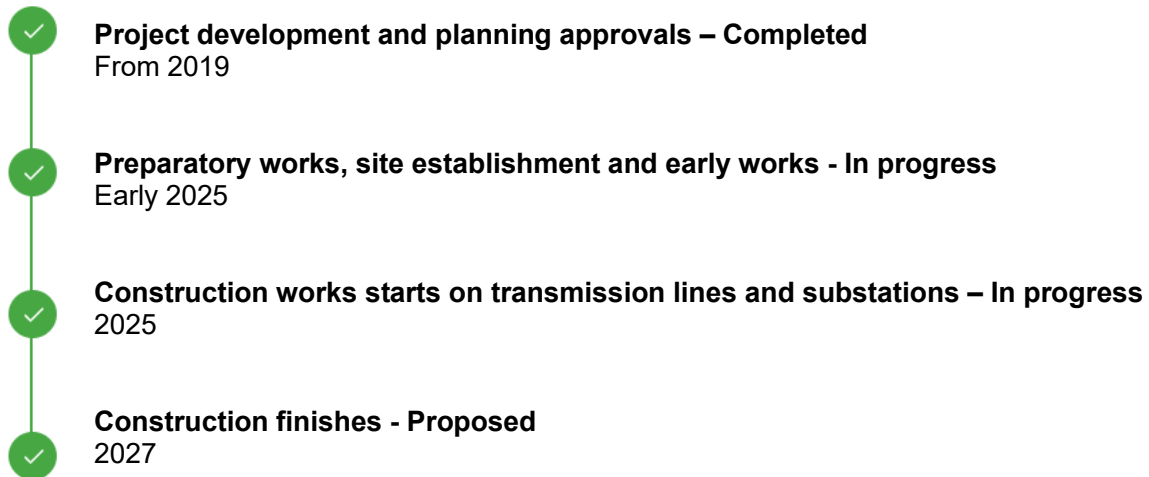
Figure 1 below shows the project alignment with key construction areas for the HumeLink West project alignment and the interface point with the HLEJV project near Wondalga.

Figure 1: HumeLink Project alignment



1.1 Project timeline

Planning and consultation for the HumeLink Project began in 2019, with all major planning approvals completed by December 2024. Figure 2 outlines the key project phases. Detailed timing of works, community engagement activities and opportunities to be involved, will be shared with the community and stakeholders as the project progresses.

Figure 2: HumeLink Project timeline

2. Purpose of this strategy

This Community Communications Strategy (CCS) describes how the HumeLink West Joint Venture (HLWJV), made up of UGL Limited and CPB Contractors, will communicate and engage with the community during the preparation (enabling works) and construction phases of the HumeLink West project.

This strategy should be viewed in conjunction with the HumeLink Engagement Strategy (HES) (TransGrid, June 2023 or as subsequently amended). The CCS is also a requirement of the Project HumeLink SSI 36656827 development under Condition A24 and A25 (see Section 3). As such, this strategy was provided to the Planning Secretary for information, before commencing the works.

At different stages of the project, Community and Stakeholder Engagement Action Plans (CSEAP) will also be developed to support the CCS (see Section 9).

The CCS and its supporting plans will be reviewed six-monthly. Significant changes to the project scope or legislation may lead to more frequent reviews being required. We actively encourage feedback and community input to this document.

3. Conditions of Approval

HumeLink is guided by certain conditions that must be met as part of planning approval for the project, including requirements for communications and engagement.

After consideration of the HumeLink Project Environmental Impact Statement (as defined in the Planning Instrument, SSI-36656827), the Minister for Planning and Public Spaces approved the Project on 13 November 2024, under Division 5.2, Part 5 of the NSW *Environmental Planning & Assessment Act* 1979 subject to the Minister's Conditions of Approval (MCoA).

Key conditions relevant to communications and engagement include MCoA A24 and A25, which require the development and implementation of the CCS throughout the enabling works and construction phases. These conditions ensure that:

- Landowners and potentially impacted residents are identified and consulted at key stages
- Effective communication mechanisms are in place to regularly share project information
- Feedback channels are established for the community to raise questions or concerns
- A public liaison officer is appointed to manage ongoing engagement
- Procedures are in place to address and resolve any issues or disputes promptly.

Additionally, MCoA C1, relating to the Environmental Management Strategy, requires transparent reporting and communication about the project's environmental performance. This includes maintaining open lines of communication to inform the community and relevant agencies, handle complaints, and respond to emergencies.

The CCS and its supporting plans are designed to meet these regulatory obligations by outlining specific engagement activities, feedback processes, and communication tools. This approach ensures that community and stakeholder interests are integrated, and the project operates transparently.

Table 1 demonstrates how this CCS meets the requirements of the MCoA for engaging and communicating with community and stakeholders. The CCS must be implemented for the duration of enabling works and construction.

Table 1: Applicable Conditions of Approval and where met in this CCS

Condition of Approval		Where met
Environmental Representative		
A14	The Proponent must provide the ER with all documentation requested by the ER in order for the ER to perform their functions specified in condition A13, as well as the complaints register for any complaints received (on the day they are received).	Section 10.2

Condition of Approval		Where met
Community Communication Strategy		
A24	Prior to commencing the development, the proponent must prepare a Community Communications Strategy to provide mechanisms to facilitate communications between the Proponent and the community (including adjoining affected landowners) during Enabling works and construction. The proponent must implement the Community Communication Strategy for the duration of Enabling Works and construction.	This document
A25	The Community Communications Strategy must:	Section 5
a)	identify landowners and potentially impacted receivers	Section 5.1
b)	ensure that the landowners identified in (a) are consulted during Enabling works and construction	Sections 5.1, 5.3 and 5.4
c)	set out procedures and mechanisms for regular distribution of information	Section 5.3 and 5.4
d)	establish a public liaison officer(s) to engage with the local community	Section 5.2
e)	set out procedures and mechanisms:	Section 5
(i)	through which the community can discuss or provide feedback to the proponent	Section 5.5
(ii)	through which the Proponent will respond to enquiries or feedback from the community	Section 5.5
(iii)	to resolve any issues and immediate disputes which may arise in relation to enabling work and construction of the development	Section 5.5
Environmental Management Strategy		
C1	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 an Environmental Management Strategy for the development to the satisfaction of the Planning Secretary. This strategy must: (d) set out the procedures that would be implemented to: (i) keep the local community and relevant agencies informed about the operation and environmental performance of the development; (ii) receive, handle, respond to, and record complaints; (iii) resolve any disputes that may arise; (iv) respond to any non-compliance; (v) respond to emergencies; and	Section 6
Access to Information		
C15	The Proponent must: (a) make the following information and documents publicly available on its website as relevant to the stage of the development: (i) the EIS; (ii) the final layout plans for the development; (iii) current statutory approvals for the development; (iv) approved strategies, plans or programs required under the conditions of this approval; (v) the proposed staging plans for the development if the construction, operation and/or decommissioning of the development is to be staged;	Section 7

Condition of Approval		Where met
	(vi) a comprehensive summary of the monitoring results of the development, which have been reported in accordance with the various plans and programs approved under the conditions of this approval; (vii) how complaints about the development can be made; (viii) a record of complaints, which is to be updated on a monthly basis; (ix) any independent environmental audit, and the Proponent's response to the recommendations in any audit; and (x) any other matter required by the Planning Secretary; and	
	(b) keep such information up to date.	

3.1 Engagement Guidelines for State Significant Infrastructure

HumeLink was declared as Critical State Significant Infrastructure by the NSW Government. This CCS has been developed in accordance with requirements for effective engagement on State significant projects as detailed in *Undertaking Engagement Guidelines for State Significant Projects* (Department of Planning, Housing and Infrastructure, 2024).

The guidelines outline that projects should:

- Commit to early, ongoing, and meaningful engagement with communities and stakeholders
- Provide clear, accessible, and timely information about the project and its impacts
- Use a variety of engagement methods to reach diverse audiences and ensure inclusivity
- Actively listen to community feedback and consider it in project decision-making
- Ensure transparency by regularly reporting on engagement activities and outcomes
- Manage and respond to enquiries, complaints, and disputes promptly and effectively
- Tailor engagement approaches to the project's scale, complexity, and community needs
- Maintain accurate records of engagement efforts and continuously improve strategies based on lessons learned.

4. Approach to community engagement

This CCS identifies a planned approach to community and stakeholder engagement for the HumeLink West project. The CCS describes the engagement activities that HLWJV will deliver during the enabling works and construction of HumeLink West. It provides information on the specific tools and procedures to be implemented. Engagement activities during this project phase will be consistent with the HumeLink Project Environmental Impact Statement, Addendum Report and Minister's Conditions of Approval.

The CCS will ensure:

- Landowners, and other key stakeholders are provided with timely and relevant information about the delivery of the project
- Communication to and from landowners and other community stakeholders is adequately documented
- All interested stakeholders are provided with a responsive point of contact for any enquiries, complaints, or other feedback
- Internal and external stakeholders with issues or interests in the project are identified and provided with consistent messages about the project and opportunity to be heard
- Minimal disruption to landowners, other impacted stakeholders, and the wider community
- Communications procedures and protocols are followed.

It also includes information about the different stakeholders, risks and engagement approaches developed for the project including the transmission towers and lines (a linear construction site to be built in stages) and the substations' development and upgrades.

Details of previous engagement undertaken during the development phase of the project can be found in Chapter 6 of the HumeLink Project Environmental Impact Statement, and Chapter 5 of the Amendment Report, both available on the [NSW Major Projects Planning Portal](#).

4.1 Community and stakeholder engagement objectives

HLWJV project engagement objectives are to:

- Work in partnership with local communities and businesses
- Listen to feedback, understand community views and consider how these can deliver a better project
- Be accessible and provide engagement which works for communities and considers audiences
- Deliver lasting social, economic and environmental benefits for communities and regions
- Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers
- Build on Transgrid's positive reputation and social acceptance within the community.
- Where relevant, develop and implement specific communication and engagement strategies to reach isolated or vulnerable members of the community to support their participation. Examples of this assistance may include:
 - face to face meetings
 - property visits
 - community drop-in events.

HLWJV commits to:

- (a) Understanding and working with the needs of landowners and all stakeholders in the community to achieve win/win outcomes wherever possible
 - Forming partnerships with local stakeholders, communities, including Aboriginal and Torres Strait Islander communities, and businesses
 - Listening to stakeholder concerns and aspirations, understanding what's important to them and involving them in shaping HumeLink West
- (b) Delivering targeted, engagement and communication that will foster understanding and community support for investment in HumeLink West
 - Specific project initiatives and programs that will directly support the economic development of the region and the future of the energy sector
 - Working across all stages of HumeLink West to minimise impacts to communities through coordination with, local councils, businesses, and residents to manage cumulative impacts
- (c) Creating social acceptance by co-designing legacy contributions with the community that will have long-lasting impacts.

4.2 Energy Charter engagement principles

We will achieve these objectives by applying the engagement principles developed by the Energy Charter, of which Transgrid is a full signatory. These are listed in Table 2.

Table 2: Energy Charter engagement principles

Principles	Application
Clear purpose	We will let you know the purpose of our engagement with you and explain how you can be involved.
Accessible and inclusive	We will engage with you as early as practical and offer you different ways to engage with us so there's a channel that's right for you.
Accurate and timely	We will provide accurate information at each stage of project planning and work delivery so you can contribute meaningful feedback and share your concerns and interests.
Genuine	We will be open, honest and transparent with you. We will tell you what is and isn't on the table and the reasons why.
Close the loop	We will seek to understand and act on what is important to you and your community and we will actively listen to you. We will let you know what we have heard and provide you with clear feedback on how we have responded and why.
Share other options	We will let you know where you can go for additional information and independent advice to help resolve those issues specific to you.

The following engagement objectives and measures described in Table 3 have been prepared for HumeLink West based on the International Association of Public Participation's framework (see Section 4.3). In Section 5 there is an overview of key stakeholders for HumeLink West and their link to the objectives.

Table 3: HumeLink West engagement objectives and measures

Goal	Objective	Measure
Achieve community acceptance for the HumeLink West project.	HLWJV is recognised as having an important job to do in building a key piece of network infrastructure that will support Australia's transition to renewable energy. Landholders and other community stakeholders work with HLWJV to identify and deliver win/win outcomes.	Respectful, listening-based communication results in a mutual understanding of all parties' needs Responses to issues and concerns have been provided. HLWJV can undertake their work on time.
Partner with local communities and businesses.	HLWJV is seen as a trusted and respected partner by key government agencies, local organisations, local Aboriginal and Torres Strait Islander organisations. Local and regional social, economic, and environmental legacies are realised.	Feedback from community representatives and key stakeholders reflects HLWJV's position as a trusted organisation. Successful partnerships with local communities and businesses demonstrate successful realisation of legacy initiatives. Demonstrated third party advocacy/ recognition identifying Transgrid as leaders in the transition to clean renewable industry.
Be accessible and deliver engagement that works for communities and considers audience diversity.	Engagement is accessible, inclusive and considers diversity of communities and stakeholders Engagement access barriers are overcome.	Community and stakeholders acknowledge that accessibility, inclusivity, and diversity are ingrained in HLWJV's engagement approach and that this has prevented communication barriers.
Deliver long-term social, economic, and environmental legacies for communities and regions.	HLWJV is seen as a trusted and respected partner by key government agencies, local organisations, local Aboriginal and Torres Strait Islander organisations Local and regional social, economic, and environmental legacies are realised.	Community and stakeholder feedback recognises HLWJV's delivery of long-term social, economic, and environmental legacies for local communities and the region. Codesign and collaboration is recognised by the community and key stakeholders.

4.3 International Association of Public Participation Spectrum

The International Association of Public Participation (IAP2) Public Participation Spectrum has been endorsed by Transgrid as best practice and is widely used across the industry. The level of engagement for activities will be based on the IAP2 Spectrum and will vary throughout the project for different stages of the project, activities and stakeholders.

Figure 2: Applying the IAP2 spectrum

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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4.4 Negotiables and non-negotiables

There are some parts of the project that cannot change (non-negotiables), and others that can be influenced by local communities and stakeholders (negotiables). HLWJV will respectfully and clearly communicate what these elements are when engaging with communities and stakeholders throughout delivery of the project.

Some examples of non-negotiable elements include:

- The safety and well-being of all staff, local community, and the environment
- Upholding Government regulatory requirements including formal undertakings relating to Environmental and Construction Approvals
- Agreed construction methodologies
- Agreed site rectification approach within impacted properties
- Location of assets
- Contracted timelines for delivering the project.

We will seek to collaborate with local communities on negotiable elements of the project, which may change as the project progresses. Some areas where we see opportunities for collaboration include the following:

- Co-designing Community Investment and Benefits Program initiatives by collaborating with key stakeholders and community partners to directly influence how HumeLink West can most effectively advantage communities along the transmission corridor
- Actively collaborating with and empowering local industry, employment, training, and educational providers to drive growth in HumeLink West employment, apprenticeship, traineeship, and STEM related educational course participation outcomes
- Ensuring effective and responsive execution of Property Management Plans (PMPs) with easement impacted property owners (which specify requirements for work on properties associated with HumeLink West)
- Modifying traffic management, where possible, for example the scheduling of heavy vehicle movements to improve noise, dust, and safety outcomes
- Workshops with the community, councils, and other stakeholder groups to collaborate on negotiable elements of project detailed design
- Environmental, cultural and heritage management (where appropriate)
- Managing potential visual impacts (where appropriate)
- Agreements, memorandums of understanding and partnership arrangements

- Selecting preferred communication channels, methods, and frequency.

All community and stakeholder feedback received will also be investigated thoroughly and changes made where possible.

5. Community Communications Strategy

Table 4 shows key external stakeholders for HumeLink West. Levels and areas of stakeholder interest on project outcomes may change due to project phases, collaboration opportunities and emerging issues. This requires ongoing assessment and adaptation of engagement strategies to ensure effective collaboration. These stakeholders have been identified as having the highest level of interest in the project. HLWJV will lead and/or support engagement with these below stakeholders in consultation with Transgrid and the HLEJV team where appropriate.

Table 4: HumeLink West key external stakeholders

Stakeholders	Potential interest	Engagement tools	Priority/ interest level	Link to engagement objectives
Snowy Valleys Council Mayor Chief Executive Officer	- Project need and benefits - Project timeframes/delays - Planning impacts on community, including route selection - Ability to attract HumeLink workers to Snowy Valleys LGA to live - Job and business opportunities for local residents, with sizeable refugee population within the LGA - Construction impacts on community, including noise, traffic, road network and parking - Environmental impacts - Road restoration - Community engagement process - Coordination with council work and other projects in the area - Community investment/legacy opportunities	- Regular meetings/briefings (preferably face-to-face) - Regular project updates as agreed - Project newsletters - Possible site visits - Consultation – traffic management plan, road occupancy licences, landscaping, and restoration plans - Statutory notifications (ESA and ISEPP)	High	- Work in partnership with local communities and businesses - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
Wagga Wagga City Council Mayor General Manager	- Project need and benefits - Project timeframes/delays - Planning impacts on community, including route selection - Ability to attract HumeLink workers to Wagga Wagga LGA to live - Job and business opportunities for local residents, with sizeable	- Regular meetings/briefings (preferably face-to-face) - Regular Major Projects Roundtable updates (invitation only) - Project updates as agreed - Project newsletters	High	- Work in partnership with local communities and businesses - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions.

Stakeholders	Potential interest	Engagement tools	Priority/ interest level	Link to engagement objectives
	- refugee population within the LGA - Loss of previous Council-owned land for construction work at Wagga Wagga substation for PEC project - Construction impacts on community, including noise, traffic, road network and parking - Environmental impacts - Road restoration - Community engagement process - Coordination with council work and other projects in the area - Community investment/legacy opportunities	- Possible use of distribution email list - Use of QR codes in council building foyers, linking to online newsletters and updates - Consultation – traffic management plan, road occupancy licences, landscaping, and restoration plans - Statutory notifications (ESA and ISEPP) - Possible site visits		- Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
State Member for Albury State Member for Wagga Wagga Federal Member for Eden-Monaro Federal Member for Riverina	- Project timeframes/delays - Project need and benefits - Announceables such as delivery milestones - Planning impacts on communities, including route selection - Construction impacts on local communities - Employment/business opportunities for local communities - Community investment opportunities - Environmental impacts, including EMF concerns and land clearing - Road restoration - Community investment opportunities	- Meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	High	- Work in partnership with local communities and businesses - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.

Stakeholders	Potential interest	Engagement tools	Priority/ interest level	Link to engagement objectives
	- Potential impacts to road network - Service disruptions - Community engagement process and upcoming activities			
Easement impacted landowners	- Project need and benefits - Project timeframes/delays - Amendments to transmission line alignment - Impact on farming operations by construction activity - Full understanding around access changes, property adjustments, new gates and fences, reinstatement, rehabilitation - Poor planning results in additional access track and winch sites requiring approval - Possible opposition to project due to visual impact, noise, waste, dust - Out of hours construction work required - Possible refusal to grant access to land due to perceived negative impacts - Traffic impacts - Negative perceptions around health risks due to EMF exposure	- Early and regular engagement via Land Access Coordinators and area Place Managers - Regular project updates - Project newsletters - Access to feedback/complaints channels 1800 community information line - Website	High	- Work in partnership with local communities and businesses - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate - Were relevant, develop and implement specific communication and engagement strategies to reach isolated or vulnerable members of the community to support their participation.
Near neighbours and non-easement impacted landowners	- Project timeframes - Project need and benefits - Impact on agricultural operations by construction activity - Full understanding around access changes, property adjustments,	- Early and regular engagement via area stakeholder manager - Regular project updates - Project newsletters	Medium-High	- Work in partnership with local communities and businesses - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences

Stakeholders	Potential interest	Engagement tools	Priority/ interest level	Link to engagement objectives
	- new gates and fences, reinstatement, - Visual impact, noise, waste, and dust - Traffic impacts - Possible out of hours construction work required	- Access to feedback/complaints channels 1800 community information line - Website		- Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate. - Were appropriate and implement specific communication and engagement strategies to reach isolated or vulnerable members of the community to support their participation.
Wagga Wagga Aboriginal Land Council (Wagga Wagga) Brungle/Tumut Aboriginal Land Council (Tumut)	Both Local Aboriginal Land Councils cover areas impacted by HumeLink West and will want to ensure the project achieves outcomes for their communities.	- Meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	High	- Work in partnership with local community and businesses - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate. - Were appropriate, develop and implement specific communication and engagement strategies to reach isolated or vulnerable members of the community to support their participation.
Mawang Gaway (Wagga Wagga)	Aboriginal based consultation group	- Meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	High	- Work in partnership with local communities and businesses - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences

Stakeholders	Potential interest	Engagement tools	Priority/ interest level	Link to engagement objectives
				- Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate. - Were appropriate and implement specific communication and engagement strategies to reach isolated or vulnerable members of the community to support their participation.
Riverina-Murray Regional Alliance (East Albury)	The Riverina-Murray Regional Alliance's aim is to ensure member communities have a genuine voice in determining how and what services are delivered in their communities.	- Meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	Medium-High	- Work in partnership with local community and businesses - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate. - Were appropriate, develop and implement specific communication and engagement strategies to reach isolated or vulnerable members of the community to support their participation.
		•		•
Yuluug Cultural Programs	Yuluug Cultural Programs offers cultural knowledge and awareness services and holds extensive knowledge of the lands affected by HumeLink, and may be able to assist	- Meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	Medium	- Work in partnership with local community and businesses - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences

Stakeholders	Potential interest	Engagement tools	Priority/ interest level	Link to engagement objectives
	with cultural heritage and planning processes.			- Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
Supply Nation	Supply Nation will be interested in how HumeLink West can generate business opportunities for its members and promote a sustainable Indigenous business economy.	- Meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	Medium-High	- Work in partnership with local community and businesses - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate. - Where appropriate, develop and implement specific communication and engagement strategies to reach isolated or vulnerable members of the community to support their participation.
NSW Indigenous Chamber of Commerce (NSWICC), Rutherford	NSWICC will be interested in how HumeLink West can generate business opportunities for its members and promote a sustainable Indigenous business economy.	- Meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	Medium-High	- Work in partnership with local community and businesses - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers

Stakeholders	Potential interest	Engagement tools	Priority/ interest level	Link to engagement objectives
				- Build on Transgrid's positive reputation and social acceptance to operate. - Were appropriate, develop and implement specific communication and engagement strategies to reach isolated or vulnerable members of the community to support their participation.
Traditional Owners and other Aboriginal groups (HumeLink West alignment)	Traditional Owners may want input on how development on their traditional lands is designed and constructed.	- Meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	High	- Work in partnership with local community and businesses - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate. - Were appropriate, develop and implement specific communication and engagement strategies to reach isolated or vulnerable members of the community to support their participation.
Registered Aboriginal Parties (RAP)	Input on survey, enabling and construction activities, as required	- Meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	High	- Work in partnership with local community and businesses - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions

Stakeholders	Potential interest	Engagement tools	Priority/ interest level	Link to engagement objectives
				- Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
Bundyi Aboriginal Cultural Knowledge, Wagga Wagga	Bundyi Aboriginal Cultural Knowledge provides cultural knowledge and tour services. They have deep knowledge of the lands HumeLink passes over and may be able to assist with cultural heritage and planning works.	- Meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	Medium	- Work in partnership with local community and businesses - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate - Where appropriate, develop and implement specific communication and engagement strategies to reach isolated or vulnerable members of the community to support their participation.
Bidya Murra Consultancy, Sydney Murra Bidgee Mullangari Aboriginal Corporation, Sydney Yurwang Gundana Cultural Services, Sydney	To seek advice on Aboriginal heritage and related services	- Meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	Medium	- Work in partnership with local community and businesses - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions

Stakeholders	Potential interest	Engagement tools	Priority/ interest level	Link to engagement objectives
Walumarra Cultural Heritage Group				- Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
NSW National Parks and Wildlife Service	- Project need and benefits - Project timeframes - Construction impacts on land and environment - Construction impacts on tourism and leisure activities - Environmental impacts such as tree trimming - Road restoration	- Regular meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	Medium	- Work in partnership with local community and agencies - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
Commonwealth Department of Climate Change, Energy, Environment and Water (DCCEEW – Cth)	- Project need and benefits - Project timeframes - Construction impacts on land and the environment - Environmental impacts to matters of biodiversity and biosecurity as they relate to DCCEEW – Cth - Matters of Aboriginal heritage as they relate to DCCEEW – Cth	- Regular meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	High	- Work in partnership with local community and agencies - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
Forestry Corporation of NSW	- Construction impacts on land and environment - Construction impacts on access to forests	- Regular meetings/briefings - Regular project updates - Project newsletters	High	- Work in partnership with local community and agencies - Listen to feedback, understand community views and consider how these can deliver a better project

Stakeholders	Potential interest	Engagement tools	Priority/ interest level	Link to engagement objectives
	- Construction impacts to tourism and leisure activities - Environmental impacts - Project timeframes - Project needs and benefits	Early and regular engagement		- Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
NSW Department of Climate Change, Energy, Environment and Water (DCCEEW – NSW) This includes: - The Water Group - Biodiversity Conservation Society Directorate (BCS) - Heritage NSW	- Project need and benefits - Project timeframes - Construction impacts on land and the environment - Environmental impacts to matters of biodiversity and biosecurity as they relate to BCS - Environmental impacts to water and waterways as they relate to the Water Group - Matters of Aboriginal heritage as they relate to Heritage NSW	- Regular meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	High	- Work in partnership with local community and agencies - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
NSW Department of Planning, Housing and Infrastructure (DPHI) Project need and benefits	- Project need and benefits - Project timeframes - Construction impacts on land and environment - Environmental impacts as detailed within the MCoA	- Meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	High	- Work in partnership with local community and agencies - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.

Stakeholders	Potential interest	Engagement tools	Priority/ interest level	Link to engagement objectives
NSW Department of Primary Industries and Regional Development - Fisheries	- Project need and benefits - Project timeframes - Construction impacts on waterways associated with key fish habitat	- Meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	High	- Work in partnership with local community and agencies - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
Transport for NSW	- Construction impacts on land and environment - Construction impacts on access to forests - Environmental impacts - Project timeframes - Project need and benefits - Incident response procedures	- Meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	High	- Work in partnership with local community and agencies - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
Crown Lands	- Project need and benefits - Project timeframes - Access to land - Construction impacts on land and environment - Construction impacts on access to fire prone areas, forests, private properties - Environmental impacts	- Meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement		- Work in partnership with local community and agencies - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions

Stakeholders	Potential interest	Engagement tools	Priority/ interest level	Link to engagement objectives
				- Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
Emergency Services: - NSW Police - NSW Ambulance - NSW Rural Fire Services - NSW SES - Fire and Rescue NSW - NSW Health	- Construction impacts on land and environment - Construction impacts on access to fire prone areas, forests, private properties - Environmental impacts - Project timeframes - Project need and benefits - Incident response procedures	- Meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	Medium-High	- Work in partnership with local community and agencies - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
Utilities: - Essential Energy - Australian Gas Networks - WaterNSW - Riverina Water - Telstra - NBN	Service identification, protection and potential relocation	- Planning meetings/briefings - Regular progress updates - Site visits and inspections	High	- Work in partnership with local community and utilities/agencies - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
NSW Farmers Association and local branches	- Project need and benefits - Project timeframes	- Planning meetings/briefings - Regular progress updates - Site visits and inspections	Medium	- Work in partnership with local community and agencies - Listen to feedback, understand community views and consider how these can deliver a better project

Stakeholders	Potential interest	Engagement tools	Priority/ interest level	Link to engagement objectives
	- Construction impacts on agriculture, business and environment - Environmental impacts on farming land and business			- Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
Local farming and agri business operators: - Livestock - Cropping - Horticulture - Forestry - Lifestyle farming	- Project timeframes - Project need and benefits - Impact on agricultural operations by construction activity - Full understanding around access changes, property adjustments, new gates and fences, reinstatement, - Visual impact, noise, waste, and dust - Traffic impacts - Environmental impacts - Out of hours construction work required	- Early and regular engagement via area stakeholder manager - Regular project updates - Project newsletters - Access to feedback/complaints channels 1800 community information line - Website	High	- Work in partnership with local community and agencies - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
Local businesses: - Forestry - Milling - Manufacturers - Recyclers - Tourism and hospitality - Retail and services - Transport and logistics - Education and skills training	- Project need and benefits through increased electricity supply to region's businesses - Project timeframes - Opportunities for local businesses to be involved in the project (either through supplying goods and services or through employment opportunities) - Work which impacts roads either directly or by contributing to congestion	- Early and regular engagement via area stakeholder manager - Regular project updates - Project newsletters - Access to feedback/complaints channels 1800 community information line - Website	High-Medium	- Work in partnership with local community and businesses - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers

Stakeholders	Potential interest	Engagement tools	Priority/ interest level	Link to engagement objectives
				Build on Transgrid's positive reputation and social acceptance to operate.
Business groups/chambers: - Wagga Wagga Business Chamber - Tumbarumba Business Chamber - Business Snowy Valleys - Business NSW – Riverina Murray - Committee 4 Wagga	- Project need and benefits through increased electricity supply to region's businesses - Project timeframes - Opportunities for local businesses to be involved in the project (either through supplying goods and services or through employment opportunities) - Work which impacts roads either directly or by contributing to congestion	- Early and regular engagement via locally based community and stakeholder engagement manager - Regular project updates - Project newsletters - Access to feedback/complaints channels 1800 community information line - VMS and other site signage - Website	Medium-High	- Work in partnership with local community and business organisations - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
Environmental groups: - Kyeamba Valley Landcare (Batlow) - Batlow Environmental Network - Riverina Highlands Landcare Network - Local Land Services	Impacts to native fauna and flora as a result of construction activities	- Early and regular engagement via locally based community and stakeholder engagement lead - Regular project updates - Project newsletters - Access to feedback/complaints channels - Possible site visits and inspections	High	- Work in partnership with local community groups - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
Local communities: - Wagga Wagga - Gregadoo - Lower Bago - Ellerslie - Darlow	- Project need and benefits - Project timeframes - Construction impacts on communities eg visual impact, noise, waste, access, dust - Out of hours work	- Early and regular engagement via locally based community and stakeholder engagement lead - Regular project updates - Project newsletters	High	- Work in partnership with local community and agencies - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences

Stakeholders	Potential interest	Engagement tools	Priority/ interest level	Link to engagement objectives
- Book Book - Sharps Creek - Tarcutta - Tumut - Tumbarumba - Batlow - Adelong - Humula - Ladysmith Other nearby communities	- Impacts on roads/parking, Employment/business opportunities - Community investment opportunities	- Disseminate information through local council channels (eg newsletters, website, social media) - Access to feedback/complaints channels - Involvement in community investment decisions		- Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
Community opposition groups	- Project need and benefits - Planning impacts, including route selection - Construction impacts on communities eg visual impact, noise, waste, and dust - Damage to native fauna and flora resulting from construction activities - Perceived bushfire risk	- Early and regular engagement via area stakeholder manager - Invitations to be involved in community reference groups - Regular project updates - Project newsletters - Access to feedback/complaints channels - Possible site visits and inspections	High	- Work in partnership with local community and agencies - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
Local high schools and tertiary education: - Mount Austin High School (Wagga Wagga) - Koorinal High School (Wagga Wagga)	- Project need and benefits - Project timeframes - Opportunities for traineeships - Potential opportunities for skills development and training alignment	- Meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	Medium-High	- Work in partnership with local community and agencies - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions

Stakeholders	Potential interest	Engagement tools	Priority/ interest level	Link to engagement objectives
- Wagga Wagga High School (Wagga Wagga) - Snowy Valleys School (Tumut) - Tumut High School (Tumut) - McCauley Catholic College (Tumut) - Tumbarumba High School (Tumbarumba) - Batlow Central School (Batlow) - Riverina TAFE (Wagga Wagga) - Snowy Valleys TAFE (Tumut) - Charles Sturt University				- Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.
Hospitals: - Wagga Wagga Base Hospital - Tumut Health Service - Tumbarumba Hospital (Multipurpose Service) - Batlow-Adelong Hospital (Multipurpose Service)	- Project need and benefits - Project timeframes - Construction impacts on communities eg visual impact, noise, waste, access, dust - Out of hours work - Impacts on roads/parking, - Employment business opportunities - Adequate healthcare service provision with increased people in the area - Community investment/legacy opportunities	- Meetings/briefings - Regular project updates - Project newsletters - Early and regular engagement	Medium	- Work in partnership with local community and health service providers - Listen to feedback, understand community views and consider how these can deliver a better project - Be accessible and provide engagement which works for communities and considers audiences - Deliver lasting social, economic and environmental benefits for communities and regions - Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers - Build on Transgrid's positive reputation and social acceptance to operate.

Stakeholders	Potential interest	Engagement tools	Priority/ interest level	Link to engagement objectives
HumeLink Construction Reference Group (CRG) members	• Project need and benefits • Project timings/delays • Amendments to transmission line alignment • Construction impacts on communities • Possible opposition to project due to visual impact, noise, waste, and dust • Employment/business opportunities for local communities • Community investment/legacy opportunities • Environmental impacts, including EMF concerns and land clearing	• Early and regular engagement, particularly through regular meetings • Regular project updates • Project newsletters • Possible site visits	High	• Work in partnership with local community and businesses • Listen to feedback, understand community views and consider how these can deliver a better project • Be accessible and provide engagement which works for communities and considers audience • Deliver lasting social, economic and environmental benefits for communities and regions • Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers • Build on Transgrid's positive reputation and social acceptance to operate • Develop and implement specific communication and engagement strategies to reach isolated or vulnerable members of the community to support their participation.

5.1 Community and stakeholder engagement team

To ensure successful delivery of communications and engagement, community and stakeholder engagement professionals (public liaison officers) are embedded within the project team. They are specifically focussed on managing community stakeholder relationships and communication processes during the project's delivery. This will ensure community and stakeholders are regularly informed about the work, the information is shared in a timely manner, is easy to understand, and people know what to expect and who to contact if they have any issues or concerns. Table 5 below identifies the Community and Stakeholder Engagement team (CSE) roles for HLWJV and how each will engage and interact with key stakeholders, landowners and the broader community.

Table 5: Community and stakeholder engagement team key roles and responsibilities

Role	Responsibility
HLWJV CSE Team	
Senior Environment and Stakeholder Manager (SESM)	• Primary project lead for developing overarching environment and community stakeholder engagement management strategies, ensures compliance, and resourcing • Sets strategic direction and strategy implementation by the community and stakeholder engagement team • Reports to the Project Director and part of the HLWJV Senior Leadership Team • Manages Transgrid relationships • Identifies and mitigates reputational risks • Manages issues and supports Transgrid to address any escalated issues and complaints • Ensures complaints are managed appropriately • Accountable for crisis and incident communications • Manages CSE Manager and Public Affairs Manager
Community and Stakeholder Engagement Manager (CSEM)	• Works closely with the SESM • Primary contact for key stakeholder meetings, including the community information forums • Oversees day to day delivery of community-based stakeholder engagement team project deliverables and responsibilities • Supports PMs to achieve on the ground deliverables • Supports complaints and issues escalation process • Reporting and compliance.
Community Place Managers – locally based (PM)	Works closely with the CSM in all aspects of the community stakeholder engagement functions of the project including: • Supporting Community & Property Advisors – local based (CPAs) to achieve deliverables • Providing advice to project managers and site teams on community and stakeholder issues • Communicating with indirectly and directly impacted landowners • Delivering on the ground engagement with broader community • Information sessions • Education programs • Local industry participation • Site tours • Managing work notifications, project updates, composition, distribution • Leading all significant meetings with impacted community, indirectly affected landowners • Ensuring specific community needs are considered, including accessibility requirements and cultural and linguistic diversity • Managing complaints and enquiries received via the 1800 community number, email, mail or face to face interactions • Complaint investigation, including indirectly and directly impacted landowner complaints • Record keeping and reporting.

Role	Responsibility
Community & Property Advisors – local based (CPA)	Works closely with the PMs in all aspects of landowner engagement including: • Providing advice to project managers and site teams on landowner issues • Communicating with directly impacted landowners • Investigation of directly impacted landowner complaints • Landowner record keeping and reporting
Community and Stakeholder Engagement Coordinator	• Work closely with the HumeLink West CSE Manager in all aspects of the community and stakeholder functions of HLWJV • Administration for enquiries and complaints management and response • Manage 1800 number and project community email inbox • Support work notification development relating to construction activities, traffic impacts and impacts related to individual properties • Support external and internal communications collateral implementation for HLWJV • Support day to day community and stakeholder engagement team project deliverables and responsibilities.
Transgrid CSE Team	
HumeLink Community and Stakeholder Engagement Manager	• Responsible for setting strategic direction for HumeLink West community and stakeholder engagement team • Responsible for overseeing development and implementation of community and stakeholder engagement activities by HLWJV CSE team • Final approval of external stakeholder collateral and communications • Primary point of contact for engagement with local Councils and key stakeholders • Liaise with HLWJV to manage and mitigate reputational risks • Escalation for complex or sensitive community and stakeholder issues • Final approval of matters related to HLWJV crisis management • Primary contact for key stakeholder meetings, including the Community and Stakeholder Information Forums.
HumeLink West Community and Stakeholder Engagement Lead	• Work closely with the HumeLink CSE Manager in all aspects of the community relations and stakeholder functions of the Project • Oversee day-to-day 'on-the-ground' engagement including engagement with directly and indirectly impacted landowners, key stakeholders, Councils, government agencies, community groups and the broader community • Oversee significant meetings with impacted and indirectly impacted landowner • Oversee development and delivery of work notifications relating to construction impacts, traffic impacts and those impacts related to individual properties • Liaise with HumeLink West to manage and mitigate reputational risks • Escalation for enquiries and complaints management and response • Manage issues and support HumeLink West to address any escalated issues and complaints.

Role	Responsibility
Community and Stakeholder Engagement Coordinator	• Work closely with the HumeLink West CSE Lead in all aspects of the Community Relations and Stakeholder functions of the Project • Overseeing enquiries and complaints management and response • Manage 1800 number and project inbox (Transgrid) • Support development and delivery of work notifications relating to construction impacts, traffic impacts and those impacts related to individual properties • Support delivery of external and internal communications collateral for the project • Support day to day delivery of community-based stakeholder engagement team project deliverables and responsibilities.
Communications Lead	• Work closely with the HumeLink CSE Manager and Engagement Lead in all aspects of the Community Relations and Stakeholder functions of the Project • Oversee development and delivery of work notifications relating to construction impacts, traffic impacts and those impacts related to individual properties • Oversee all external and internal communications collateral for the project • Liaise with HumeLink CSE to manage and mitigate reputational risks • Oversee and support issues management to address escalated complaints.
First Nations Engagement Lead	• Work closely with the HumeLink CSE Manager and Engagement Lead in all aspects of the First Nations stakeholder matters related to the Project • Work closely with HumeLink West on matters related to First Nations stakeholders and Aboriginal heritage engagement • Oversee HumeLink West communications and engagement activities targeting First Nations stakeholders • Advise CSE Manager and HumeLink team on best practice relating to First Nations engagement • Facilitate access and oversee cultural heritage investigations and site visits.

In addition, and in accordance with MCoA A13(b), the Environmental Representative approved by the Planning Secretary for the Project may assist the Department in resolution of community complaints if requested by the Planning Secretary.

5.2 Procedures and mechanisms for regular distribution of information

A range of procedures and mechanisms have been set up to allow for regular information distribution during enabling work and construction. These regular updates will ensure community and stakeholders are kept up to date with the project's progress and know who to contact if they have concerns or would like further information. The procedures and mechanisms are described in Table 7 below.

5.3 Public communication materials

Public communication materials will be developed throughout the project to clearly communicate construction information, impacts and mitigation. A range of materials and formats will be used to communicate with community stakeholders, businesses, landowners and the broader community.

Table 6 below provides an overview of typical outgoing public communications, their purpose, proposed distribution to community and stakeholders and associated project management plan/s.

Table 6: Public communication materials, resources and distribution mechanisms

Item	Purpose	Timeframe and distribution	Associated management plan /strategies required under MCoA
Work Notifications (major and minor work) Start of work at a new location Start of new activities at existing work locations eg aerial stringing, blasting Changes to pedestrian or traffic routes	Work Notifications will be used together with the preferred method of contact to inform those directly affected and the broader community of any changes which may impact on individual properties, businesses and broader community.	As required 7 days in advance of work starting or work change 500m radius from project alignment	Environmental Management Strategy Enabling Works Management Plan Transport and Traffic Management Plan Noise and Vibration Management Plan Community Communications Strategy
Construction aerial works notification and consultation including but not limited to, use of helipads within construction compounds flight paths outside of the project footprint and stringing or other work within the transmission line corridor	A Construction aircraft works specific notification will be sent via the preferred method of contact to inform nearby sensitive receivers. Consultation to notify will be undertaken with sensitive receivers who are predicted to be impacts above the NML to address UMM NV10. Notification will include scheduled dates, locations, indicative hours and a description of the proposed work.	At least 7 days prior to works occurring. 500m radius of the works or effected receivers.	Environmental Management Strategy Noise and Vibration Management Plan Helicopter Stringing CNVIS Community Communications Strategy UMM NV10
Out of hours work	An out of hours protocol detailing how the project team will identify, assess and approve work activities to be undertaken outside of standard construction work hours likely to generate noise levels which exceed the relevant noise management levels at sensitive receivers has been developed. The protocol includes provisions to: carry out additional assessments for work proposed outside standard construction hours, to confirm noise levels at potentially affected sensitive receivers and determine	As required Notification 7 days in advance of work starting 500m radius from project alignment	Community Communications Strategy Environmental Management Strategy Enabling Works Management Plan Noise and Vibration Management Plan Transport and Traffic Management Plan Out of Hours Work Protocol (OOHW)

Item	Purpose	Timeframe and distribution	Associated management plan /strategies required under MCoA
	suitable mitigation measures to minimise noise levels - notify and engage with potentially noise affected receivers about upcoming work outside standard construction hours and address any associated complaints - identify appropriate respite for noise affected receivers where required. The Out of Hours Work (OOHW) protocol will not apply to the operating phase of the worker accommodation facilities.		
Traffic, transport and access	Community and stakeholder communication strategies will be established and implemented to notify affected communities, visitors, emergency services and relevant road and rail authorities in advance of disruptions to traffic, travel conditions, anticipated delays, disruptions to property access and changes to travel routes. The strategies will include details of communication channels, frequency and response measures in providing information to community stakeholders.	As required 7 days in advance of work starting or work change 500m radius of the project alignment	Community Communications Strategy Traffic and Transport Management Plan Environmental Management Strategy Enabling Works Management Plan
Factsheets and frequently asked questions	Issued with notifications and quarterly project newsletters to provide more detailed information on specific topics of interest Also available on the HumeLink website.	As required 500m radius from project alignment	Community Communications Strategy
Emails, SMS	Email and or 'opt in' SMS notifications may be used to inform those directly affected by any changes which may impact on individual properties, businesses and broader community.	As required	Community Communications Strategy Transport and Traffic Management Plan
Digital community engagement	Emails issued monthly to community and stakeholders	As required	Community Communications Strategy

Item	Purpose	Timeframe and distribution	Associated management plan /strategies required under MCoA
activity notification	who have registered to receive project communications		
Transgrid website and HumeLink interactive map	HLWJV will provide updated material for Transgrid's website which will include items described in Section 6.	As required	Community Communications Strategy
Emergency work	In event of emergency work, the community and stakeholder team may doorknock directly affected property owners, residents and businesses in addition to contact via email or, telephone, or printed notification.	As required Within 2 hours of work starting	Community Communications Strategy Environmental Management Strategy Enabling Works Management Plan Crisis Communication Management Plan
Project advertisements and media releases	Print and radio advertisements to advise of major impacts from planned work, traffic changes and project commencement, will include, but not limited to: • start of work and operations • construction activity • traffic changes • information sessions.	As required	Community Communications Strategy Traffic and Transport Management Plan
Newsletters	Community focussed project update newsletters will be prepared in the form of quarterly newsletters to keep community and landowners up to date with construction milestones.	Quarterly 500m from project alignment	Community Communications Strategy
Project signage	The project 1800 number, email address and website will be listed on project signage used during enabling works and construction.	As required	Community Communications Strategy Traffic and Transport Management Plan Environmental Management Strategy Enabling Works Management Plan
Community forums In person information sessions Online virtual community information rooms	HLWJV will seek to engage through a broad range of forums as appropriate throughout project delivery The forum/s used would also depend on feedback and needs of the community.	As required	Community Communications Strategy

Item	Purpose	Timeframe and distribution	Associated management plan /strategies required under MCoA
Mobile displays			

5.4 Community feedback

HLWJV encourages and welcomes community and stakeholder feedback. Five primary channels have been established to ensure the community can contact the team to ask questions, provide feedback or to make a complaint. Different contact methods are available to make sure all community members can reach us, including those with limited internet access, housing insecurity, diverse cultural and language backgrounds, or persons with disabilities. This includes:

- Transgrid's Discovery Hub or the HumeLink West drop-in centre at the Snowy Valleys Resilience Hub in Batlow where the public can find out information about the project in person
- Community information drop-in sessions and pop-up stands
- Accessible community meetings offering venues that accommodate mobility needs
- 1800 community information line
- Dedicated email and postal address
- HumeLink website feedback form
- Translation and interpretation services as required.

Table 7 below lists the community feedback channels, and Table 8 details the management approach and response for enquiries and complaints. . Where possible, face-to-face communication will be prioritised to receive and manage community and stakeholder feedback. It helps to convey genuine interest and foster connection and trust. While multiple communication channels are essential to capture diverse needs, meeting in person where appropriate will enable the HLWJV team to clarify any misunderstandings, respond to nonverbal cues and adapt communication styles.

Table 7: Community contact and feedback channels

Contact / feedback channel
Toll free phone number - 1800 317 367
Email - humelink@transgrid.com.au
Mail HumeLink Community Engagement Team PO Box A1000 Sydney South NSW 1235
In person - includes but is not limited to: • Community and Stakeholder Engagement team members • Land Access Coordinators • Members of the wider project team
Community feedback Community feedback will also be obtained through community surveys or similar • The community and stakeholders will be advised of the survey through either communications collateral (works notifications), a survey notification flyer or an email • The survey will ask specific questions to identify the preferred method of communication (including engagement) and identify issues that are of interest to the community • Be online with an option for community members to request a paper copy, complete it at the Transgrid Discovery Hub in Wagga Wagga, the HumeLink West drop-in centre at the Snowy Valleys Resilience Hub in Batlow, or download and print a paper copy to provide to HLWJV CSE team • Advise that language translation and interpreter services are available for community members who request assistance from HLWJV or use the service directly. • Offer access to a variety of communication channels and tools, where applicable, to reach people with limited access to internet, those who are experiencing housing insecurity or persons with disabilities.

Table 8: Management approach and response to enquiries and complaints

Enquiries	Management approach
Toll free number	• 24/7 toll free hotline. • The project 1800 number will be included on all project communication materials. All calls received will be recorded in the community contacts database. • All callers to the 1800 number will be connected with the most appropriate person from HLWJV's Community and Stakeholder team to address their call. • Details of the call will be recorded in Salesforce to ensure the call is managed in appropriate timeframes and for record keeping. • Translation and interpretation services available as required
Email	• All email enquiries will receive an immediate written acknowledgement and follow up responses provided by the next business day. If the matter is complex and may need further investigation, a response will be provided within 10 business days.
Mail	• All mail enquiries will receive a response within 10 business days. • All mail correspondence will be recorded in the community contacts database.
In person	• All community and stakeholders making enquiries, complaints or providing feedback in person will receive verbal acknowledgement at the time of contact. • Be provided with the community contact card if required. • Be connected with an appropriate person from HLWJV's CSE team (if required) to address their enquiry. • Details of the contact will be recorded in Salesforce to ensure the matter is managed in appropriate timeframes and for record keeping.
Respond to enquiries or feedback from community	When responding to enquiries from community and stakeholders, HLWJV will: • Provide a verbal response to phone enquiries within two business days from the time of the enquiry being received unless the caller agrees otherwise. • If the matter requires further investigation, provide a verbal acknowledgement and response as soon as possible or within 10 business days • Provide a written acknowledgement to emails within 24 hours of receipt • Provide a written response to letters within 10 business days of receipt • Record details of enquiries received in the Salesforce database within the next business day of receipt/response • Report monthly to Transgrid on enquiries received and responses given • Provide responses for Transgrid for media, government or social media enquiries received.
Complaints	Management approach
Managing complaints and resolving issues	• Record details of complaints received and detail how it was managed and closed out. If the complaint remains under investigation note the timeframe for resolving the complaint in the Salesforce database within one day of receipt. • Immediately investigate complaint and within four hours, make an initial call to the complainant where a phone number is provided or is available in Salesforce, unless the complainant agrees otherwise. • Complaint information that will be recorded includes: ○ Complainant details including the name and contact information if complainant wishes to share this detail ○ Description of the complaint ○ Date and time of complaint ○ Type of communication (telephone, email, letter, meeting) ○ Complaint type/category (ie construction impact, noise) ○ If a number of complainants are reporting the same issue ○ Complaint status (ie open, under investigation or resolved) ○ If any monitoring is required to confirm that the complaint has been satisfactorily resolved. • The HLWJV CSE and Land and Property Access teams, and Transgrid's CSE Team will have access to Salesforce. • A complaints register, updated monthly, which will include information about the nature of complaints received, project response and complaint status, will be made available on the project website.

Enquiries	Management approach
Complaints received	• In person or via phone: ○ Outside of business hours, provide verbal acknowledgement response to complainant within four hours of the next business day ○ During business hours, provide verbal acknowledgement response to complainant within four hours ○ Assess complaint and responsibility and provide a response to the complainant or updates as required via the appropriate relationship manager as soon as possible or within 10 business days. ○ Record within Salesforce and report to Transgrid as required. • Via email ○ During normal working hours, provide a written acknowledgement within four business hours of receipt, or a verbal acknowledgement within four hours if a contact number is available. ○ Outside normal working hours, provide an immediate automated email response confirming receipt and advising that a response will be provided within the next 10 business days. Provide a written acknowledgement within four hours of the next business day of receipt. ○ Assess complaint and responsibility and provide a response to the complainant or updates as required via the appropriate relationship manager as soon as possible or within 10 business days. ○ Record within Salesforce and report to Transgrid as required. • Via letter: ○ Provide a written acknowledgement one business day of receipt, or a verbal response within one business day, if a contact number is available. ○ Assess complaint and responsibility and provide a response to the complainant or updates as required via the appropriate relationship manager as soon as possible or within 10 business days. ○ Record within Salesforce and report to Transgrid as required. Notifying Transgrid: • Notify Transgrid if the complaint does not relate to HLWJV work • Forward information about any complaints to Transgrid within one business day of receipt of the complaint, including response times and details about actions taken or proposed or investigations occurring • Provide feedback to requests for information from Transgrid relating to responses to complaints within two hours of receipt of the request. Notifying the Environmental Representative • Notify the Environmental Representative of all complaints, on the same day the complaint is received. • Complaints Report, including name of complainant, date, nature and summary of the complaint, how the complaint was received, responses and investigation and date it was closed, to be attached when notifying the Environmental representative. A matter will be escalated to Transgrid and Transgrid and HLWJV will coordinate resolution and close out with the complainant should the following occur: • Three separate complaints be received within 24 hours • A single complainant reports three or more complaints within a 3-day period • The complainant specifically requests that their matter be escalated to Transgrid • The complaint relates to a compliance matter.
Resolving issues and managing disputes	If an issue or dispute cannot be resolved between HLWJV and a stakeholder, despite all best efforts and after seeking guidance from Transgrid, HLWJV will escalate the matter to Transgrid. HLWJV will support Transgrid as required to resolve the issue or dispute. Transgrid will negotiate steps towards resolution and keep the stakeholder informed. After all efforts are exhausted and the stakeholder is still dissatisfied then via Transgrid, the stakeholder will be informed of their right to contact the Energy and Water Ombudsman of New South Wales (EWON) or Australian Energy Infrastructure Commission (AEIC).

6. Environmental Management Strategy

The Environmental Management Strategy under MCoA C1 establishes the strategic framework for the environmental and social management of the development and sits as an overarching document to the CCS and the Environmental Management Plans required under the MCoA.

Relevant to the CCS are the following requirements:

- Keep the local community and relevant agencies informed about operation and environmental performance of the development
- Receive, handle, respond to, and record complaints
- Resolve any disputes which may arise
- Respond to any non-compliance matters
- Respond to emergencies.

7. HumeLink website

The following information will be made available on the HumeLink website and regularly maintained with up-to-date information:

- Environmental Impact Statement
- Final layout plans of HumeLink
- Current statutory approvals for development
- Approved strategies, plans or programs required under conditions of approval
- Proposed staging plans for HumeLink as required under Minister's CoA C3.
- Summary of monitoring results for HumeLink in accordance with various plans and programs approved under conditions of approval
- How complaints can be made
- A record of complaints, updated monthly
- Independent environmental audit and responses to audit recommendations
- Any other material required by the Planning Secretary.

8. Mitigation measures

HLWJV will model its engagement approach for the enabling and construction work on Transgrid's no surprises and 'customer at heart' philosophy in the HumeLink Engagement Strategy to manage community and stakeholder risks and impacts.

Further information about project risks and impacts are detailed in the HumeLink Environmental Impact Statement (EIS) as defined within the Planning Instrument. Potential controls and mitigations to manage these have been identified.

The plans referenced below in Table 9 provide further information on mitigation measures and associated management plans which will be implemented during the enabling works and construction stage of the project.

Table 9: Impacts and associated management plans

Area	Impact	Management plan
Aboriginal heritage	• Aboriginal cultural heritage • Aboriginal heritage sites	• Heritage Management Plan
Land use and property	• Direct land use impacts • Property impacts • Agribusiness impacts	• HumeLink Engagement Strategy • Community Communications Strategy • Property Management Plans • Social Impact Management Plan
Social	• Social cohesion • Local services • Local businesses • Tourism	• Social Impact Management Plan • Community Communications Strategy • Local Business and Employment Strategy
Noise and vibration	• Construction noise and vibration	• Construction Environment Management Plan

Area	Impact	Management plan
		• Enabling Work Management Plan • Noise and Vibration Management Plan • Out of Hours Work Protocol
Traffic, transport and access	• Road congestion • Traffic delays • Access restrictions • Traffic and pedestrian route changes	• Transport and Traffic Management Plan • Construction Environment Management Plan • Community Communications Strategy • Social Impact Management Plan • Interface and Third-Party Management Plan

9. Community and stakeholder engagement action plans

Community and stakeholder engagement actions plans (CSEAP) are an important part of delivering the overall CCS. These plans will provide detailed, tailored approaches to engagement during different stages of enabling or construction works, or when specific issues or opportunities arise.. This is to ensure community, landowners and other stakeholders are informed about the upcoming activities, know what to expect and who to contact if they have any concerns or would like more information. The CSEAPs will focus on details associated with the activities, potentially impacted communities, and methodologies for communication

A range of communication tools will be used to ensure community, landowners, key stakeholders and the broader community have the most up to date information and know what to expect from the work ahead. Table 10 below outlines the overarching plan for HumeLink West, including proposed engagement strategies and timing.

Table 10: HLWJV communications and engagement action plan

Timeframe	Stakeholders	Tools and tasks	Lead
From May 2024	Wagga Wagga City Council Snowy Valleys Council	- Meet with council officers to develop and finalise management plans. - Establish meeting cadence and protocols to consult on: - Traffic disruption and/or construction work affecting councils, their assets and their constituents. - Program lookahead. - Seek feedback on planned engagement activities.	HLWJV Transgrid lead engagement with elected council members
From January 2025	Landowners, stakeholders, businesses and broader community along the alignment	- Complaint management protocols in place (as outlined in Table 9): - Ensure email auto response is operational. - On receiving complaint, as soon as practical call the complainant where a phone number is provided and investigate source of complaint. - All calls transferred by call centre to be answered by HLWJV CSE team 24/7. - Take reasonable actions to prevent reoccurring complaints. - Hold community information sessions to update on upcoming activities and to provide a minimum 3-month lookahead of construction activities. - Opportunity for community members to provide feedback on project, including effectiveness of communications and engagement. - Work notifications announcing start of enabling work distributed to landowners, broader community and businesses within 500m radius of project alignment - Kunama accommodation facility - Tarcutta accommodation facility - Access point construction - Logistics coordination and storage facilities (compounds) - Distribute work notification to targeted local areas where specific works are taking place (ie site set up, access points and roadworks, temporary changes to traffic conditions, aerial stringing, blasting, rehabilitation and landscaping, testing and commissioning activities) - Facts sheets and videos about major construction activities	HLWJV
From January 2025	Directly impacted landowners along the alignment	- Property precondition survey activities notified to landowners. - Landowner communication protocols developed. - Work with landowners and business to develop and implement Property Management Plans. - Ongoing engagement with landowners to manage property access and issues	HLWJV

		- Contact landowners by targeted letter, email and/or phone to confirm timing, access arrangements and priority activities: - Six weeks prior to property entry Land Access Requests provided to Transgrid - Notice letter to landowners, as required under Property Management Plan 1 week notice of entry provided to landowners - Notice of entry to landowners in accordance with preferences.	
From March 2025	Landowners, stakeholders, businesses and broader community along the alignment	- Distribute quarterly project newsletter with work program three month look ahead to a 500m radius. - Email monthly construction update to registered recipients.	HLWJV
From June 2025	Community organisations, local government and broader community along project alignment	- Launch of the HumeLink Community Investment and Benefits Program. - Expression of interest and shortlist process to select initiatives. - Grant writing workshops. - Announcement of successful projects. - Progress updates. - Announcement of completed projects.	HLWJV
From August 2025	Broader community	Opening of project drop-in centre and share community space at Snowy Valleys Resilience Hub.	HLWJV
From September 2025	Key community representatives	- Establishment of Construction Reference Groups. - Attend quarterly Construction Reference Group meetings - Seek feedback on planned engagement activities and effectiveness of communication channels. - Share upcoming construction schedule and planned works.	Transgrid supported by HLWJV
From June 2026	Landowners, stakeholders, businesses and broader community along the alignment	- Transition to paperless notifications in July 2026. - Distribution of notifications and newspaper advertising.	HLWJV
Ongoing	Utility providers and asset owners including: Transport for NSW, Forestry Corporation of NSW, emergency services, Local Area Commands, Wagga Wagga Airport, nearby projects – HLEJV, Snowy 2.0 Transmission Connection Project,	- Meet regularly to discuss enabling work and understand priority issues. - Discuss managing cumulative impacts and opportunities to collaborate, coordinate and stage work. - Seek feedback on planned engagement activities via coordination forums.	HLWJV

	VNI West, PEC, Snowy 2.0, Riverina Defence Program		
Ongoing	Federal Member Riverina State Member Wagga Wagga Federal Member Eden-Monaro State Member Albury	Support Transgrid with project information for their engagement with local elected representatives.	Transgrid supported by HLWJV
Ongoing	Indigenous stakeholders and agencies Registered Aboriginal Parties (RAPs) Local Aboriginal Land Councils	- Continue engagement with key groups and individuals to introduce the HLWJV team, confirm needs and expectations and discuss opportunities for involvement. - Continue consultation with RAPs about Aboriginal cultural heritage management requirements and managing identified sites within the construction boundary for cultural salvage. - Continue to build connections, understand priority issues, and develop a suitable engagement timetable and approach. - Understand key areas for further discussion including project sites and landscape designs, transmission line construction, substations, operational issues, and opportunities for further involvement. - Develop and seek feedback on a plan for Aboriginal and Torres Strait Islander Participation.	HLWJV
Ongoing	Landowners, broader community and businesses along the alignment, road users, affected by traffic changes	- Traffic changes noted in work notifications, quarterly project newsletter, websites. - Advertise traffic changes if required. - Media release / holding statement prepared for significant traffic changes. - Advertise traffic changes if required (print, radio, social media, council newsletters and websites, Live Traffic).	HLWJV

10. Monitoring, reporting and evaluation

Monitoring, reporting and evaluation will be completed to measure effectiveness and facilitate continuous improvement in community and stakeholder engagement.

10.1 Monitoring

HLWJV will regularly monitor the performance and effectiveness of community and stakeholder engagement activities. This will involve assessing participant demographics to identify any under-represented groups. A combination of formal methods, including surveys, feedback forms and interviews, along with continuous review of informal community and stakeholder feedback, will be implemented for comprehensive monitoring. Any feedback, insights or issues identified in the monitoring process will lead to a modification in processes and communication channels to enhance inclusivity and effectiveness where applicable.

Table 11 outlines performance indicators and metrics including the responsiveness and effectiveness of communication with stakeholders and the community as well as information flow. Outcomes are reported in the Quarterly social impact monitoring reports as outlined in Table 12. Sections 10.3 to 10.6 provide further detail on key elements of evaluation that will be applied to HumeLink West.

Table 11: Performance monitoring

Project objectives	Measures of success	Key indicators	KPI metrics
Build awareness of HumeLink's role in providing reliability, clean energy and affordable electricity to consumers Build on Transgrid's positive reputation and social acceptance within the community	Increase in community awareness, support and investment in the project Positive sentiment towards the project	- Metrics from consultation and engagement activities (i.e. number of community engagement events, stakeholder interactions) - Number of community enquiries and complaints - Feedback from stakeholders and community - Survey results - Key stakeholder meetings	- Number of engagement events held - Number of stakeholder interactions - Percentage of positive, neutral and negative community feedback - Satisfaction score from surveys - Sentiment rating from stakeholder interviews
Work in partnership with local communities and businesses Develop and implement specific communication and engagement strategies to reach isolated or vulnerable members of the community to support their participation Deliver lasting social, economic and environmental benefits for communities and regions	Levels of community and stakeholder participation Sustained participation and continued desire for involvement Well-developed relationships between project staff and key stakeholders and communities.	- Metrics from consultation and engagement activities (i.e. number of community engagement events, stakeholder interactions) - Feedback from stakeholders and community - Survey results - Key stakeholder meetings	- Event attendance rates - Number of interactions with vulnerable groups - Percentage of stakeholders reporting strong relationships with the project team - Percentage of stakeholders expressing continued interest/involvement
Be accessible and provide engagement which works for communities and considers audiences	Clear understanding of channels to raise enquiries and complaints and where to seek updates and information.	- Feedback from stakeholders and community - Number of community enquiries and complaints - Survey results - Key stakeholder meetings	- Percentage of stakeholders aware of how to make an enquiry - Number of complaints/enquiries received and resolved - Percentage of community who report easy access to project information - Survey score on accessibility and clarity

Project objectives	Measures of success	Key indicators	KPI metrics
Listen to feedback, understand community views and consider how these can deliver a better project	Timely and effective responses to enquiries, complaints and issues	- Feedback from stakeholders and community - Number of community enquiries and complaints - Survey results	- Average response time to enquiries/complaints - Percentage of feedback acknowledged within target timeframe - Percentage of feedback that resulted in project action - Community satisfaction with how feedback is handled

10.2 Reporting

HLWJV will monitor and report on complaints, complaints processes, social impacts and outcomes, local procurement, local employment and Aboriginal and Torres Strait Islander participation throughout HumeLink West's delivery. Regular reporting, with a specific focus on landowner/easement impacted and near neighbour stakeholders will provide HLWJV and Transgrid with insight into reach and success of community and stakeholder engagement. HLWJV will notify the Environmental Representative of all complaints as per table 8.

HLWJV is committed to providing accessible and comprehensive updates on engagement activities, feedback received, and resulting actions. The reports listed in Table 12 will be published on the project website and shared through other communication channels to ensure broad accessibility. Reports will include summaries of how community and stakeholder input has been considered and addressed. Community members and stakeholders will also be invited to provide feedback on the reporting process to support continued improvement. Table 12 below details key reports related to community and stakeholder engagement for HumeLink West. Sensitive information, such as details of engagement with easement impacted landowners, will remain confidential and will not be shared publicly.

Table 12: Community and stakeholder engagement reporting

Item	Description
Complaints register	Published monthly on project website. The complaints register will be compliant with the MCoA and include: • Date and time of the complaint • Method by which the complaint was made • Nature of the complaint • If the complaint was avoidable or unavoidable.
What We Heard reports	Prepared at completion of community information sessions to capture what we heard from communities and stakeholders and key actions to address feedback. A final report will be prepared at the completion of the HumeLink project to reflect the evaluation findings and lessons learned.
Quarterly project newsletters	Summaries of engagement activities. Upcoming project milestones included in three-month construction lookahead.
Monthly construction updates	Upcoming project construction activities including three-month construction lookahead
Quarterly social impact monitoring reporting	Published quarterly on project website. Monitors progress against social impact KPIs as outlined in the SIMP.

HLWJV will prepare monthly communication and engagement reports shared with Transgrid to:

- Meet legislative requirements
- Regularly review feedback received via community and stakeholder interactions (phone calls, meetings, engagement events)
- Track trending issues
- Look for opportunities to further reduce the impact on the community and key stakeholders
- Improve the quality of communications and engagement.

10.3 CCS Evaluation

The CCS will be evaluated every 6 months and updated as required to examine the adequacy of the plan and its implementation in achieving its objectives. Evaluation of the CCS will be based on the following:

- Availability, quality, and timely distribution of information to stakeholders and the community
- Accuracy and timeliness of the enquiries and complaints management system

- Nature of the issues/complaints and level of responsiveness and appropriateness of action taken
- Response times and quality of responses
- Quality of reporting
- Feedback received on the value of updates and other public information, responsiveness of the construction and community engagement teams and attendance at information sessions or meetings with stakeholders
- Engagement KPIs.

The CCS will be reviewed six monthly and formally updated at least once a year. Community and stakeholder feedback, and lessons learned will form a key part of this process. Community members are encouraged to provide feedback on the CCS at any time using any of the project's communication channels (website, phone, email, face-to-face). Reminders that the plan is available for review and feedback will be referenced on works notifications.

Key community representatives and stakeholders, including Aboriginal and Torres Strait Islander communities connected to HumeLink and the project's Construction Reference Groups, will be engaged with as part of the review. The CCS will also be assessed by an independent reviewer to meet project regulatory and sustainability criteria requirements. Recommendations from an independent review are required to be addressed within six months.

The process for updating the CCS following the six-monthly review will involve:

- Consolidating findings and prioritisation of any issues
- Defining clear actions to update the plan
- Engaging with relevant project team members, Transgrid, community representatives or stakeholder groups as required to seek feedback on, or to complete, the actions
- Updating the CCS and communicating to stakeholders and community about any improvements made based feedback
- Including evaluation of the updates at the subsequent six-monthly review.

10.4 Survey evaluation

HLWJV will carry out surveys and audits, where appropriate, to evaluate the effectiveness of stakeholder and community engagement activities over time, level of understanding of the communications and engagement material, awareness of the project and other key indicators.

The survey evaluation process will be as follows:

- Community feedback form at community events/pop-up/drop-in i.e. any face-to-face community event
- Community feedback form on the HumeLink West website
- Social impact survey
- Pulse-check surveys.

Social impact survey

HLWJV will conduct a yearly survey of the community's attitudes about the HLW to evaluate effectiveness of stakeholder and community engagement activities over time, level of understanding of the communications and engagement material, awareness of the project, sentiment towards the project and other key indicators.

The survey will aim to capture relevant feedback on community experiences and satisfaction with the management of social and environmental impacts. The selection of survey content will be informed by the types of social impacts anticipated in different areas and construction phases.

To support consistent monitoring and enable meaningful comparison over time, the following social indicators will be used across both the annual survey and pulse check surveys (see below), as relevant to the context:

- Satisfaction with engagement and communication processes
- Perceived disruptions (e.g. traffic, dust, noise) or benefits (e.g. local jobs, investment)
- Attitudes toward workforce presence and its impact on community cohesion
- Perceptions of project responsiveness and mitigation effectiveness
- Sense of personal wellbeing, safety, or quality of life during construction

These indicators reflect key themes identified through community engagement and the Project's social impact assessment and provide a foundation for consistent tracking of social outcomes.

Where appropriate, the survey may be stratified by location or community type to reflect different levels of construction activity. Results will be compared against baseline data and previous findings to support community reporting, track trends, and guide refinements to engagement and mitigation strategies.

Pulse check surveys

In high-impact areas – such as around construction compounds, haulage route, or sites with sustained activity – the Project will adopt a layered approach to community sentiment monitoring to support adaptive management of social impacts. This approach includes Check Pulse Surveys.

Check Pulse Surveys will be short-form, targeted surveys undertaken during key construction milestones or periods of heightened activity (e.g. commencement of haulage, extended night works, compound establishment near residential areas). These surveys are designed to proactively identify emerging social impacts and gauge community satisfaction with communication and mitigation efforts. Pulse Check Surveys will:

- Be triggered by specific construction activities likely to result in increased disruption
- Be designed to assess relevant social indicators such as perceived noise, safety, access, communication effectiveness, or amenity loss
- Be delivered via outbound calls, brief online tools, or short interviews at drop-in sessions
- Use locality-based or stratified sampling where appropriate
- Be used to inform timely mitigation or enhancement responses.

Survey reporting

Analysis of the results from reports listed in Table 12 will be provided to Transgrid and published on the HumeLink West website. The results of these evaluations, along with other performance indicators, will be assessed by HLWJV and Transgrid at this time or as required. A key action register will be developed to track evaluation outcomes and corrective actions as required.