

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



## Document Information

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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
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 board

## 1. Project overview

HumeLink is one of the largest energy infrastructure projects in NSW and will deliver approximately 365 km of new 500 kilovolt (kV) transmission line connecting Wagga Wagga, Bannaby and Maragle and includes new and upgraded infrastructure at four substations.

The HumeLink project, a critical part of Australian Energy Market Operator's (AEMO) Integrated System Plan (ISP), is a once-in-a-generation investment in Australia's high voltage transmission network and is planned to support the transition to a low emissions generation portfolio. HumeLink will reinforce Transgrid's transmission network in southern NSW to improve the flow of electricity from new generation sources in southern and western NSW to major demand centres in the State, and to customers across the National Electricity Market (NEM).

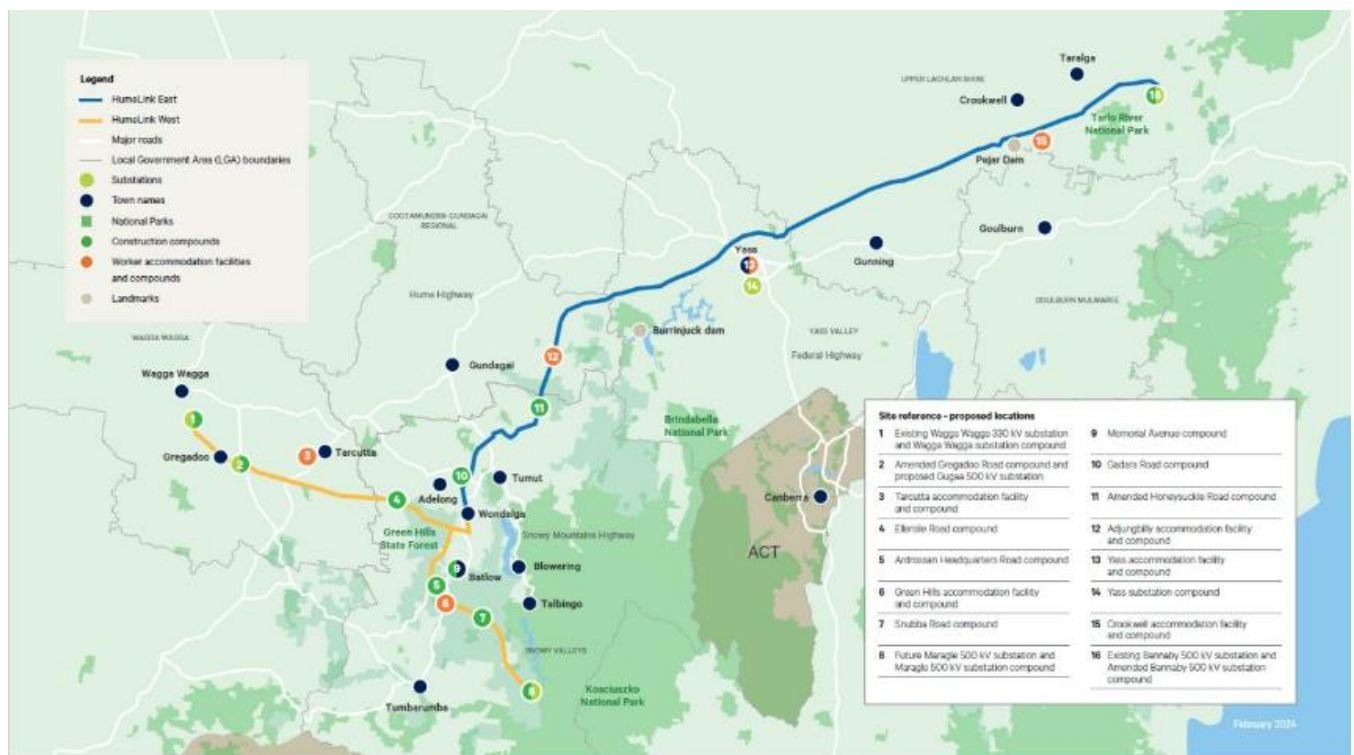
The HumeLink project is geographically split in two major contract packages, HumeLink East and HumeLink West. HumeLink West includes 140 km of 500 kV transmission lines and new or upgraded infrastructure at three substations, and HumeLink East includes 225 km of 500 kV transmission lines and upgrade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

**Figure 1: HumeLink Project alignment**



## 2. Purpose of this strategy

This Community Communications Strategy (CCS) (the strategy) describes the key communication and engagement activities to be carried out by HumeLink West Joint Venture (HLWJV) comprising UGL Limited and CPB Contractors working together in a joint venture as Principal Contractor appointed by Transgrid. The CCS will be implemented for the duration of enabling work and construction phases of the HumeLink West project.

HLWJV will manage communications and engagement activities with community and stakeholders throughout the enabling work and construction phases of the HumeLink 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. As such, this strategy will be provided to the Planning Secretary for information, before commencing the development.

Additionally, Community and Stakeholder Engagement Action Plans (CSEAP) will be developed for each phase of the project. The CSEAP will only apply during the enabling work and construction work phases and should also be viewed in conjunction with the HES and CCS.

The CCS and its supporting plans will be reviewed six-monthly. Reviews for the CSEAPs will be required during the enabling work and construction work phases only. 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

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). The MCoA inform development of the Community Communication Strategy (CCS) under MCoA C24 and C25 and the Environmental Management Strategy under MCoA C1 and project specific management plans, reporting and strategy submission to the Department of Planning, Housing and Infrastructure (DPHI) in accordance with Table 1 – Summary of Reporting Requirements of the planning approval SSI-36656827.

Table 1 below demonstrates how this HLWJV CCS meets the requirements of the Minister's Conditions of Approval 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
<b>Community Communication Strategy</b>		
<b>A24</b>	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
<b>A25</b>	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

Condition of Approval		Where met
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
<b>Environmental Management Strategy</b>		
<b>C1</b>	<p>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:</p> <p>(d) set out the procedures that would be implemented to:</p> <p>(i) keep the local community and relevant agencies informed about the operation and environmental performance of the development;</p> <p>(ii) receive, handle, respond to, and record complaints;</p> <p>(iii) resolve any disputes that may arise;</p> <p>(iv) respond to any non-compliance;</p> <p>(v) respond to emergencies; and</p>	Section 6
<b>Access to Information</b>		
<b>C15</b>	<p>The Proponent must:</p> <p>(a) make the following information and documents publicly available on its website as relevant to the stage of the development:</p> <p>(i) the EIS;</p> <p>(ii) the final layout plans for the development;</p> <p>(iii) current statutory approvals for the development;</p> <p>(iv) approved strategies, plans or programs required under the conditions of this approval;</p> <p>(v) the proposed staging plans for the development if the construction, operation and/or decommissioning of the development is to be staged;</p> <p>(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;</p> <p>(vii) how complaints about the development can be made;</p> <p>(viii) a record of complaints, which is to be updated on a monthly basis;</p> <p>(ix) any independent environmental audit, and the Proponent's response to the recommendations in any audit; and</p> <p>(x) any other matter required by the Planning Secretary; and</p> <p>(b) keep such information up to date.</p>	Section 7

## 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.

The CCS will ensure:

- Landholders, members of the community and other stakeholders are provided with timely and relevant information about the delivery of the project
- Communication to and from landholders and other community stakeholders is adequately documented
- All interested stakeholders are provided with a responsive point of contact for any enquiries, complaints, or suggestions
- 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 landholders, other impacted stakeholders, and the wider community
- Communications procedures and protocols are followed.

This CCS articulates the strategic approach of HLWJV and Transgrid to community and stakeholder engagement for the project during the enabling works and construction phases. It 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.

#### 4.1 Community and 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 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. Examples of this assistance may include:
  - face to face meetings
  - property visits
  - community drop-in events

#### 4.2 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 below.

**Table 2: Engagement principles**

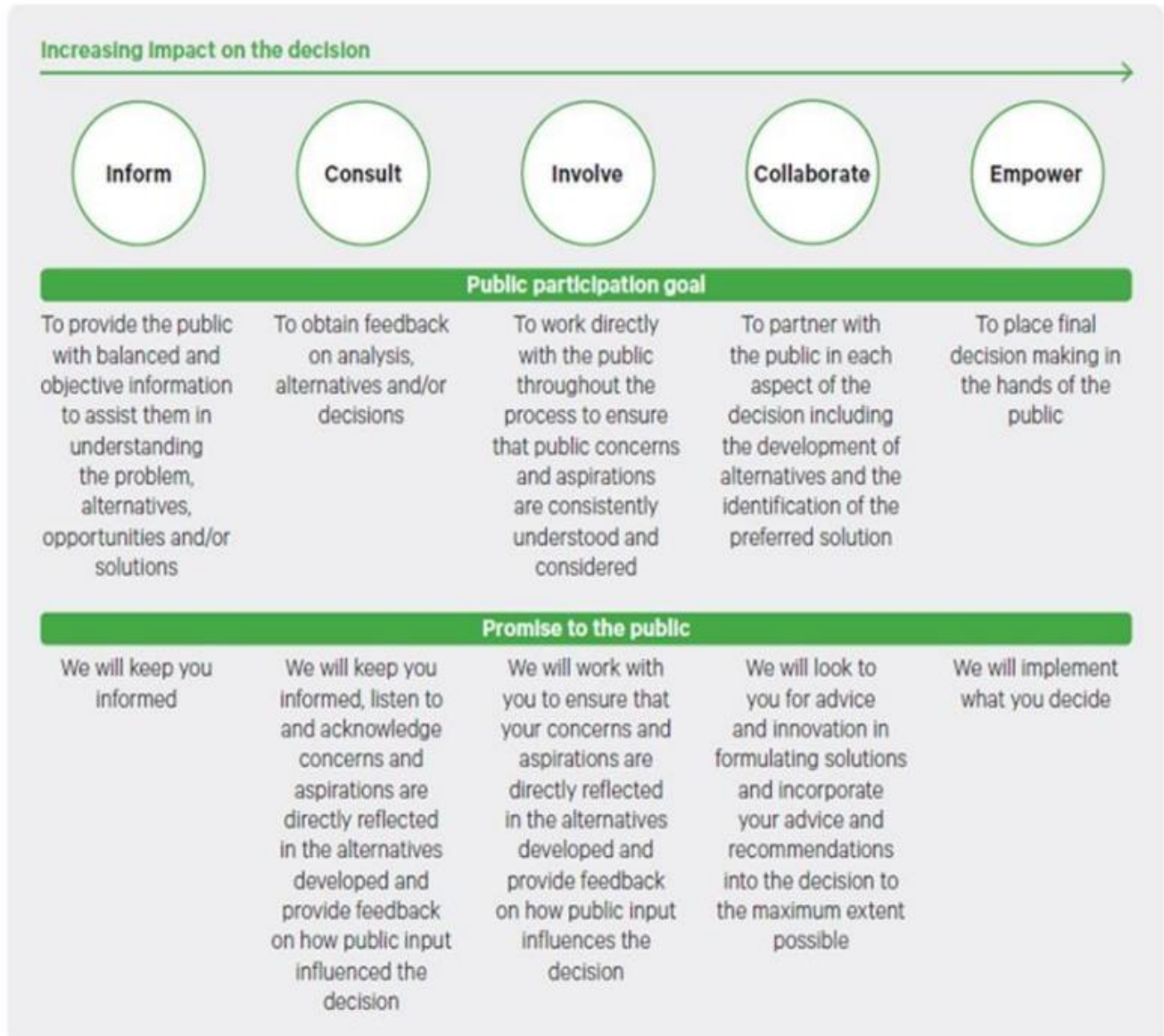
Principles	Application
Clear purpose	We will let you know the purpose of our engagement with you and explain how you can be involved.
Accessible and inclusive	We will engage with you as early as practical and offer you different ways to engage with us so there's a channel that's right for you.
Accurate 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.
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#### 4.3 International Association of Public Participation

The International Association of Public Participation (IAP2) 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. Generally, HLWJV engagement activities with community and stakeholders will be in the Inform, Consult and Involve areas of the spectrum, as shown in Figure 2.

**Figure 2: Applying the IAP2 spectrum on HumeLink West**





## 5. Community Communications Strategy

### 5.1 Identify landowners and potentially impacted receivers

Table 3 below shows key government, landowner, and community stakeholders for HumeLink West. These external stakeholders have been identified as having the highest level of interest in the project. HLWJV will lead and/or support engagement with the below stakeholders in consultation with Transgrid and the HumeLink East team where appropriate.

**Table 3: Key external stakeholders**

Stakeholder	Potential interest	Engagement tools
<b>Local, State and Federal Government</b>		
Snowy Valleys Council  Wagga Wagga City Council	<ul style="list-style-type: none"> <li>Project need and benefits</li> <li>Project timeframes</li> <li>Job and business opportunities arising from HumeLink West</li> <li>Potential construction impacts on community, including noise, traffic, and parking</li> <li>Potential impacts to the road network</li> <li>Community engagement process and upcoming activities</li> <li>Coordination with council works and other projects in the area</li> <li>Community investment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Regular meetings / briefings (preferably face-to-face)</li> <li>Regular project updates as agreed</li> <li>Copies of project newsletters</li> <li>Possible site visits</li> <li>Consultation – traffic management plan, road occupancy licences, landscaping, and restoration plans</li> <li>Statutory notifications (ESA and ISEPP)</li> </ul>
Federal Member Kristy McBain MP Member for Eden-Monaro  State Member Justin Clancy MP Member for Albury  Federal Member Michael McCormack MP Member for Riverina  State Member Dr Joe McGirr MP Member for Wagga Wagga	<ul style="list-style-type: none"> <li>Project timeframes</li> <li>Project need and benefits</li> <li>Potential construction impacts on local communities</li> <li>Employment/business opportunities for local communities</li> <li>Community investment opportunities</li> <li>Potential impacts to road network</li> <li>Service disruptions</li> <li>Community engagement process and upcoming activities</li> </ul>	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
<b>Community</b>		
Easement impacted landowners  <ul style="list-style-type: none"> <li>Owners</li> <li>Occupiers</li> <li>Lease, and</li> <li>Other interest holders in the corridor</li> </ul>	<ul style="list-style-type: none"> <li>Project timeframes</li> <li>Project need and benefits</li> <li>Impact on farming operations by construction activity</li> <li>Full understanding around access changes, property adjustments, new gates and fences, reinstatement,</li> <li>Visual impact, noise, waste, and dust</li> <li>Traffic impacts</li> </ul>	<ul style="list-style-type: none"> <li>Early and regular engagement via Land Access Coordinators and community based Community and Stakeholder Engagement Managers.</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Access to feedback / complaints channels</li> <li>1800 community information line</li> </ul>

Stakeholder	Potential interest	Engagement tools
	<ul style="list-style-type: none"> <li>Possible out of hours construction work required</li> </ul>	<ul style="list-style-type: none"> <li>Website</li> </ul>
<p>Near neighbours or non-easement impacted landowners</p> <ul style="list-style-type: none"> <li>Owners</li> <li>Occupiers</li> <li>Lease, and</li> <li>Other interest holders in the corridor</li> </ul>	<ul style="list-style-type: none"> <li>Project timeframes</li> <li>Project need and benefits</li> <li>Impact on farming operations by construction activity</li> <li>Full understanding around access changes, property adjustments, new gates and fences, reinstatement,</li> <li>Visual impact, noise, waste, and dust</li> <li>Traffic impacts</li> <li>Possible out of hours construction work required</li> </ul>	<ul style="list-style-type: none"> <li>Early and regular engagement via area stakeholder manager</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Access to feedback/complaints channels</li> <li>1800 community information line</li> <li>Website</li> </ul>
<p>Local farmers</p> <ul style="list-style-type: none"> <li>Sheep and cattle grazing</li> <li>Cropping</li> <li>Horticulture</li> <li>Forestry</li> <li>Hobby farming</li> </ul>	<ul style="list-style-type: none"> <li>Project timeframes</li> <li>Project need and benefits</li> <li>Impact on farming operations by construction activity</li> <li>Full understanding around access changes, property adjustments, new gates and fences, reinstatement,</li> <li>Visual impact, noise, waste, and dust</li> <li>Traffic impacts</li> <li>Environmental impacts</li> <li>Possible out of hours construction work required</li> </ul>	<ul style="list-style-type: none"> <li>Early and regular engagement via area stakeholder manager</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Access to feedback/complaints channels</li> <li>1800 community information line</li> <li>Website</li> </ul>
<p>Local businesses</p> <ul style="list-style-type: none"> <li>Farm and agribusiness</li> <li>Forestry and timber</li> <li>Tourism and hospitality</li> <li>Retail and services</li> <li>Transport and logistics</li> <li>Education and skills training</li> </ul>	<ul style="list-style-type: none"> <li>Project need and benefits in terms of increased electricity supply to region's businesses</li> <li>Project timeframes</li> <li>Opportunities for local businesses to be involved in the project (either through supplying goods and services or through employment opportunities)</li> <li>Work which impacts roads either directly or by contributing to congestion</li> </ul>	<ul style="list-style-type: none"> <li>Early and regular engagement via area stakeholder manager</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Access to feedback/complaints channels</li> <li>1800 community information line</li> <li>Website</li> </ul>
<p>Business groups / chambers</p> <ul style="list-style-type: none"> <li>Wagga Wagga Business Chamber</li> <li>Tumbarumba Chamber of Commerce</li> <li>Business Snowy Valleys</li> <li>Business NSW – Riverina Murray</li> <li>Committee 4 Wagga</li> </ul>	<ul style="list-style-type: none"> <li>Project need and benefits in terms of increased electricity supply to region's businesses</li> <li>Project timeframes</li> <li>Opportunities for local businesses to be involved in the project (either through supplying goods and services or through employment opportunities)</li> <li>Work which impacts roads either directly or by contributing to congestion</li> </ul>	<ul style="list-style-type: none"> <li>Early and regular engagement via locally based community and stakeholder engagement manager</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Access to feedback/complaints channels</li> <li>1800 community information line</li> <li>VMS and other site signage</li> <li>Website</li> </ul>

Stakeholder	Potential interest	Engagement tools
<b>Environmental groups</b> <ul style="list-style-type: none"> <li>Kyeamba Valley Landcare (Batlow)</li> <li>Riverina Highlands Landcare Network</li> </ul>	<ul style="list-style-type: none"> <li>Impacts to native fauna and flora as a result of construction activities</li> </ul>	<ul style="list-style-type: none"> <li>Early and regular engagement via locally based community and stakeholder engagement manager</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Access to feedback / complaints channels</li> <li>Possible site visits and inspections</li> </ul>
<b>Local communities</b> <ul style="list-style-type: none"> <li>Wagga Wagga</li> <li>Tarcutta</li> <li>Tumut</li> <li>Tumbarumba</li> <li>Batlow</li> <li>Adelong</li> <li>Other nearby communities</li> </ul>	<ul style="list-style-type: none"> <li>Project need and benefits</li> <li>Project timeframes</li> <li>Construction impacts on communities e.g., visual impact, noise, waste, access, dust</li> <li>Out of hours work</li> <li>Impacts on roads / parking, Employment / business opportunities</li> <li>Community investment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Early and regular engagement via locally based community and stakeholder engagement manager</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Dissemination of information through Council channels (e.g., newsletters, website, social media)</li> <li>Access to feedback / complaints channels</li> <li>Involvement in community investment decisions</li> </ul>
<b>Community opposition groups</b>	<ul style="list-style-type: none"> <li>Project need and benefits</li> <li>Planning impacts, including route selection</li> <li>Construction impacts on communities e.g., visual impact, noise, waste, and dust</li> <li>Damage to native fauna and flora resulting from construction activities</li> <li>Perceived bushfire risk</li> </ul>	<ul style="list-style-type: none"> <li>Early and regular engagement via area stakeholder manager</li> <li>Invitations to be involved in community reference groups</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Access to feedback/complaints channels</li> <li>Possible site visits and inspections</li> </ul>
<b>Local high schools and tertiary education</b> <ul style="list-style-type: none"> <li>Mount Austin High School (Wagga Wagga)</li> <li>Koorinal High School (Wagga Wagga)</li> <li>Wagga Wagga High School (Wagga Wagga)</li> <li>Snowy Valleys School</li> <li>Riverina TAFE</li> <li>Charles Sturt University</li> </ul>	<ul style="list-style-type: none"> <li>Project need and benefits</li> <li>Project timeframes</li> <li>Opportunities for traineeships</li> <li>Potential opportunities for skills development and training alignment</li> </ul>	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
<b>Hospitals</b> <ul style="list-style-type: none"> <li>Wagga Wagga Base Hospital</li> <li>Tumut Health Service</li> </ul>	<ul style="list-style-type: none"> <li>Project need and benefits</li> <li>Project timeframes</li> <li>Construction impacts on communities e.g., visual impact, noise, waste, access, dust</li> </ul>	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> </ul>

Stakeholder	Potential interest	Engagement tools
<ul style="list-style-type: none"> <li>Tumbarumba Hospital (Multipurpose Service)</li> <li>Batlow-Adelong Hospital (Multipurpose Service)</li> </ul>	<ul style="list-style-type: none"> <li>Out of hours work</li> <li>Impacts on roads / parking,</li> <li>Employment / business opportunities</li> <li>Adequate provision of healthcare services</li> <li>Community investment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Early and regular engagement</li> </ul>
<b>Aboriginal and Torres Strait Islanders</b>		
Wagga Wagga Aboriginal Land Council (Wagga Wagga)	Both Local Aboriginal Land Councils cover areas impacted by HumeLink West and will want to ensure the project achieves outcomes for their communities.	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
Brungle/Tumut Aboriginal Land Council (Tumut)		
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.	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
Yura Ngura (Sydney)	Yura Ngura is Transgrid's specialist Indigenous engagement advisory team championing beneficial local Aboriginal social and economic outcomes through HumeLink.	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
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.	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
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.	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
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.	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
Registered Aboriginal Parties (RAP)	Input on survey, enabling and construction activities, as required	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
Bundyi Aboriginal Cultural Knowledge (Wagga Wagga)	Bundyi Aboriginal Cultural Knowledge provides cultural knowledge and tour services. They have deep knowledge of	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> </ul>

Stakeholder	Potential interest	Engagement tools
	the lands HumeLink passes over and may be able to assist with cultural heritage and planning works.	<ul style="list-style-type: none"> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
Bidya Murra Consultancy (Sydney)	To seek advice on Aboriginal heritage and related services	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
Murra Bidgee Mullangari Aboriginal Corporation (Sydney)	To seek advice on Aboriginal heritage and related services	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
Yurwang Gundana Cultural Services (Sydney)	To seek advice on Aboriginal heritage and related services	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
Walumarra Cultural Heritage Group	To seek advice on Aboriginal heritage and related services	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
<b>Government agencies</b>		
NSW National Parks and Wildlife Service	<ul style="list-style-type: none"> <li>Project need and benefits</li> <li>Project timeframes</li> <li>Construction impacts on land and environment</li> <li>Environmental impacts such as tree trimming</li> <li>Road restoration</li> </ul>	<ul style="list-style-type: none"> <li>Regular meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
Commonwealth Department of Climate Change, Energy, Environment and Water (DCCEEW – Cth)	<ul style="list-style-type: none"> <li>Project need and benefits</li> <li>Project timeframes</li> <li>Construction impacts on land and the environment</li> <li>Environmental impacts to matters of biodiversity and biosecurity as they relate to DCCEEW – Cth</li> <li>Matters of Aboriginal heritage as they relate to DCCEEW – Cth</li> </ul>	<ul style="list-style-type: none"> <li>Regular meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
Forestry Corporation of NSW	<ul style="list-style-type: none"> <li>Construction impacts on land and environment</li> <li>Construction impacts on access to forests</li> <li>Environmental impacts</li> <li>Project timeframes</li> <li>Project needs and benefits</li> </ul>	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
NSW Department of Climate Change, Energy,	<ul style="list-style-type: none"> <li>Project need and benefits</li> <li>Project timeframes</li> </ul>	<ul style="list-style-type: none"> <li>Regular meetings / briefings</li> <li>Regular project updates</li> </ul>

Stakeholder	Potential interest	Engagement tools
<p>Environment and Water (DCCEE – NSW)<sup>1</sup></p> <p>This includes the following agencies:</p> <ul style="list-style-type: none"> <li>The Water Group</li> <li>Biodiversity Conservation Society Directorate (BCS)</li> <li>Heritage NSW</li> </ul>	<ul style="list-style-type: none"> <li>Construction impacts on land and the environment</li> <li>Environmental impacts to matters of biodiversity and biosecurity as they relate to BCS</li> <li>Environmental impacts to water and waterways as they relate to the Water Group</li> <li>Matters of Aboriginal heritage as they relate to Heritage NSW</li> </ul>	<ul style="list-style-type: none"> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
NSW Department of Planning, Housing and Infrastructure (DPHI)	<ul style="list-style-type: none"> <li>Project need and benefits</li> <li>Project timeframes</li> <li>Construction impacts on land and environment</li> <li>Environmental impacts as detailed within the MCoA</li> </ul>	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
NSW Department of Primary Industries and Regional Development - Fisheries	<ul style="list-style-type: none"> <li>Project need and benefits</li> <li>Project timeframes</li> <li>Construction impacts on waterways associated with key fish habitat</li> </ul>	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
Transport for NSW	<ul style="list-style-type: none"> <li>Work which impacts Transport for NSW roads, either directly or by contributing to congestion</li> <li>Road occupancy licenses</li> <li>Traffic control plans</li> </ul>	<ul style="list-style-type: none"> <li>Planning meetings / briefings</li> <li>Regular progress updates</li> <li>Site visits and inspections</li> <li>Consultation about Traffic Management Plan</li> <li>Consultation under Roads Act (NSW)</li> </ul>
NSW State Emergency Services	<ul style="list-style-type: none"> <li>Construction impacts on land and environment</li> <li>Construction impacts on access to forests</li> <li>Environmental impacts</li> <li>Project timeframes</li> <li>Project need and benefits</li> <li>Incident response procedures</li> </ul>	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
<p>NSW Police</p> <p>NSW Ambulance</p> <p>NSW Rural Fire Services</p> <p>Fire and Rescue NSW</p> <p>NSW Health</p>	<ul style="list-style-type: none"> <li>Construction impacts on land and environment</li> <li>Construction impacts on access to forests</li> <li>Environmental impacts</li> <li>Traffic impacts</li> <li>Project timeframes</li> <li>Project need and benefits</li> <li>Incident response procedures</li> </ul>	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>

<sup>1</sup> DCCEE – NSW includes the following agencies Water Group, Uncontrolled when Printed  
Community Communications Strategy (CCS A24 and A25)



Stakeholder	Potential interest	Engagement tools
<b>Utilities:</b> <ul style="list-style-type: none"> <li>Essential Energy (electricity)</li> <li>Australian Gas Networks (gas)</li> <li>WaterNSW (water)</li> <li>Telstra (telecommunications)</li> <li>NBN</li> </ul>	Service identification, protection and potential relocation	<ul style="list-style-type: none"> <li>Planning meetings / briefings</li> <li>Regular progress updates</li> <li>Site visits and inspections</li> </ul>
Riverina TAFE (Wagga Wagga)	Riverina TAFE has expressed an interest in traineeships on HumeLink West at On Country workshops	<ul style="list-style-type: none"> <li>Meetings / briefings</li> <li>Regular project updates</li> <li>Copies of project newsletters</li> <li>Early and regular engagement</li> </ul>
NSW Farmers Association and local branches	<ul style="list-style-type: none"> <li>Project need and benefits</li> <li>Project timeframes</li> <li>Construction impacts on land and environment</li> <li>Environmental impacts on farming land</li> </ul>	<ul style="list-style-type: none"> <li>Planning meetings/briefings</li> <li>Regular progress updates</li> <li>Site visits and inspections</li> </ul>

## 5.2 Community and Stakeholder Liaison and Engagement team

To ensure successful delivery of community communications and engagement, community and stakeholder engagement professionals are embedded within the project team (the public liaison officers). 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 4 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 4: Community and stakeholder engagement team key roles and responsibilities**

Role	Responsibility
HLWJV CSE Team	
Senior Environment and Stakeholder Manager (SESM)	<ul style="list-style-type: none"> <li>• Primary project lead for developing overarching environment and community stakeholder engagement management strategies, ensures compliance, and resourcing</li> <li>• Sets strategic direction and strategy implementation by the community and stakeholder engagement team</li> <li>• Reports to the Project Director and part of the HLWJV Senior Leadership Team</li> <li>• Manages Transgrid relationships</li> <li>• Identifies and mitigates reputational risks</li> <li>• Manages issues and supports Transgrid to address any escalated issues and complaints</li> <li>• Ensures complaints are managed appropriately</li> <li>• Accountable for crisis and incident communications</li> <li>• Manages Community and Engagement Stakeholder Manager, Community Based Community and Stakeholder Engagement Manager and Public Affairs Manager</li> </ul>
Community and Stakeholder Engagement Manager (CSEM)	<ul style="list-style-type: none"> <li>• Works closely with the SESM</li> <li>• Primary project lead for local councils and other key stakeholders as nominated by Transgrid interface agreements.</li> <li>• Primary contact for key stakeholder meetings, including the community information forums</li> <li>• Oversees day to day delivery of community based stakeholder engagement team project deliverables and responsibilities</li> <li>• Supports CSMLB to achieve on the ground deliverables</li> <li>• Supports complaints and issues escalation process</li> <li>• Reporting and compliance.</li> </ul>
Community and Stakeholder Engagement Managers – Locally Based (CSMLB)	<ul style="list-style-type: none"> <li>• Works closely with the CSM in all aspects of the community stakeholder engagement functions of the project including:</li> <li>• Providing advice to project managers and site teams on community and stakeholder issues</li> <li>• Communicating with indirectly and directly impacted landowners</li> <li>• Delivering on the ground engagement with broader community</li> <li>• Community groups</li> <li>• Key stakeholders</li> <li>• Information sessions</li> <li>• School education programs</li> <li>• Local industry participation</li> <li>• Site tours</li> <li>• Managing work notifications, project updates, composition, distribution</li> <li>• Leading all significant meetings with impacted community, indirectly affected landowners</li> <li>• Ensuring specific community needs are considered, including accessibility requirements and cultural and linguistic diversity</li> <li>• Managing complaints and enquiries received via the 1800 community number, email, mail or face to face interactions</li> </ul>

Role	Responsibility
	<ul style="list-style-type: none"> <li>Complaint investigation, including indirectly and directly impacted landowner complaints</li> <li>Record keeping and reporting.</li> </ul>
Transgrid CSE Team	
HumeLink Community and Stakeholder Engagement Manager	<ul style="list-style-type: none"> <li>Responsible for setting strategic direction for HumeLink West community and stakeholder engagement team</li> <li>Responsible for overseeing development and implementation of community and stakeholder engagement activities by HLWJV CSE team</li> <li>Final approval of external stakeholder collateral and communications</li> <li>Primary point of contact for engagement with local Councils and key stakeholders</li> <li>Liaise with HumeLink West to manage and mitigate reputational risks</li> <li>Escalation for complex or sensitive community and stakeholder issues</li> <li>Final approval of matters related to HLWJV crisis management</li> <li>Primary contact for key stakeholder meetings, including the Community and Stakeholder Information Forums.</li> </ul>
HumeLink West Community and Stakeholder Engagement Lead	<ul style="list-style-type: none"> <li>Work closely with the HumeLink Community and Stakeholder Engagement Manager in all aspects of the Community Relations and Stakeholder functions of the Project</li> <li>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</li> <li>Oversee significant meetings with impacted and indirectly impacted landowners</li> <li>Oversee development and delivery of work notifications relating to construction impacts, traffic impacts and those impacts related to individual properties</li> <li>Liaise with HumeLink West to manage and mitigate reputational risks</li> <li>Escalation for enquiries and complaints management and response</li> <li>Manage issues and support HumeLink West to address any escalated issues and complaints.</li> </ul>

Role	Responsibility
Community and Stakeholder Engagement Coordinator	<ul style="list-style-type: none"> <li>• Work closely with the HumeLink Community and Stakeholder Engagement Manager and Engagement Lead in all aspects of the Community Relations and Stakeholder functions of the Project</li> <li>• Overseeing enquiries and complaints management and response</li> <li>• Manage 1800 number and project inbox (Transgrid)</li> <li>• Support development and delivery of work notifications relating to construction impacts, traffic impacts and those impacts related to individual properties</li> <li>• Support delivery of external and internal communications collateral for the project</li> <li>• Support day to day delivery of community-based stakeholder engagement team project deliverables and responsibilities.</li> </ul>
Communications Lead	<ul style="list-style-type: none"> <li>• Work closely with the HumeLink Community and Stakeholder Engagement Manager and Engagement Lead in all aspects of the Community Relations and Stakeholder functions of the Project</li> <li>• Oversee development and delivery of work notifications relating to construction impacts, traffic impacts and those impacts related to individual properties</li> <li>• Oversee all external and internal communications collateral for the project</li> <li>• Liaise with HumeLink Community and Stakeholder Engagement Manager to manage and mitigate reputational risks</li> <li>• Oversee and support issues management to address escalated complaints.</li> </ul>
First Nations Engagement Lead	<ul style="list-style-type: none"> <li>• Work closely with the HumeLink Community and Stakeholder Engagement Manager and Engagement Lead in all aspects of the First Nations stakeholder matters related to the Project</li> <li>• Work closely with HumeLink West on matters related to First Nations stakeholders and Aboriginal heritage engagement</li> <li>• Oversee HumeLink West communications and engagement activities targeting First Nations stakeholders</li> <li>• Advise Community and Stakeholder Engagement Manager and HumeLink team on best practice relating to First Nations engagement</li> <li>• Facilitate access and oversee cultural heritage investigations and site visits.</li> </ul>

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 the resolution of community complaints if requested by the Planning Secretary.

### 5.3 Procedures and mechanisms for regular distribution of information

A range of procedures and mechanisms have been devised to allow for regular information distribution throughout the 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 5 below.

#### 5.4 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 5 below provides an overview of typical outgoing public communications, their purpose, proposed distribution to community and stakeholders and associated project management plan/s.

**Table 5: Public communication materials and distribution mechanisms**

Item	Purpose	Timeframe and distribution	Associated management plan / strategies required under MCoA
<p>Work Notifications (major and minor work)</p> <p>Start of work at a new location</p> <p>Start of new activities at existing work locations</p> <p>Changes to pedestrian or traffic routes</p>	<p>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.</p>	<p>As required</p> <p>7 days in advance of work starting or work change</p> <p>500m radius from project alignment</p>	<p>Environmental Management Strategy</p> <p>Enabling Works Management Plan</p> <p>Transport and Traffic Management Plan</p> <p>Noise and Vibration Management Plan</p> <p>Community Communications Strategy</p>
<p>Out of hours work</p>	<p>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:</p> <ul style="list-style-type: none"> <li>carry out additional assessments for work proposed outside standard construction hours, to confirm noise levels at potentially affected sensitive receivers and determine suitable mitigation measures to minimise noise levels</li> <li>notify and engage with potentially noise affected receivers about upcoming work outside standard construction hours and address any associated complaints</li> </ul>	<p>As required</p> <p>Notification 7 days in advance of work starting</p> <p>500m radius from project alignment</p>	<p>Community Communications Strategy</p> <p>Environmental Management Strategy</p> <p>Enabling Works Management Plan</p> <p>Noise and Vibration Management Plan</p> <p>Transport and Traffic Management Plan</p> <p>Out of Hours Work Protocol (OOHW)</p>

Item	Purpose	Timeframe and distribution	Associated management plan / strategies required under MCoA
	<ul style="list-style-type: none"> <li>identify appropriate respite for noise affected receivers where required.</li> </ul> <p>The Out of Hours Work (OOHW) protocol will not apply to the operating phase of the worker accommodation facilities.</p>		
Traffic, transport and access	<p>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.</p> <p>The strategies will include details of communication channels, frequency and response measures in providing information to community stakeholders.</p>	<p>As required</p> <p>7 days in advance of work starting or work change</p> <p>500m radius of the project alignment</p>	<p>Community Communications Strategy</p> <p>Traffic and Transport Management Plan</p> <p>Environmental Management Strategy</p> <p>Enabling Works Management Plan</p>
Factsheets and frequently asked questions	<p>Issued from time to time with notifications and quarterly project newsletters to provide more detailed information on specific topics of interest</p> <p>Also available on the HumeLink website .</p>	<p>As required</p> <p>500m radius from project alignment</p>	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	<p>Community Communications Strategy</p> <p>Transport and Traffic Management Plan</p>
Digital community engagement activity notification	Emails issued from time to time from HLWJV to community and stakeholders who have registered to receive project communications	As required	Community Communications Strategy
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
<a href="#">HumeLink: Connecting</a>			



Item	Purpose	Timeframe and distribution	Associated management plan / strategies required under MCoA
<a href="#">Wagga Wagga, Bannaby and Maragle   Transgrid</a>  <a href="http://www.transgrid.com.au/projects-innovation/humelink">www.transgrid.com.au/projects-innovation/humelink</a>			
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: <ul style="list-style-type: none"> <li>• start of work and operations</li> <li>• construction activity</li> <li>• traffic changes</li> <li>• information sessions.</li> </ul>	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, hoarding	The project 1800 number, email address and website will be listed on project signage and hoarding 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	HLWJV will seek to engage through a broad range of forums as appropriate throughout project delivery	Stakeholders notified 2 weeks prior to activity	Community Communications Strategy

Item	Purpose	Timeframe and distribution	Associated management plan / strategies required under MCoA
Online virtual community information rooms	The forum/s used would also depend on feedback and needs of the community.		
Mobile displays			

### 5.5 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. Table 6 below lists the community feedback channels, and Table 7 details the management approach and response for enquiries and complaints.

**Table 6: Community contact and feedback channels**

Contact / feedback channel
<b>Toll free phone number</b> 1800 317 367
<b>Email</b> humelink@transgrid.com.au
<b>Mail</b> HumeLink Community Engagement Team PO Box A1000 Sydney South NSW 1235
<b>In person</b> Includes but is not limited to: <ul style="list-style-type: none"> <li>Community and Stakeholder Engagement team members</li> <li>Land Access Coordinators</li> <li>Members of the wider project team</li> </ul>
<b>Community Feedback</b> Community feedback will also be obtained through community surveys or similar <ul style="list-style-type: none"> <li>The community and stakeholders will be advised of the survey through either communications collateral (works notifications), a survey notification flyer or an email</li> <li>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</li> <li>Be online with an option for community members to request a paper copy, complete it at the Transgrid Discovery Hub, or download and print a paper copy to provide to HLWJV CSE team</li> <li>Advise that language translation and interpreter services are available for community members who request assistance from HLWJV or use the service directly.</li> <li>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. These channels include, but are not limited to: <ul style="list-style-type: none"> <li>Transgrid's Discovery Hub where the public can find out information about the project in person</li> <li>Community information drop-in sessions and pop up stands</li> <li>Accessible community meetings offering venues that accommodate mobility needs</li> <li>1800 community information line</li> <li>Dedicated email and postal address</li> <li>Translation and interpretation services as required.</li> </ul> </li> </ul>

**Table 7: Management approach and response to enquiries and complaints**

Enquiries	Management approach
<b>Toll free number</b>	<ul style="list-style-type: none"> <li>24/7 toll free hotline.</li> <li>The project 1800 number will be included on all project communication materials. All calls received will be recorded in the community contacts database.</li> <li>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.</li> <li>Details of the call will be recorded in Salesforce to ensure the call is managed in appropriate timeframes and for record keeping.</li> </ul>
<b>Email</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Mail</b>	<ul style="list-style-type: none"> <li>All mail enquiries will receive a response within 10 business days.</li> <li>All mail correspondence will be recorded in the community contacts database.</li> </ul>
<b>In person</b>	<ul style="list-style-type: none"> <li>All community and stakeholders making enquiries, complaints or providing feedback in person will receive verbal acknowledgement at the time of contact.</li> <li>Be provided with the community contact card if required.</li> <li>Be connected with an appropriate person from HLWJV's Community and Stakeholder team (if required) to address their enquiry.</li> <li>Details of the contact will be recorded in Salesforce to ensure the matter is managed in appropriate timeframes and for record keeping.</li> </ul>
<b>Respond to enquiries or feedback from community</b>	<ul style="list-style-type: none"> <li>When responding to enquiries from community and stakeholders, HLWJV will: <ul style="list-style-type: none"> <li>Provide a verbal response to phone enquiries within 2 business days from the time of the enquiry being received unless the caller agrees otherwise.</li> <li>If the matter requires further investigation, provide a verbal acknowledgement and response as soon as possible or within 10 business days</li> <li>Provide a written acknowledgement to emails within 24 hours of receipt</li> <li>Provide a written response to letters within up to 10 business days of receipt</li> <li>Record details of enquiries received in the Salesforce database within the next business day of receipt/response</li> <li>Report monthly to Transgrid on enquiries received and responses given</li> <li>Provide responses for Transgrid for enquiries received via social media platforms</li> <li>Provide responses for Transgrid for media or government enquiries received.</li> </ul> </li> </ul>
Complaints	Management approach
<b>Managing complaints and resolving issues</b>	<ul style="list-style-type: none"> <li>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.</li> <li>Immediately investigate complaint and within two hours, make an initial call to the complainant where a phone number is provided or is available in Salesforce, unless the complainant agrees otherwise.</li> <li>Complaint information that will be recorded includes: <ul style="list-style-type: none"> <li>Complainant details including the name and contact information if complainant wishes to share this detail</li> <li>Description of the complaint</li> <li>Date and time of complaint</li> <li>Type of communication (telephone, email, letter, meeting)</li> <li>Complaint type/category (ie construction impact, noise)</li> <li>If a number of complainants are reporting the same issue</li> <li>Complaint status (ie open, under investigation or resolved)</li> </ul> </li> </ul>

Enquiries	Management approach
	<ul style="list-style-type: none"> <li>○ If any monitoring is required to confirm that the complaint has been satisfactorily resolved.</li> <li>• The HLWJV Community and Stakeholder Engagement and Land and Property Access Teams as well as Transgrid's Community and Stakeholder Engagement Team will have access to Salesforce.</li> <li>• 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.</li> </ul>
<b>Complaints received</b>	<ul style="list-style-type: none"> <li>• In person or via phone: <ul style="list-style-type: none"> <li>○ Outside of business hours, provide verbal acknowledgement response to complainant within 2 hours of the next business day</li> <li>○ During business hours, provide verbal acknowledgement response to complainant within 2 hours</li> <li>○ 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.</li> <li>○ Record within Salesforce and report to Transgrid as required.</li> </ul> </li> <li>• Via email <ul style="list-style-type: none"> <li>○ During normal working hours, provide a written acknowledgement within four 4 business hours of receipt, or a verbal response within four hours if a contact number is available</li> <li>○ Outside normal working hours, provide an immediate automated email response confirming receipt and explain that a full response will be provided within the next 10 business days. Provide a written acknowledgement within four hours of the next business day of receipt</li> <li>○ 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.</li> <li>○ Record within Salesforce and report to Transgrid as required.</li> </ul> </li> <li>• Via letter: <ul style="list-style-type: none"> <li>○ During normal working hours, provide an acknowledgement within 24 hours of receipt, or a verbal response within one business day, if a contact number is available</li> <li>○ Outside of normal working hours, provide an acknowledgement within one business day of receipt or a verbal response if a contact number is available.</li> <li>○ 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.</li> <li>○ Record within Salesforce and report to Transgrid as required.</li> </ul> </li> </ul> <p>Notifying Transgrid:</p> <ul style="list-style-type: none"> <li>• Notify Transgrid if the complaint does not relate to HLWJV work</li> <li>• Forward information about any complaints in writing to Transgrid within 1 business day of receipt of the complaint, including response times and details about actions taken or proposed or investigations occurring</li> <li>• Provide feedback to requests for information from Transgrid relating to responses to complaints within 2 hours of receipt of the request.</li> </ul> <p>A matter will be escalated to Transgrid and Transgrid and HLWJV will coordinate resolution and close out with the complainant should the following occur:</p> <ul style="list-style-type: none"> <li>• 3 separate complaints be received within 24 hours</li> <li>• A single complainant reports (3) or more complaints within a 3-day period</li> <li>• The complainant specifically requests that their matter be escalated to Transgrid</li> </ul>

Enquiries	Management approach
	<ul style="list-style-type: none"> <li>The complaint relates to a compliance matter.</li> </ul>
<b>Resolving issues and managing disputes</b>	<p>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).</p>

## 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. Publicly available information on the 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 MCoA 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, which is to be updated on a monthly basis*
- 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 8 provide further information on mitigation measures and associated management plans which will be implemented during the enabling works and construction stage of the project.

Uncontrolled when Printed  
Community Communications Strategy (CCS A24 and A25)

**Table 8: Mitigation measures management plans**

Area	Impact	Management plan
Aboriginal heritage	<ul style="list-style-type: none"> <li>Aboriginal cultural heritage</li> <li>Aboriginal heritage sites</li> </ul>	<ul style="list-style-type: none"> <li>Heritage Management Plan</li> </ul>
Land use and property	<ul style="list-style-type: none"> <li>Direct land use impacts</li> <li>Property impacts</li> <li>Agribusiness impacts</li> </ul>	<ul style="list-style-type: none"> <li>HumeLink Engagement Strategy</li> <li>Community Communications Strategy</li> <li>Property Management Plans</li> <li>Social Impact Management Plan</li> </ul>
Social	<ul style="list-style-type: none"> <li>Social cohesion</li> <li>Local services</li> <li>Local businesses</li> <li>Tourism</li> </ul>	<ul style="list-style-type: none"> <li>Social Impact Management Plan</li> <li>Community Communications Strategy</li> <li>Local Business and Employment Strategy (MCoA B60)</li> </ul>
Noise and vibration	<ul style="list-style-type: none"> <li>Construction noise and vibration</li> </ul>	<ul style="list-style-type: none"> <li>Construction Environment Management Plan</li> <li>Enabling Work Management Plan</li> <li>Noise and Vibration Management Plan</li> <li>Out of Hours Work Protocol</li> </ul>
Traffic, transport and access	<ul style="list-style-type: none"> <li>Road congestion</li> <li>Traffic delays</li> <li>Access restrictions</li> <li>Traffic and pedestrian route changes</li> </ul>	<ul style="list-style-type: none"> <li>Transport and Traffic Management Plan</li> <li>Construction Environment Management Plan</li> <li>Community Communications Strategy</li> <li>Social Impact Management Plan</li> </ul>

## 9. Action plans

Actions plans will be developed to works that require multiple engagement and communication activities. 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. These action plans will focus on the details associated with the activities, potentially impacted communities and methodology 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. Where possible, face-to-face communication will be prioritised. 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 9 below outlines the proposed engagement strategies and timing associated with these action plans.



**Table 9: HLWJV communications and engagement action plan**

Timeframe*	Stakeholders	Tools and tasks	To lead
Ongoing as required	Wagga Wagga City Council Snowy Valleys Council	<ul style="list-style-type: none"> <li>Continue to meet regularly with council officers about: <ul style="list-style-type: none"> <li>Traffic disruption and/or construction work affecting councils, their assets and their constituents</li> <li>Program lookahead</li> <li>Seek feedback on planned engagement activities.</li> </ul> </li> </ul>	HLWJV  Transgrid will lead engagement with elected council members
Ongoing as required	Utility providers, NSW Transport, Emergency Services, other project teams nearby – HLEJV, VNI West, PEC, Maragle Substation, Snowy 2.0, Riverina Defence Program	<ul style="list-style-type: none"> <li>Continue to meet regularly to discuss enabling work and understand priority issues.</li> <li>Discuss managing cumulative impacts and opportunities to collaborate, coordinate and stage work.</li> <li>Seek feedback on planned engagement activities via coordination forums.</li> </ul>	HLWJV
	<p>Federal Member Riverina Michael McCormack MP (Nationals)</p> <p>State Member Wagga Wagga Dr Joe McGirr MP (Independent)</p> <p>Federal Member Eden-Monaro Kristy McBain MP (Labour)</p> <p>State Member Albury Justin Clancy MP (Liberal)</p>	<ul style="list-style-type: none"> <li>Support Transgrid with project information for their engagement with local elected representatives.</li> </ul>	Transgrid supported by HLWJV
Ongoing as required	Directly impacted landowners and businesses along the alignment	<ul style="list-style-type: none"> <li>Property Management Plans in place.</li> <li>Landowner communication protocols</li> <li>Follow up with landowners by targeted letter, email and phone to confirm timing, access arrangements and priority activities: <ul style="list-style-type: none"> <li>Six weeks prior to property entry Land Access Requests provided to Transgrid</li> <li>Notice letter to landowners, as required under Property Management Plan</li> <li>1 week notice of entry provided to landowners</li> </ul> </li> </ul>	HLWJV

Timeframe*	Stakeholders	Tools and tasks	To lead
		<ul style="list-style-type: none"> <li>○ 48 – 24-hour notice of entry phone call and email to landowners.</li> <li>• Property precondition survey activities notified to landowners, with two alternative dates offered for completing the survey.</li> <li>• Letter / email with information about enabling work to Wagga Wagga Airport, Wagga Wagga City Council, Snowy Valleys Council, Emergency Services, Local Area Commands, NSW Forestry Corporation, Murray Forestry Hub, NSW Transport, utility asset owners.</li> </ul>	
Ongoing as required	Landowners, broader community and businesses along the alignment, road users, affected by traffic changes	<ul style="list-style-type: none"> <li>• Traffic Management Plan</li> <li>• Traffic changes noted in work notifications, quarterly project newsletter, websites.</li> <li>• Advertise traffic changes if required.</li> <li>• Media release / holding statement prepared for any significant traffic changes.</li> <li>• Advertise traffic changes if required (print, radio, social media, council newsletters and websites, Live Traffic).</li> <li>• Opt-in text message system in place for traffic changes or other activities with significant impacts</li> </ul>	HLWJV
Ongoing as required	Landowners, broader community and businesses along the alignment	<ul style="list-style-type: none"> <li>• Inform nearby communities and businesses about upcoming enabling work activities.</li> <li>• Work notifications announcing start of enabling work distributed to landowners, broader community and businesses within 500m radius of project alignment.</li> <li>• Promotion of start of enabling work via: <ul style="list-style-type: none"> <li>○ Snowy Valleys Council – two weeks prior to their monthly newsletter being distributed and one to two weeks prior to work starting for information to go out via council social media channels.</li> <li>○ Advertise in local papers; Tumut-Adelong Times, Tumbarumba Times, Daily Advertiser.</li> <li>○ Posters in shop fronts or on community notice boards.</li> <li>○ Local libraries - HLW project focused information display.</li> <li>○ Update project websites.</li> </ul> </li> </ul>	HLWJV
Ongoing as required	Broader community, landowners, stakeholders	<ul style="list-style-type: none"> <li>• Complaint management protocols in place (as per outlined in Table 6): <ul style="list-style-type: none"> <li>○ Ensure email auto response is established.</li> <li>○ On receiving complaint, as soon as practical call the complainant where a phone number is provided and investigate source of complaint.</li> </ul> </li> </ul>	HLWJV

Timeframe*	Stakeholders	Tools and tasks	To lead
		<ul style="list-style-type: none"> <li>○ All calls transferred by call centre to be answered by HLWJV CSE team 24/7</li> <li>○ Take reasonable actions to prevent reoccurring complaints.</li> </ul>	
Ongoing as required	Indigenous stakeholders and agencies Registered Aboriginal Parties (RAPs) Local Aboriginal Land Councils	<ul style="list-style-type: none"> <li>• Continue engagement with key groups and individuals to introduce the HLWJV team, confirm needs and expectations and discuss opportunities for involvement.</li> <li>• Continue consultation with RAPs about Aboriginal cultural heritage management requirements and managing identified sites within the construction boundary for cultural salvage – discuss upcoming work in more detail.</li> <li>• Continue to build connections, understand priority issues, and develop a suitable engagement timetable and approach.</li> <li>• Understand key areas for further discussion including project sites and landscape designs, transmission line construction, substations, operational issues, and opportunities for further involvement.</li> <li>• Develop and seek feedback on a plan for Aboriginal and Torres Strait Islander Participation.</li> </ul>	HLWJV
Ongoing as required	Key community representatives	<ul style="list-style-type: none"> <li>• Establish HumeLink Community and Stakeholder Information Forums and determine meeting schedule.</li> <li>• Seek feedback on planned engagement activities and effectiveness of communication channels used.</li> <li>• Share upcoming construction schedule and planned works</li> </ul>	Transgrid supported by HLWJV
Quarter 1 2025 and on an ongoing basis every quarter until project completion	Landowners, broader community, businesses along project alignment	<ul style="list-style-type: none"> <li>• Distribute Quarterly Project Newsletter with work program three month look ahead - 500m radius.</li> </ul>	HLWJV
Start of Enabling work stage and ongoing as required	Landowners, broader community and businesses along project alignment	<ul style="list-style-type: none"> <li>• Distribute Work Notification – 500m radius across HLW project alignment, as required               <ul style="list-style-type: none"> <li>○ Greenhills accommodation facility ongoing</li> <li>○ Tarcutta accommodation facility ongoing</li> <li>○ Access point construction</li> <li>○ Logistics coordination and storage facilities (compounds):</li> </ul> </li> </ul>	HLWJV

Timeframe*	Stakeholders	Tools and tasks	To lead
Localised work notifications as required	Landowners, broader community and businesses along project alignment	<ul style="list-style-type: none"> <li>Distribute Work Notification to targeted local areas where specific works are taking place (i.e., site set up, access points and roadworks, temporary changes to traffic conditions)</li> </ul>	HLWJV
Start of Construction stage and ongoing as required until project completion	Landowners, broader community, businesses along project alignment	<ul style="list-style-type: none"> <li>Distribute Work Notification announcing start of construction – 500m radius across HLW project alignment, as required</li> </ul>	HLWJV
Localised work notifications as required	Landowners, broader community and businesses along project alignment	<ul style="list-style-type: none"> <li>Distribute Work Notification to targeted local areas where specific works are taking place (i.e., localised towed pad construction, tower erection, substation work, line stringing work, road works and traffic impacts)</li> </ul>	HLWJV

\* Indicative timing based on Project approvals

## 10. Monitoring and reporting

HLWJV will regularly monitor the performance and effectiveness of community and stakeholder engagement activities and this strategy during the work. Community feedback will be obtained through community surveys or similar, as set out in Table 4 of this document. Surveys will ask specific questions to identify the preferred method of communication (including engagement) and identify issues that are of interest to the community.

Where practical issues identified through feedback may lead to a modification in processes and communication channels.

Performance indicators will be monitored including responsiveness and effectiveness of communication and community and stakeholder engagement, as well as information flow.

Regular reporting with a specific focus on landowners impacted by the work, near neighbours and broader community will provide HLWJV with insight into reach and success of community and stakeholder engagement. Complaints, enquiries and relevant issues will be provided to Transgrid via the HLWJV monthly report. Any complaints, issues and or emerging trends will be addressed in a timely and appropriate manner in keeping with Transgrid's Enquiries, Complaints and Escalation Procedure and Complaints Handling Policy. Where possible, work methods will be reviewed to further minimise impacts.

HLWJV will monitor and report on complaints and complaints processes, social impacts and outcomes, local procurement and employment and Aboriginal and Torres Strait Islander participation throughout the work.