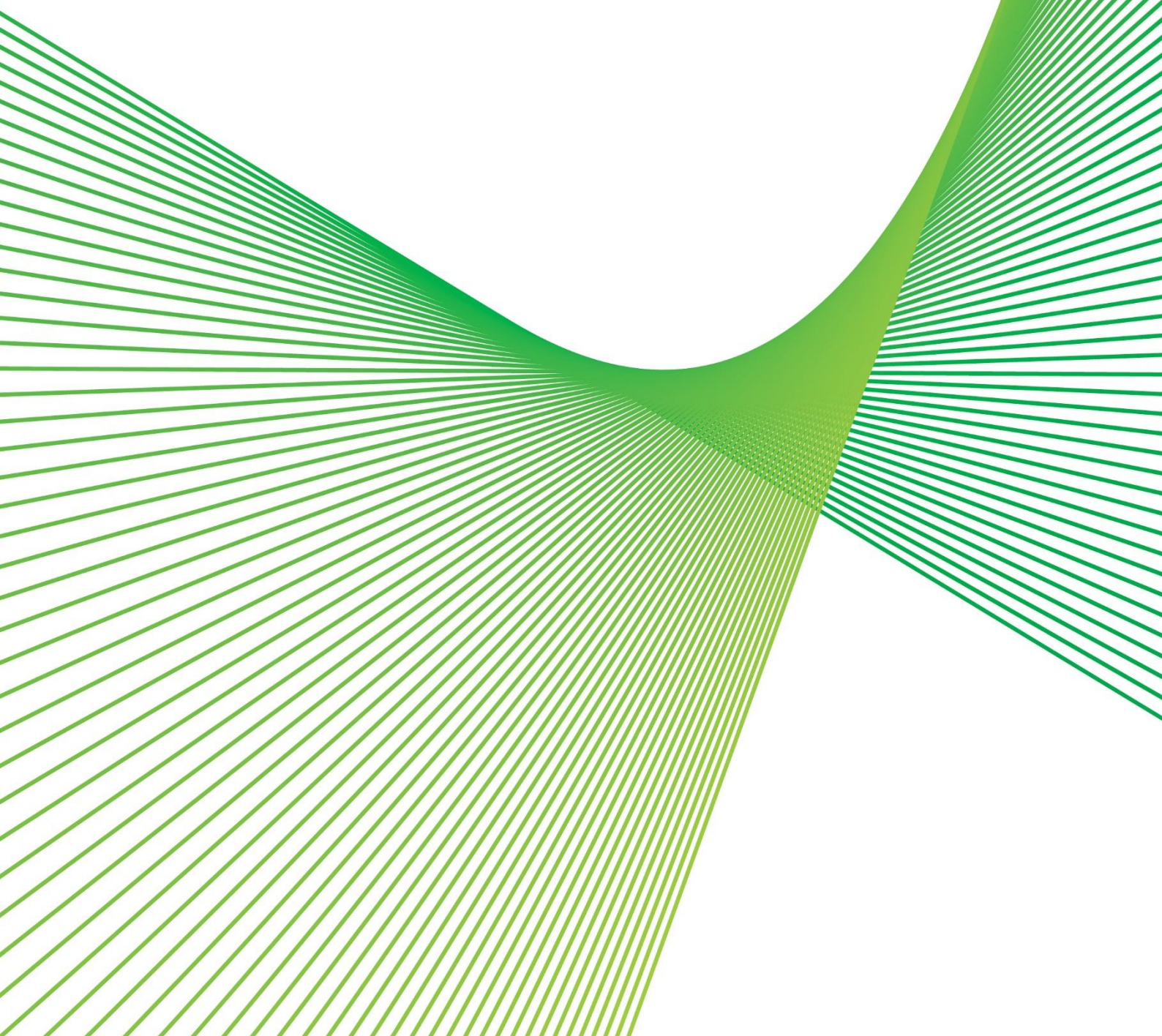




People. Power. Possibilities.

HumeLink

Community Communication and Engagement Plan
March 2023 – August 2023



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1. HumeLink Community Communication and Engagement Plan

1.0. Background

Transgrid operates and manages the high voltage electricity transmission network in New South Wales and the Australian Capital Territory, connecting generators, distributors and major end-users.

Our most crucial work is within the transition to Australia's clean energy future, where we're taking a leading role as the Australian energy landscape transitions to a greater mix of low emission renewable energy sources such as wind and solar. To support this transition and connect Australian communities and businesses to these lower cost energy sources, the national electricity grid needs to evolve, and we are delivering projects to support and drive that evolution.

1.0.1. HumeLink project

The HumeLink project is a new 500kV transmission line, which will carry electricity to customers from new generation sources, including the expanded Snowy Hydro scheme. HumeLink will connect Wagga Wagga, Bannaby and Maragle and will:

- provide reliable and affordable electricity to customers
- reinforce the southern transmission network, enable greater sharing of energy between the eastern states and unlock the full capacity of the expanded Snowy Hydro Scheme
- enable more renewable energy generation to enter the market, supporting Australia's emissions reduction targets
- create more than 1000 construction jobs and contribute to economic activity in regional NSW, generating major benefits for local communities along the route.

The HumeLink project will reinforce the Southern Shared Network, which carries power from generators across southern NSW and electricity imported from Victoria and South Australia to major population centres. Currently, it is heavily congested at times of high demand and will become more congested as new generators in southern NSW connect to the grid.

1.0.2. HumeLink project approvals

The HumeLink project has been identified as a priority by the Australian Energy Market and the Federal and NSW Governments. It will provide better access to cheaper renewable energy generators, helping to reduce electricity prices for consumers while meeting increasing demand.

Transgrid completed the Australian Energy Regulator's (AER) [Regulatory Investment Test – Transmission \(RIT-T\) for HumeLink](#) in late 2021. The Australian Energy Market Operator (AEMO) published its [2022 Integrated Systems Plan](#) (ISP) in June 2022, identifying HumeLink as immediately actionable and recommended for urgent progress.

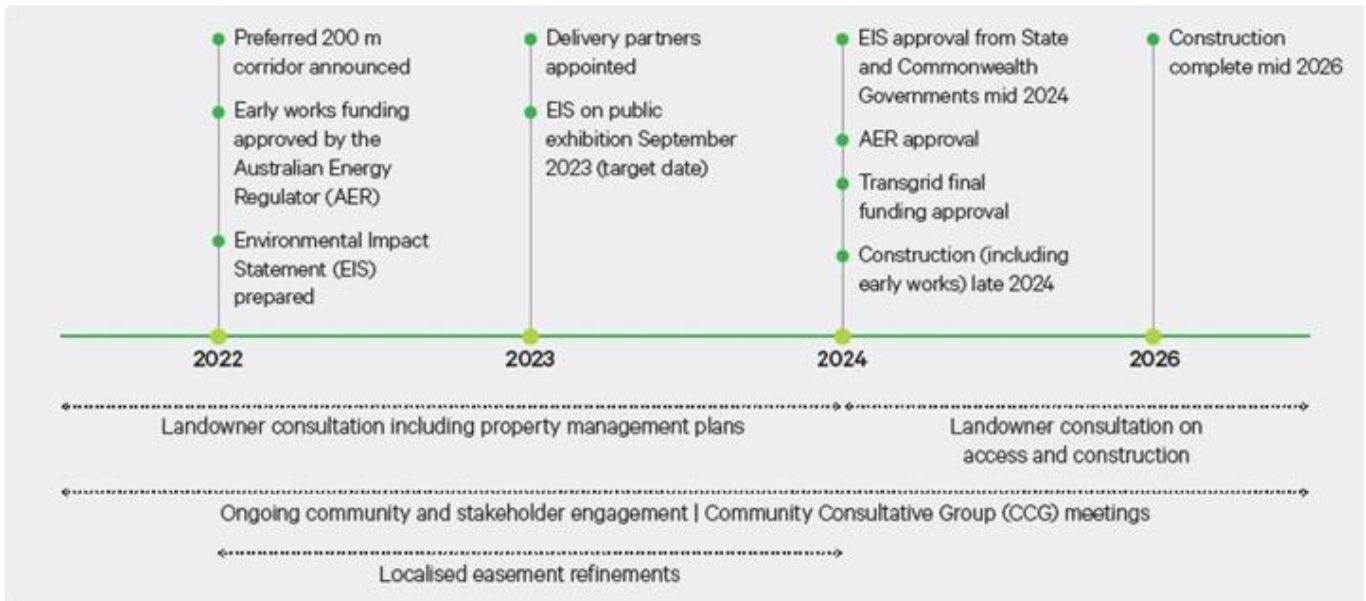
In February 2022, Transgrid submitted a scoping report to the Department of Planning and Environment (DPE). Throughout 2023, Transgrid will continue to complete the NSW Government's environment and planning approvals process, required for all projects identified as Critical State Significant Infrastructure projects, for which HumeLink has been recognised.

If all required approvals are granted, construction is planned to start 2024 and be completed by 2026.

1.0.3. HumeLink project timeline

The HumeLink project is on an accelerated timeline, with both regulatory and planning assessments progressing alongside concept design and contractor procurement, as shown in Figure 1.

Figure 1 HumeLink project timeline



1.1. Document Purpose

The HumeLink Community Communication and Engagement Plan (CCEP) covers all external facing activities planned for community and stakeholder engagement from March 2023 to March 2024 as part of the planning phase of the HumeLink project.

This CCEP supports the delivery of the HumeLink Engagement Strategy (HES), alongside the following accompanying engagement plans:

- Landowner Engagement Plan
- Indigenous Engagement Plan
- Local and Indigenous Business Engagement Plan
- Community Investment Benefits Plan
- Environmental Impact Statement Engagement Plan.

The Transgrid engagement principles, values, and HumeLink engagement objectives are set out in the HES and form the backbone of this plan.

This is an agile document built to solidify HumeLink’s reset phase, which focussed on implementing the recommendations of the Landowner and Community Advocate’s Review of the HumeLink engagement process. All 20 recommendations have been implemented and we will continue to prioritise the improvement of the HumeLink project’s relationship with communities and stakeholders.

1.2. Communication and engagement approach

Transgrid recognises the diverse engagement and information needs of the community and has developed a robust plan of engagement that is inclusive, collaborative and clearly demonstrates its commitment to working with the community and stakeholders through open, transparent dialogue.

The communication and engagement approach for HumeLink is based on an understanding of stakeholders and their needs, and reputational risks. It also embeds the Landowner Advocate Report's recommendations, regulatory requirements, and industry standards. Transgrid's CCEP approach ensures that:

Transgrid engages all landowners, community and stakeholders by seeking their perspectives, keeping them informed, enabling them to provide meaningful and informed feedback and facilitating their contribution to the design of impact mitigation measures.

There is a clear, consistent and transparent process (tailored to stakeholder needs and expectations) for collecting stakeholder feedback and reporting on how feedback / issues / concerns / opportunities have been integrated into planning process.

All potential project risks are identified in advance and the community and stakeholders are given early notification of activities and have a clear understanding of how they may be impacted.

Social licence for the projects Transgrid is delivering and operating on behalf of the NSW and Commonwealth governments is enhanced and protected through improved relationships with community and stakeholders.

1.2.1. Transgrid community engagement policy

Transgrid places the voice of the community at the centre of our decision making.

We recognise the vital role that landowners and the community have in the planning and delivery of our projects and network operations.

We work with the communities in which we operate in a meaningful, accountable, responsive and equitable way through effective and inclusive practices. We are dedicated to continuously improving our engagement to support our decision making and deliver community benefits.

We listen, seek to understand and act on what matters most to communities, working with them to identify opportunities that benefit them, while striving to minimise the impacts of our operations.

Our aim is to build trusted and beneficial relationships. We strive to build positive and lasting relationships with our local communities and create lasting benefits to our customers, community and the environment as part of our commitment to building a sustainable future.

1.2.2. Implementation

To successfully implement this CCEP and to support the success statements from the HES, we will:

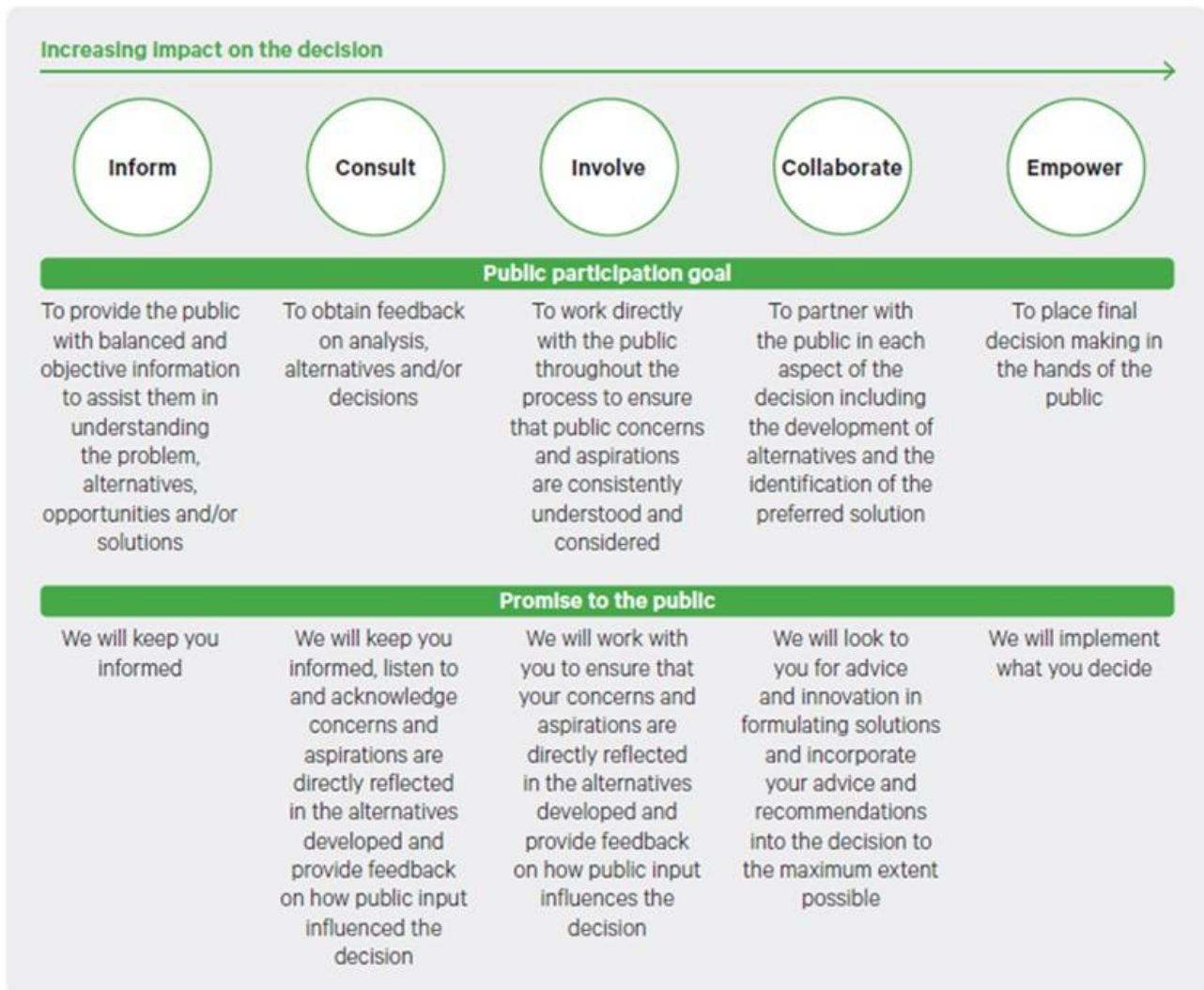
- Follow the principles and values that guide the HES to engage early and regularly.
- Ensure communities, landowners and stakeholders can obtain regular, inclusive, accessible, and up to date information about the project.
- Ensure communities and stakeholders are aware of the planning process, have opportunities to provide meaningful feedback that contributes to the project, and know when future opportunities will be available.
- Demonstrate how feedback from communities and stakeholders has been incorporated into the project.
- Embed the Landowner and Community Advocates Review recommendations as business-as-usual practices.
- Monitor, analyse and report on engagement with communities and stakeholders and use information to proactively manage issues and concerns about the project.

1.3. The International Association of Public Participation

The International Association of Public Participation (IAP2) provides the guiding strategy for engaging the public and has been endorsed by Transgrid as the best-practice approach to community engagement. The IAP2 guidelines and practices adhere to open, transparent, and inclusive engagement processes.

This CCEP applies the best-practice principles and strategies in its associated engagement plans to deliver the best outcomes for the community and stakeholders. Levels of consultation are based on the IAP2 public participation spectrum as shown in Figure 2.

Figure 2 : IAP2 public participation spectrum



The level of engagement for the planning phase of HumeLink sits within Inform, Consult, and Involve. The level will vary based on the community region, stakeholder group, and the topic of engagement.

2. Community and stakeholder identification

The following list of external community and stakeholder groups who will be engaged throughout the implementation of this CCEP, is shown in Table 1. Transgrid will use the internal database management system, Consultation Manager, to collect stakeholder specific information and contact details. Stakeholder identification will continue throughout the life of the project and will be updated as appropriate.

Table 1 External Community and Stakeholder Group

Community and stakeholder groups	Description	Level of interest	Level of influence	Priority ranking	Public participation goal	Key areas of interest	Approach	Transgrid relationship owner
Directly impacted landholders (in corridor/study area)	Landholders (owners, occupiers, lease and other interest holders in the corridor)	High	High	5	Involve Consult Inform	Route, Impact on Property, Compensation, Bushfire, Undergrounding	Direct engagement via dedicated relationship manager Participation in property management plan development. Inform micro siting and property constraints mapping for delivery partner. Input into interactive map, local route refinement and EIS field studies.	Place Manager Project Engagement Lead Land Access Team
Directly impacted landholders (outside corridor)	Landholders (owners, occupiers, lease, and other interest holders in the corridor)	Medium	Medium	4	Involve Consult Inform	Route, Impact on Property, Compensation, Bushfire	Direct engagement via dedicated relationship manager. Indirect engagement via broader community comms. Near neighbour engagement campaign for noise and visual impact. Input into mitigation measures and interactive map	Place Managers Project Engagement Lead Land Access Team

Community and stakeholder groups	Description	Level of interest	Level of influence	Priority ranking	Public participation goal	Key areas of interest	Approach	Transgrid relationship owner
Community Consultative Groups	Combined CCG as of March 2023 due to community feedback. Includes CCG members from Yass and Upper Lachlan Snowy Valleys Wagga and Cootamundra/Gundagai	High	High	5	Involve Consult Inform	Route, Impact on Property, Compensation, Bushfire, Impact on Community, Undergrounding	Frequent, in person engagement through regular facilitated meetings Feedback on collateral, compensation guides, video materials. Participation in Undergrounding feasibility steering committee	CCG Secretariat Senior Communications and Engagement Advisor Place Managers
Traditional Owners, Local Aboriginal Land Councils (LALC) and other Aboriginal Groups	Brungle Tumut LALC Wagga Wagga LALC Onerwal LALC (Yass) Pejar LALC (Goulburn) Wagonga LALC (Narooma)	High	High	5	Involve Consult Inform	Impact on Land, Impact on Community	Direct engagement through dedicated Indigenous engagement officer	Yura Ngura Indigenous Advisory Leader
Community groups	Action groups Progress associations Service groups Local business chambers	High	Medium	4	Consult Inform	Route, Impact on Property, Compensation, Bushfire, Impact on Community, Impact on Local economy Undergrounding	Combination of direct and indirect engagement	Place Managers Project Engagement Lead Senior Communications Officer
Energy Regulator/Operator	Australian Energy Market Operator Australian Energy Regulator Australian Energy Market Commission Energy Security Board	High	High	5	Consult Inform	Cost, Time, Technical, compliance, Social License	Direct engagement via Project leadership team	Project Director Regulation
Federal Government	Minister for Climate Change and Energy - Member for McMahon: ██████████ Chief of Staff: ██████████ Office of the Prime Minister, Secretary: ██████████ Treasurer: ██████████	Medium	High	4	Consult Inform	Cost, Time, Technical, compliance, Social License, Community Impacts	Frequent pro-active briefings	Government Relations

Community and stakeholder groups	Description	Level of interest	Level of influence	Priority ranking	Public participation goal	Key areas of interest	Approach	Transgrid relationship owner
NSW Government	Premier: [REDACTED] Deputy Premier: [REDACTED] Treasurer: [REDACTED] Energy Minister: [REDACTED] Planning Minister: [REDACTED]	High	High	5	Consult Inform	Cost, Time, Technical, compliance, Social License, Community Impacts	Frequent pro-active briefings	Government Relations
State/Federal Members	Wagga Wagga: [REDACTED] (Independent), Eden-Monaro: [REDACTED] (Lab) Goulburn: [REDACTED] (Lib) Cootamundra: [REDACTED] (Nat) Albury: [REDACTED] (Lib)	High	High	5	Consult Inform	Social License, Community Impacts	Frequent pro-active briefings	Government Relations
NSW Dept of Environment Energy, Climate Change and Sustainability	Deputy Secretary: [REDACTED]	Medium	High	3	Consult Inform	Technical, compliance, Social License, Community Impacts	Semi-frequent pro-active briefings	Government Relations Land Access and Approvals Strategy Project Manager
NSW Dept of Environment Energy Corporation of NSW	Chief Executive: [REDACTED] Executive Director: [REDACTED] Executive Director: [REDACTED] Executive Director: [REDACTED]	Medium	High	3	Consult Inform	Technical, compliance, Social License, Community Impacts	Semi-frequent pro-active briefings	Government Relations Land Access and Approvals Strategy Project Manager
NSW Dept of Planning and Environment	Secretary [REDACTED] Deputy Secretary [REDACTED] Deputy Secretary [REDACTED]	Medium	High	3	Consult Inform	Technical, compliance, Social License, Community Impacts	Semi-frequent pro-active briefings	Government Relations Land Access and Approvals Strategy Project Manager
Federal Department of Industry, Science, Energy and Resources	Secretary: [REDACTED] Deputy Secretaries: [REDACTED] (industry, manufacturing, science and commercialisation), [REDACTED] (climate change and energy innovation), [REDACTED] (Energy)	Medium	High	3	Inform	Technical, compliance, Social License, Community Impacts	Frequent pro-active briefings	Government Relations

Community and stakeholder groups	Description	Level of interest	Level of influence	Priority ranking	Public participation goal	Key areas of interest	Approach	Transgrid relationship owner
Government	Australian Energy Infrastructure Commissioner Environment Protection Authority The Energy Corporation of NSW NSW Office of Environment and Heritage (OEH) Property Acquisition (NSW) Transport for NSW Rural Fire Service SafeWork NSW Local police, ambulance and fire services	Medium	High	3	Inform	Cost, Time, Technical, compliance, Social License, Community Impacts	Frequent pro-active briefings	Government Relations Project Director
Local Government	Wagga Wagga Snowy Valleys Upper Lachlan Cootamundra-Gundagai Yass Valley Inform only: Goulburn Mulwaree Council Hilltops Council	High	Medium	4	Involve Consult Inform	Social License, Community Impacts	Frequent pro-active briefings + Direct involvement in consultations	Project Engagement Lead

Community and stakeholder groups	Description	Level of interest	Level of influence	Priority ranking	Public participation goal	Key areas of interest	Approach	Transgrid relationship owner
Customer groups (includes members of Transgrid Advisory Council)	<p>Public Interest Advocacy Centre, Energy Users Association of Australia, ECA, St Vincent de Paul, Tesla, AiGroup</p> <p>██████████ CEO, Energy Users Association of Australia</p> <p>██████████ Director Energy Transformation, Energy Consumers Australia</p> <p>██████████ COO, City of Sydney</p> <p>██████████ Commercial Superintendent, Tomago Aluminium Michael Ottaviano, Partner, ERM Advisory</p> <p>██████████ Executive Director, Commonwealth Bank of Australia</p> <p>██████████ A/Chief System Design and Engineering Officer, AEMO</p> <p>██████████ Program Director, Energy+Water Consumers' Advocacy, PIAC</p> <p>██████████ Business Development, Tesla</p> <p>██████████ Energy Advocate, Ethnic Communities Council NSW</p> <p>██████████ Director, ANU Centre for Sustainable Energy Systems Tennant Reed, Head of Climate, Energy & Environmental Policy, AiG</p> <p>██████████ Executive Manager Policy and Research, St Vincent de Paul</p> <p>██████████ Director Energy Transformation, Clean Energy Council</p> <p>██████████ Snowy Hydro</p>	Medium	Medium	2	Inform	Cost, Time, Technical, compliance, Social License, Community Impacts	Frequent pro-active briefings	Government Relations

Community and stakeholder groups	Description	Level of interest	Level of influence	Priority ranking	Public participation goal	Key areas of interest	Approach	Transgrid relationship owner
Industry and peak associations	Energy Networks Australia Infrastructure Partnerships Australia Clean Energy Council Business Council of Australia	Medium	Medium	2	Consult Inform	Time, Cost, Technical	Frequent pro-active briefings	Government Relations
Snowy Hydro	General Counsel and Group Executive for Corporate Affairs, Legal and Procurement: [REDACTED] Media and Corporate Affairs Advisor: [REDACTED] Relations Manager: [REDACTED]	High	Medium	3	Consult Inform	Time, Cost, Technical	Frequent pro-active briefings	Project Director Project Engagement Lead
Forestry Corporation	Strategy and Risk Manager (Softwood Plantations Division): [REDACTED] Regional Manager Snowy: [REDACTED] Economics Advisor (Softwoods Working Group): [REDACTED]	Medium	Medium	2	Consult Inform	Route, Impact on State Forrest, Impact on business	Frequent pro-active briefings	Project Director Project Engagement Lead
NSW Farmers Association and local branches	President: [REDACTED] CEO: [REDACTED] Policy Director: [REDACTED]	High	Medium	3	Inform		Frequent pro-active briefings + Direct involvement in consultations	Government Relations Project Engagement Lead

Community and stakeholder groups	Description	Level of interest	Level of influence	Priority ranking	Public participation goal	Key areas of interest	Approach	Transgrid relationship owner
Media	<p>Tumut and Adelong Times Group (Tumut and Adelong Times, Tumbarumba Times, Gundagai Independent)</p> <p>News Editor, Tumut, and Adelong Times: [REDACTED]</p> <p>ABC Riverina: [REDACTED]</p> <p>News Editor, Wagga Wagga Advertiser: [REDACTED]</p> <p>The Australian: [REDACTED]</p> <p>Renew Economy: [REDACTED]</p> <p>AFR: Angela [REDACTED]</p> <p>Wagga Weekly, Southern Weekly, Riverina Leader, Yass Tribune, Yass Valley Times, Crookwell Gazette, Goulburn Post, Daily Advertiser</p> <p>Radio 2AAA, Wagga's Life FM 101.9fm, hit93.1 Riverina, Triple M 1152 Riverina, Yassfm100.3</p>	High	High	4	Inform	Cost, Time, Technical, compliance, Social License, Community Impacts	Combination of pro-active and reactive engagement as required	Media Manager
Unions	<p>Electrical Trade Union</p> <p>Construction, Forestry Maritime, Mining and Energy Union</p>	High	High	4	Inform	Workforce Impacts	Direct engagement – as required	Government Relations
Utilities	<p>Existing utility and service providers in the region including Telstra, Water NSW, local water utilities and other communications providers</p>	Medium	Medium	2	Inform	Impact on operations	Direct engagement – as required	Project Director

3. Engagement risks and mitigation measures

3.0. Current risk environment

HumeLink is a major project that interests, impacts and involves a wide range of public audiences and stakeholders. As such, the project is subject to ongoing and rigorous scrutiny in terms of quality of engagement, cost, timeliness of delivery, operations, and feasibility – in addition to impact to community and stakeholders. The risk of consultation fatigue and low public confidence in the project is high, as is the perception that the project will not benefit those in the communities where HumeLink will be built.

Furthermore, debate surrounding the proposed alignment and the project planning process has been previously deliberated at a political level through the media and in Parliament. Critical to the project's success is balancing the need to meet the Government's ISP timelines with the need for comprehensive consultation with the community and impacted stakeholders and planning requirements.

3.1. Identification of risks and mitigation measures

Stakeholders and the community have a range of issues and concerns about HumeLink that are likely to arise as we progress to the environmental impact assessment and approval stages. As stakeholders are engaged, issues will continue to be confirmed, managed and tracked in Consultation Manager.

An overview of the HumeLink project areas of interest for the planning phase, the likely key stakeholder groups and their concerns, and mitigation strategies to manage risks and builds on the whole of project life risks, opportunities and challenges that have been identified within the HES, is shown in Table 2.

Table 2 Stakeholder Groups Areas of Interest, issues and mitigations

Area of Interest	Stakeholder Groups	Potential Issues/Concerns during the planning phase	Mitigation activity
Route options	<ul style="list-style-type: none"> Directly impacted landowners Action groups Community CCGs Local members Local government LALCs Media State and Commonwealth Governments 	<ul style="list-style-type: none"> - route selection and refinement process has been unclear in the past - confidence in comprehensive exploration of route alternatives - confidence that route follows path of least impact to landowners - lack of clarity on how stakeholders can influence route selection - lack of understanding about how feedback has been considered - use of public vs private land including National parks - view that Transgrid has responded to community outrage by changing the route 	<ul style="list-style-type: none"> - use FAQs and briefing sessions to correct misinformation about route selection and provide route selection justification - deliver ongoing, consistent messaging about the corridor and route refinement process to build trust in the process and address justification - demonstrate how community feedback is considered as part of this process - communicate efforts in studying alternative route options to demonstrate range of options that have been examined and why they are not feasible in FAQs and communication - timely and accurate visual updates on changes/narrowing of route that is easy to find
Project justification and need	<ul style="list-style-type: none"> Directly impacted landowners Action groups Communities CCGs Media Government 	<ul style="list-style-type: none"> - project impacts outweigh the benefits - affected landowners bear the impact for the benefit of the broader community - compensation for landowners - shift to renewables and new technologies 	<ul style="list-style-type: none"> - engage with regional communities on the project, highlight benefits to them and involve them in co-designing mitigation/opportunity measures - use regular and consistent messaging on benefits - use media to deliver project messaging on justification and benefits of the project

Area of Interest	Stakeholder Groups	Potential Issues/Concerns during the planning phase	Mitigation activity
Consultation process	Directly impacted landowners Action groups Local members of Parliament Media Local, State and Commonwealth Governments	<ul style="list-style-type: none"> - view that engagement to date has not met best-practice - action group lobbying - early delay in face-to-face consultation due to COVID; timing and extent of consultation - bushfires and drought have left the community emotionally exhausted - hybrid opportunities to engage with the community more broadly - opportunities to involve the CCGs in the consultation process as well as community groups and councils - lack of consistent Transgrid contacts with changing Transgrid project roles and turnover - sufficient and timely availability of plans to provide input/feedback 	<ul style="list-style-type: none"> - ensure Place Managers' feedback from landowners is considered as part of the project planning process - embedded Place Managers regularly check in with their communities and discuss outcome of landowner feedback provided - ensure community and stakeholders are aware of how to contact the engagement team and in particular their Place Manager - identify and work with local champions and CCGs to test concepts and seek feedback on appropriate engagement opportunities and information dissemination channels - regular, clear and transparent engagement and project status updates using multiple digital and face-to-face methods (including hybrid methods for COVID precautions) for diverse content representation - publish clear engagement and project timelines with key opportunities for input to reduce consultation fatigue and apathy - manage expectations with messaging around complexity and length of the project delivery - resolve key issues quickly and escalate if necessary - engage CCG members wherever possible - ensure the community and stakeholder engagement team and Place Managers are supported and resourced sufficiently to deliver the communication and engagement activities - ensure all engagements are recorded in Consultation Manager - use media to deliver controlled project messaging on consultation being undertaken with community - meeting notes/minutes of formal meetings to be made available where appropriate
Land use	Directly impacted landowners Action groups CCGs Represented groups Local members of Parliament	<ul style="list-style-type: none"> - project impact on existing land use activities such as agriculture (e.g. disruption of aerial spraying, use of access tracks, vehicle access) - use of public vs private land - land use conflict 	<ul style="list-style-type: none"> - engage with landowners in co-designing the social legacy program to potentially address some of the broader community issues, i.e. bushfire, cultural heritage, regional development - involve community and stakeholders in the proposed mitigation approaches to reduce impact

Area of Interest	Stakeholder Groups	Potential Issues/Concerns during the planning phase	Mitigation activity
	LALCs Local, State and Commonwealth Governments	<ul style="list-style-type: none"> - clearing and degradation of land improvements - bushfire risk - industrialisation of the local region - impact to cultural heritage - biosecurity - opportunities to engage with landowners to actively address their concerns and mitigate impacts - consider landowner feedback as part of the project planning process - inability for landowner to develop plans until route established 	<ul style="list-style-type: none"> - develop key messages around areas of concern, e.g. continuity of farming operations, strategies for ensuring baseline biodiversity - enlist independent subject matter experts to support briefings and address concerns particular concerns of high impact - provide clarity around any perceived potential land damage/impact and the mitigation measures
Compensation	Directly impacted landowners Action groups Local members Of Parliament Local, State and Commonwealth Governments	<ul style="list-style-type: none"> - delays to timeline for narrowing the corridor - process and timeline for acquisition including negotiating compensation for required easements - concern acquisition won't be a fair process - differing process between easement acquisition and renewable developer compensation - no compensation for visual impacts - no royalties or annualised payment process 	<ul style="list-style-type: none"> - provide certainty to landowners with outcomes of the narrowing of the corridor by starting the property discussion process early - pass on concerns about current compensation process for to MPs for consider ion in relation to current Just Terms Act - manage expectations on compensation and length of project delivery - be clear and upfront about the negotiables and non-negotiables
Visual impact	Directly impacted landowners Action groups Local members Of Parliament Local, State and Commonwealth Governments	<ul style="list-style-type: none"> - height and material of tower design - impact to property value - industrialisation of the local region - proximity of towers to homes 	<ul style="list-style-type: none"> - provide early visual/graphical representation of towers to set expectations - disseminate communication on safety of towers to reassure landowners and users - liaise with directly affect landowners to mitigate impacts on a case by case basis - provide similar case studies to demonstrate visual impact and safety - provide opportunity for landowners to be involved in social legacy minimising or addressing visual impact
Landowner representation	Directly impacted landowners Action groups Local members Of Parliament	<ul style="list-style-type: none"> - independent landowner groups not acknowledged as formal group representatives - perceived underrepresentation of landowners - perceived cherry-picking of individual landowners 	<ul style="list-style-type: none"> - meet with community groups, individual landowners and MPs and councils regularly and deliver on commitments made

Area of Interest	Stakeholder Groups	Potential Issues/Concerns during the planning phase	Mitigation activity
	Local, State and Commonwealth Governments	<ul style="list-style-type: none"> - landowners wanting to join but not accepted as they do not reside in the impacted area - changing of impacted landowners with changes to route to ensure appropriate and sufficient representation 	<ul style="list-style-type: none"> - ensure Place Managers regularly check with landowners that other local landowners/groups should be included - provide multiple opportunities for new and existing landowners to join CCGs - conduct town halls/local briefing sessions where public/landowners can enlist to join CCGs - meeting notes will be recorded for formal meetings and made available to landowners

3.2. Management of risks and issues

All communication and stakeholder engagement activities will take into consideration: development of social licence, reputational risk, the ability to effectively undertake public consultation activities, potential delays or increases to the cost of the project and its progression through the assessment and approval stages.

Specific community and stakeholder risks will be addressed in the project's risk management meetings and monitored in the project's ongoing risk register. Risks will be identified and assessed, and mitigation strategies developed. Mitigation strategies will be incorporated into the CCEP and/or associated engagement plans and reviewed regularly for their effectiveness.

The Landowner Advocate recommendations in 2021 and 2022 have been implemented and continue to be considered in the mitigation approaches. The Project team continue to liaise with the Landowner Advocate to seek feedback on these approaches and improvements. The HumeLink engagement team continue to also consult with the Australian Energy Infrastructure Commissioner as an additional mitigation. The community consultative group and framework also provide a robust forum to seek feedback on engagement approaches and activities as it represents a wide cross section of landowners, community and other stakeholders.

4. Milestone activities

The following Table 3 outlines the dates, which inform the key project milestones relevant to this CCEP and sets out who is responsible for the engagement activity, who is accountable, who will be consulted and who will be informed. These dates may change as the project milestones are refined and more dates may be added.

Table 3 HumeLink project engagement program

Topic	Milestone	Timing	Responsible	Accountable	Consulted	Informed
Landowner engagement	Release of the Refined corridor engagement (70 metre)	Late 2023	Project Engagement team	Project Engagement Lead	Technical Leads Project Director	Media, Government Relations
	Start of landowner negotiations	Mid 2022	Property Manager	Project Director and Transgrid legal	Project Engagement team	Media, Government Relations
	Compulsory acquisition process starts All voluntary land acquisition options signed	2023	Property Manager	Project Director and Transgrid legal	Project Engagement team	Media, Government Relations
	Issue of PANS start	Nov 2023	Land Officers	Project Engagement Lead	Technical Leads Project Director	Media, Government Relations
	Office of the Landowner Advocate	Ongoing	Project Engagement team	Project Engagement Lead Program director	Landowner Advocates	
	Landowner engagement program ongoing	Feb 2022	Project Engagement team	Project Engagement Lead	Place Managers Project Director	Media and social media
Community engagement	Community Consultative Groups	Apr 2022 and ongoing	CCG Chair and WSP	Project Engagement Lead Program Director	Project Director Transgrid Indigenous Advisor HumeLink Teams	Media, Government Relations
	Local Action groups	Ongoing	Project Engagement team Place Managers	Project Engagement Lead Program Director	Project Director Transgrid Indigenous Advisor HumeLink Teams	Media, Government Relations
	Indigenous engagement plan	Ongoing	Project Engagement team	Project Engagement Lead	Project Director Transgrid Indigenous Advisor HumeLink Teams Indigenous communities and LLACs	Media, Government Relations
	Community Investment Benefits Plan	Apr 2022	Community Investment Manager	Project Engagement team	Project Director Project Engagement Lead	Media

Topic	Milestone	Timing	Responsible	Accountable	Consulted	Informed
	Engagement on Social Legacy and Community Investment	Aug 2022	Community Investment Manager	Project Engagement team	Project Director Project Engagement Lead	Media, social media
Key engagement area engagement plans	SEARs issued	Late 2022	Technical team	Media, Government Relations	Project Engagement team, Project Director	
	Final AER approval	Early 2024	Project Engagement team	Technical team	Project Director Project Engagement Lead	Media, Government Relations
	EIS on public exhibition (see EIS exhibition action plan for more details)	September 2023	Project Engagement team	Project Engagement Lead	Project Director Project Engagement Lead	Media, Government Relations
	EIS approval by NSW Minister for Planning EIS Report	2024	Project Engagement team	Project Engagement Lead	Project Director Project Engagement Lead	Media, Government Relations
Regulatory engagement¹	Regulatory engagement	2022 - 2023	Stakeholder Engagement Team	Regulatory Team	Project Director Project Engagement Lead	CSE, Media, Government Relations
Construction Environment Management Plan	Proposed start of construction	Late 2024	Project Engagement team	Project Engagement Lead	Project Director Project Engagement Lead	Media, Government Relations
	Proposed completion of construction	2026	Project Engagement team	Project Engagement Lead	Project Director Project Engagement Lead	Media, Government Relations
Environmental Impact Statement (EIS) engagement	EIS Exhibition pre briefings for key stakeholders and CCG	July – August 2023	EIS and CSE Team	Project Engagement Lead	Project Director Project Engagement Lead	Media, Government Relations
	EIS public exhibition period	August – September 2023	EIS and CSE Team	Project Engagement Lead	Project Director Project Engagement Lead	Media, Government Relations
Landowner engagement during construction	Introduction to delivery partners 2023	September – December 2023	Project Engagement team	Project Engagement Lead	Project Director Project Engagement Lead	Media, Government Relations
	Commencing engagement with delivery partners before construction late 2023 – 2024	December 2023 – December 2024	Project Engagement team	Project Engagement Lead	Project Director Project Engagement Lead	Media, Government Relations
	Landowner engagement as delivered by delivery partners	December 2024				

¹ Engagement with Transgrid Advisory Council

5. Communications tools and channels

Communication and engagement channels have been identified, as shown in Table 4, through stakeholder analysis, current practice, ongoing COVID considerations, and recommendations from the Landowner Advocate Report. Regular check-ins with landowners and broad community engagement surveys will enable the project team to seek feedback from the community and stakeholders on the usefulness and effectiveness of these communication tools.

HumeLink communication and engagement activities will be reported back to Transgrid and will contribute to the Transgrid Engagement Project Milestone register. This will ensure that HumeLink activities are shared across other Transgrid major projects, engagement projects and the Transgrid media team.

Table 4 HumeLink project engagement tools

Method	Purpose and frequency	Responsible
Community Consultative Groups	These reference groups will provide a forum for discussion and feedback between Transgrid and representatives of the community, stakeholder groups and local councils on matters relating to the project. The groups will meet at a minimum three times annually.	CCG Secretariat Senior Engagement Officer Communications Officer Project Engagement Lead (to attend)
Landowner check-in calls	Targeted calls to all landowners within the corridor to occur every six-weeks to provide an additional mechanism for gathering feedback and sharing updates.	Place Managers Communications Officer
Landowner notifications	Targeted letters detailing project work and/or impact.	Project Engagement Lead Community Engagement 2IC Land Access and Place Managers
Project newsletter	Provide regular project progress updates and news to landowners, community and other stakeholders at a minimum quarterly.	Senior Communications Officer Corporate Affairs
Project fact sheets	Plain-English explanations of technical process through project development and delivery.	Senior Communications Officer Corporate Affairs
Website	<ul style="list-style-type: none"> - Project website designed to provide general information about the project and facilitate feedback process. - Provide a one stop shop for communications – newsletters, fact sheets, presentations. Updated regularly, as new information is required. 	Senior Communications Officer Corporate Affairs
Interactive map	An online engagement platform to support statutory consultation objectives and route refinement. Planned updates include the revised corridor (Sept) and the EIS footprint.	Senior Communications Officer Communications Officer Technical Leads
Visualisations	Used to provide potentially affected landowners with a 3D visualisation of the towers.	Senior Communications Officer Place Managers Technical Leads
Briefings (MPs)	Key stakeholders will be offered regular briefings on the project status and its potential impacts, providing a mechanism for feedback and collaboration. Meetings to occur as required and at a minimum quarterly.	Government Relations Project Engagement Lead
Briefings (local councils and project stakeholders, Land Advocate)	Key stakeholders will be offered regular briefings on the project status and its potential impacts, providing a mechanism for feedback and collaboration. Meetings to occur as required and at a minimum quarterly.	Project Engagement Lead Place Managers Technical Leads

Method	Purpose and frequency	Responsible
Briefings LALCs and Traditional Owner Groups	Key stakeholders will be offered regular briefings on the project status and its potential impacts, providing a mechanism for feedback and collaboration. Meetings to occur as required and at a minimum quarterly.	Yura Ngura Indigenous Advisory Project Engagement Lead Place Managers Technical Leads
Action group briefings	Action groups will be offered regular briefings on the project status and its potential impacts, providing a mechanism for feedback and collaboration. Meetings to occur as required and at a minimum quarterly.	Place Managers Project Engagement Lead
On-property meetings	One-on-one meetings with impacted landowners act as a mechanism for which feedback can be provided to the Project Team. Upcoming meetings are planned for: spring surveys, cultural heritage investigations, revised corridor, 200m narrowed corridor, geotechnical investigations, tower placement and compensation.	Land Access and Place Managers Communications Officer
Property maps	Targeted mapping to support conversations about property features and/or upcoming works.	Senior Communications Officer Land Access and Place Managers
1800 number and HumeLink email	Continuous and ad hoc contact information that allows communication with the project team, as well as facilitating community feedback.	Place Managers Communications Officers
Webinars, information sessions and public displays	Provide opportunity for meet-and-greet as well as sharing project information and updates.	Community Engagement 2IC Project Engagement Lead Senior Communications Officer Communications Officers Place Managers
Stakeholder channels (newsletters, websites, social media)	Increase reach by sharing progress updates via local community channels. Frequency and timing to be agreed in collaboration with local councils and project stakeholders.	Senior Communications Officer Communications Officer
Stakeholder research	Formal process to monitor and evaluate initiatives, measure performance. Frequency: six months.	Community Engagement 2IC Project Engagement Lead Place Managers Communications Officer
Internal communications	Ensure internal stakeholders are kept abreast of project progress via articles and videos for The Wire, and articles in the Transgrid News.	Community Engagement 2IC Project Engagement Lead Corporate Affairs
Internal consultation And Community Engagement Steering Committee	<ul style="list-style-type: none"> - Review and endorsement of CCEP and collateral. - Review, engagement, and endorsement of processes identified in this CCEP and action plans. - Confirmation of community and stakeholder involvement in project decision making. - Reporting on CCEP and action plans deliverables. - Review of best practice from across all projects to identify continuous improvement opportunities and optimise risk identification and mitigation. 	Project team Executive team
Media	<ul style="list-style-type: none"> - Provide regular project updates and advertise community engagement forums - Media releases and holding statements on key issues/opportunities to promote project progress and support timely issues management. - Campaigns to highlight project benefits and in particular regional benefits, this includes and project animations. 	Media Manager Senior Communications Officer

5.0. Media management

The HumeLink project engagement team will work closely with the Transgrid Media team to develop the narrative and content for media campaigns and releases. We will ensure that all HumeLink media is clear, targeted, accurate and aligns with approved key messages.

Early planning for media outreach will be aligned to, and leverage, successful project milestones with a focus on building stronger connections with the broader community, particularly in regional areas. The team will collaborate with Transgrid partners and local groups on any media opportunities that arise and coordinate media activities with community events and themes.

5.0.1. HumeLink Media and Communications Management Plan

Transgrid has developed a HumeLink Media and Communications Management Plan, which identifies the types of information that need to be shared, the media channels that will be used to communicate this information and the frequency with which this information will be released. It will also define the roles and responsibilities for those delivering the Media and Communications Management Plan on this project within Transgrid, and for our delivery partners.

Media monitoring will be regularly conducted to identify and address any evolving issues and negative public sentiment. Staff responding to media enquiries will follow a media response protocol. Spokespeople representing Transgrid and the HumeLink project will be required to have media training and Transgrid approval to engage with the media.

6. Key messages

It is critical that communication to the community and stakeholders remains consistent. An approved message document will be developed and maintained by the Community and Stakeholder Engagement team in consultation with the Media team for use across project communications. The key messages refer to the project description and benefits, address the Landowner and Community Advocate's Review as well as answers to frequently asked questions. They are for use when speaking with media, and corresponding with landowners, the public, and other key stakeholders. Additional key messages are developed as part of the engagement action plans for each key engagement milestone/activity.

Tagline:

Delivering affordable, safe, and reliable electricity

About the project:

The HumeLink project is a proposed new 500kV transmission line, connecting Wagga Wagga, Bannaby and Maragle to the network. It is a once in a generation investment in Australia's energy future, which will deliver \$491 million in net benefits and reinforce the backbone of the east coast's transmission network, delivering cheaper, more reliable and more sustainable energy to consumers.

HumeLink will increase the amount of renewable energy that can be delivered to consumers across the National Electricity Market, helping the transition to a low carbon future.

If approved by the AER, HumeLink will be one of the largest projects ever proposed in the NEM and one of the largest energy projects ever undertaken in NSW.

The HumeLink project has been identified as a priority by the AEMO and the Federal and NSW Governments.

HumeLink project benefits:

The benefits of the HumeLink project include the following:

- Enabling access for all energy customers to new renewable generation in southern NSW, including the Snowy 2.0 scheme.
- Delivering \$491 million in net benefits.
- Increasing the amount of electricity that can be delivered to customers in NSW, the ACT and across the National Electricity Market.
- Reducing the need for new dispatchable generation investment to meet growing demands.
- Avoiding capital costs that would otherwise be required associated with enabling greater integration of renewables in the NEM.
- Lowering the aggregate generator fuel costs required to meet future demand in the NEM.
- Providing significant 'competition benefits' by increasing the efficiency of bidding in the wholesale market.
- Helping to facilitate further reductions of carbon emissions to support the achievement of Australia's climate change targets.
- Creating more than 1000 construction jobs.

- Contributing to regional economic activity generating major benefits for local communities along the route.

7. Action plans, protocols and processes

7.0. Action plans

In addition to this CCEP and the engagement plans listed in 1.1 Document Purpose, other action plans will be identified and developed in alignment with the HES and this CCEP, as shown in Table 5, for key engagement areas and significant project phases over the next 12 months.

Action plans will be continually updated as project milestones are confirmed. New action plans may be developed and integrated for specific programs of work on a needs-basis in response to community and stakeholder sentiment and engagement, as they are monitored and measured.

Table 5 Action plan and content description

Action plan	Description
Environmental Impact Statement action plan	Engagement and communication of Environmental Impact Statement Report
Environmental Impact Statement Amendment and Submission Report action plan (following EIS exhibition)	Engagement and communication of Amendment and Submission Report
200m corridor action plan	Communication activities of the narrowing of the 200m corridor
Geotechnical investigations action plan	Communication activities of the Geotechnical surveys
Underground feasibility scoping report action plan	Communication activities of Feasibility Scoping Report
Bushfire communications action plan	Communication activities relating to bushfire concerns
Offer letter package action plan	Communication activities relating to the issue of compensation offer letters to landowners
Landowner compensation webinar action plan	Communication activities relating to webinar events that provide information regarding compensation offers to landowners
Biodiversity Stewardship Agreement (BSA) action plan	Communication activities to engage landowners in BSAs relating to HumeLink
Helicopter survey action plan (on hold)	Communication activities relating to a helicopter survey to capture imagery on properties with no access granted
Tower location action plan (on hold)	Communication activities relating to sharing information regarding the proposed or confirmed tower locations with landowners
Near Neighbour engagement plan	Communication activities to engage landowners near the project alignment but not directly impacted by property acquisition.

7.1. Procedures and processes

To ensure that the communication and engagement activities described in this CCEP and in the associated engagement and action plans are effective, we have established formal procedures for key processes.

These procedures will be developed where necessary to ensure there is an agreed approach to engagement and that it is timely, correct, and represents Transgrid appropriately.

These will include, but are not limited to, the following:

Protocol/Process	Description
Complaints and enquiries management procedure	Procedure for responding to, registering, and managing external complaints and/or enquiries
Media enquiry response	Procedure for responding to media enquiries

Government relations enquiry response	Procedure for responding to government relations enquiries
Content and engagement approvals process	Procedure to ensure content is accurate and final before being made public
Land Access Guidelines	Procedure for accessing land for preliminary and construction activities

8. Monitoring and evaluation

Evaluation and reporting are key elements in any communications and engagement strategy. There are two main ways this CCEP will be measured:

1. Emerging stakeholder and community issue trends
2. Quantifying reach, participation, and effectiveness.

Regular tracking and reporting against the deliverables of this CCEP will be provided to the Project Director to monitor the effectiveness of communications and engagement efforts, and the emerging public issues and interests that need mitigation and management.

A monthly report to the Transgrid Executive Team will continue to track the progress of the project engagement. Outstanding issues will also be tracked in the project communications tracker and the Project Director will be updated weekly on the progress to resolve and close out these issues.

A key factor in the success of the CCEP is the feedback from the landowners, other stakeholders, and the community. We will take a formal and informal approach to evaluation. By regularly checking with these communities, the project team can assess the success of the engagement and adapt where necessary. We will also run surveys to seek feedback on our performance from landowners, the community and other stakeholders.

The following Table 6 outlines specific evaluation and monitoring methods that the engagement team will use to assess the engagement and communication approach. The measures of success in the table are extensions of the engagement objectives from the HES.

Table 6 Evaluation methods and measures

Measure of success	Evaluation methods
Stakeholder feedback adequately reflected in corridor refinement process	<ul style="list-style-type: none"> - Surveys - Qualitative feedback provided at face-to-face meetings, with landowners, project stakeholders and via CCGs - Place Manager regular check ins with landowners - Landowners use the interactive map more often and posts are published by Transgrid - Positive feedback from Landowner Advocate
Adequate representation of impacted / interested stakeholders involved in the CCGs	<ul style="list-style-type: none"> - Number and variety of participants in the CCGs and providing response to feedback processes (e.g. surveys) - CCG topics to address specific stakeholder needs as relevant - Positive feedback from Landowner Advocate
Stakeholders feel they have been provided the opportunity to participate in the process	<ul style="list-style-type: none"> - Qualitative feedback provided at face-to-face meetings, with landowners, project stakeholders and via CCGs - Surveys - Comments provided in other qualitative and quantitative feedback processes, e.g. via the interactive map - Feedback provided during landowner check-in calls - Stakeholders participate in community forums – in person or online Positive feedback from Landowner Advocate
Stakeholders and community are aware of the project	<ul style="list-style-type: none"> - Quantifying reach and participation (website statistics, media statistics, event attendance, newsletter distribution) - Surveys - Feedback provided during landowner check-in calls

Measure of success	Evaluation methods
	<ul style="list-style-type: none"> - Consultation Manager trends on awareness and sentiment
<p>Neutral media articles (print and online) that accurately depict the facts</p>	<ul style="list-style-type: none"> - Media monitoring reports - Transgrid provides positive and regular updates to journalists which are published - Contentious issues are managed and balanced with positive storytelling
<p>Stakeholders and community engage in two-way dialogue with project team</p>	<ul style="list-style-type: none"> - Face-to-face communication at on-property meetings and events - Participation in other feedback processes including interactive map, surveys, phone, email, CCGs - Positive interaction with regular landowner check-in calls - Positive feedback from Landowner Advocate
<p>Stakeholders would like to participate in engagement/communications for the project</p>	<ul style="list-style-type: none"> - Surveys - Qualitative feedback during face-to-face interactions - Feedback forms at engagement events - High volume of interest in participating in CCGs - Comments provided in other qualitative and quantitative feedback processes e.g. via the interactive map - Positive feedback from Landowner Advocate
<p>Stakeholders and community engage with online information</p>	<ul style="list-style-type: none"> - Website statistics - Social media statistics - number of re-tweets/shares/likes - Interactive map statistics
<p>Attitudes by stakeholders and the community about the project are neutral or positive</p>	<ul style="list-style-type: none"> - Surveys - Qualitative feedback provided at face-to-face sessions (meetings, drop-in sessions)
<p>Issues are resolved directly with stakeholders in a timely and effective fashion</p>	<ul style="list-style-type: none"> - Appropriate issues management, risk register and engagement protocols in place that are reviewed weekly to ensure ongoing management - Consultation Manager reporting on timeliness and volume of responses - Positive feedback from Landowner Advocate
<p>Engagement and communications reflect community and stakeholder expectations and feedback where possible</p>	<ul style="list-style-type: none"> - Ongoing review and updating of HES and approach to engagement / communications - Surveys - Positive feedback from Landowner Advocate
<p>Consistent engagement and communications</p>	<ul style="list-style-type: none"> - Weekly review of engagement and communications to ensure approach alignment remains relevant - Positive feedback from Landowner Advocate
<p>Six monthly community sentiment research 'pulse checks' to track community concerns and expectations</p>	<ul style="list-style-type: none"> - Maintain or exceed satisfaction rating - Positive feedback from Landowner Advocate

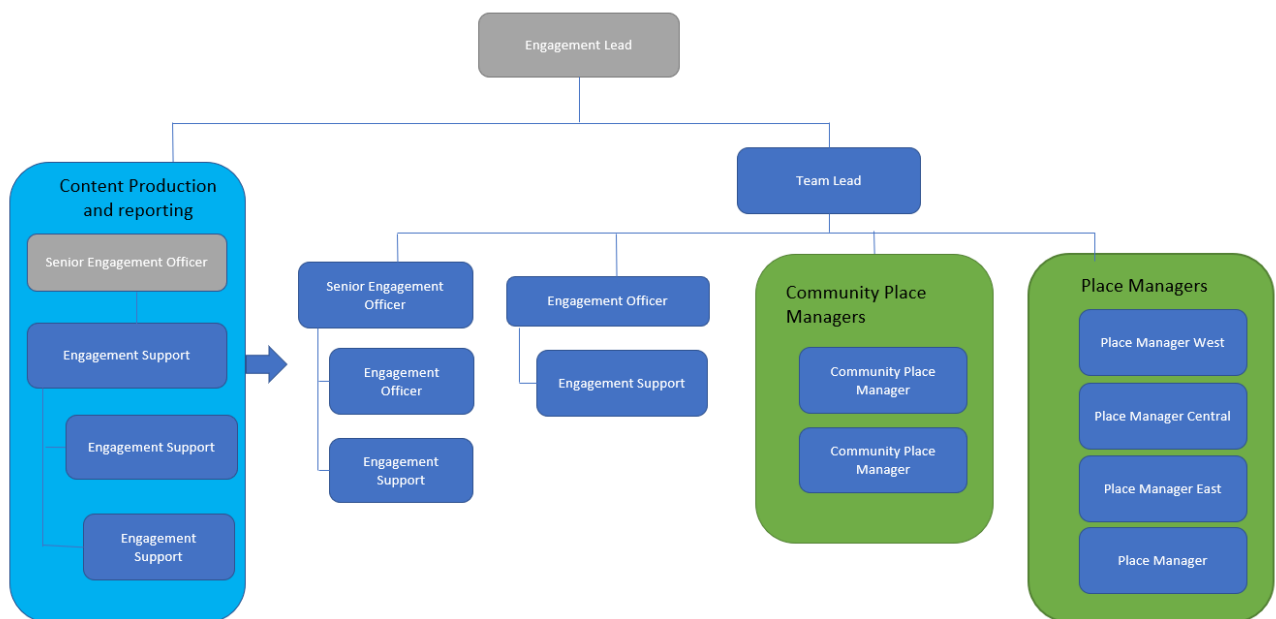
9. HumeLink Engagement Team

The CCEP will be delivered by an integrated team of local place managers and engagement specialists supported by the broader HumeLink Community and Stakeholder Engagement team. Resourcing will ramp up and down as required.

9.0. HumeLink Engagement Team structure

The structure of the HumeLink Engagement Team is shown in Figure 3.

Figure 3 HumeLink Engagement Team



9.1. Roles and responsibilities

The HumeLink Engagement Team has clearly defined roles and responsibilities based on their knowledge and experience in the delivery of large infrastructure projects and/or work with regional communities, as shown in Table 7. The team is well resourced to ensure we meet Transgrid’s engagement objectives.

All interactions with the community and stakeholders by the team will be logged in Consultation Manager, a shared stakeholder database (including times, dates, issues (topics raised and actions taken) to capture engagement outcomes and ensure continual improvement of engagement practices, in the Communications and Engagement Activity Tracker.

Table 7 HumeLink engagement team roles and responsibilities

Role	Responsibility
Project Director	<ul style="list-style-type: none"> - Manage and direct the project - Build relationships with key stakeholders - Make the final decision on matters that will impact stakeholders

Role	Responsibility
	<ul style="list-style-type: none"> - Ensure Transgrid has visibility of all aspects of the project - Support and attend engagement activities, as required - Be an ambassador for Transgrid, building goodwill and the organisation's reputation
Project Engagement Lead	<ul style="list-style-type: none"> - Strategic oversight of communication and engagement function - Oversight of all engagement strategies including community investment, Indigenous engagement, media and the broader Transgrid corporate strategy - Oversight of broader community engagement and resourcing allocation - Adherence to Landowner Advocate recommendations - Drive innovation and continuous improvement within the Project Engagement team and organisation - Implementation of engagement best practices - Collateral review and approval that require Project Director and Executive approval - Key stakeholder relationships - Liaison with Community Consultative Groups (CCGs) – provide responses, relationship owner with the CCG Chair - Be an ambassador for Transgrid, building goodwill and the organisation's reputation - Stay abreast of community sentiment and expectations - Reporting to Project Director
Team lead	<ul style="list-style-type: none"> - Team management, meetings, resourcing - Development and implementation of project processes and procedures - Maintenance of the CCEP, including updates - Development, delivery and maintenance of communications and engagement action plans - Development, delivery and maintenance of key messages and Frequently Asked Questions - Project collateral development and technical approvals (newsletter, project website, interactive map, fact sheets, social media, animation) in line with Transgrid branding and style - Ensuring timeframes for production are factored into project planning, including media timeframes - Be an ambassador for Transgrid, building goodwill and the organisation's reputation - Stay abreast of community sentiment and expectations
Project Engagement team	<ul style="list-style-type: none"> - Tracking of community and stakeholder action plan deliverables - Deliver communication and engagement activities - Collateral review and approvals, including maps and stakeholder lists - Stakeholder briefings, including councils - Transgrid liaison and logistics for meetings, including CCGs - Assistance with media responses (for Media Manager) - Engagement risk identification and mitigation - Development and updating of council and key stakeholder presentations - Build relationships with communities and stakeholders - Manage escalated issues - Promote HumeLink's community investment - Work closely with other areas within HumeLink and the communication and engagement team - Surveys development and implementation - Consultation Manager audits and data entry, reporting - Interactive map (landowner comments) - Management of project mail and mailing lists - Monitoring of HumeLink community inbox and 1800# - Support for collateral development/events - Document management - Community Partnerships Program – supporting the process as it relates to the community investment engagement plan - Maintenance of training matrix - Supporting on-ground community engagement and the Senior Communications Officer - Event management logistics, i.e. CEO tours, community engagement events

Role	Responsibility
	<ul style="list-style-type: none"> - Australia Energy Infrastructure Commissioner – complaints tracker and approval support - Be an ambassador for Transgrid, building goodwill and the organisation's reputation - Stay abreast of community sentiment and expectations
Place Managers	<ul style="list-style-type: none"> - Day-to-day management of landowner consultation - Escalation of landowner issues to CSE Lead - Stakeholder mapping - Stakeholder briefings and meetings - Organising landowner maps - Events management for landowners - Monitoring of HumeLink community inbox and 1800# - Landowner check-in calls - Surveys development and implementation - Database entry and trend analysis in Consultation Manager - Promote HumeLink's community investment - Be an ambassador for Transgrid, building goodwill and the organisation's reputation - Stay abreast of local community sentiment and expectations
Property	<ul style="list-style-type: none"> - Be the primary point of contact for HumeLink affected landholders and develop trusted relationships with landholders - Manage introductions between landholders and other TransGrid work streams, including surveyors, environmental specialists, Land Acquisition agents, and hand-over to the construction contractor prior to commencement of construction - Liaise with landholders to understand property-specific issues and participate in community engagement activities - Responsible for obtaining and recording site specific information for landholder/farm management plans and access protocols - Coordinate and record property access and field safety for the project team and contractors to ensure access and acquisition activities are undertaken in a respectful way - Internally coordinate and schedule access requests - Manage and coordinate field escorts - Ensure safety induction requirements are complied with by field teams - Run site inductions/tool box talks as required for land access - Work closely with the HS&E / Project Safety Officer - Ensure all work is carried out in compliance with relevant legislation, TransGrid policies and procedures and local Safety and Environmental Plans and where necessary issues reported in accordance with TransGrid's policies - Maintain and ensure a safe and healthy workplace and environmental compliance
Government Relations	<ul style="list-style-type: none"> - Contribute to and implement engagement strategies and plans to build awareness and understanding of TransGrid's position on issues and projects - Consult effectively with Government and other stakeholders to support TransGrid's business objectives and its reputation - Support to maintain regular and effective engagement with Ministers, Ministerial Advisors, Oppositions, local Members of Parliament and their offices, and public servants - Support all stages of the regulatory, planning approvals and construction delivery for major projects, including overseeing the preparation and execution of government engagement plans for each project. - Drive integration of feedback received from Government and other stakeholders through engagement activities into business operations - Support the CEO and other TransGrid Executives for key industry engagements and meetings - Assist with the business unit's oversight of key industry relationships, participation in industry forums, management of Stakeholder Monitoring Committees and other strategic initiatives - Work with senior members of the business unit to manage issues including media reporting on issues and capital projects - Drive effective change management processes and move new ideas and initiatives forward - Project manage communication activities to deliver successful engagement practices, publications and tools on time and within budget

Role	Responsibility
Media	<ul style="list-style-type: none"> - Develop and maintain a suitable narrative and content for external communications and media activity, including media releases, associated with the project. - The team will ensure that the Transgrid Media team is provided with sufficient background information and project details to ensure Major Project media activity is clear, targeted, accurate and aligns with approved key messages. - Development of a dedicated media and communications plan that will govern project media activity. - Early planning for media outreach will be aligned with and leverage off successful project milestones with a focus on building stronger connections with the broader community, particularly in regional areas. - The team will collaborate with Transgrid project partners and local groups on any media opportunities that arise and coordinate media activities with community events and themes. - Media monitoring will be regularly conducted to identify and address any evolving issues and negative public sentiment. - Authorised spokespeople representing Transgrid will undergo media training and are the only Transgrid representatives approved to engage with the media on any aspect of the project.

9.2. Team training and induction

All Transgrid and HumeLink engagement team members and community-facing staff are required to complete a mix of industry-recognised engagement training and/or in-house project specific engagement training. Opportunities for formal and informal training and skills development will be provided throughout project delivery to build team capability.

New starters will be required to have equivalent training and a process has been to check that existing training is current and suitable; or if more training is required. The team training matrix will be finalised and will include a calendar of training for all relevant project staff.

Representatives of the project team may be called upon to undertake or participate in community and stakeholder engagement activities. As part of the induction to the project, training will include engagement awareness training and where appropriate, paid industry training.

Engagement awareness training will include:

- Project context and Transgrid's commitment to the community, stakeholders and businesses
- Community involvement behaviours and obligations
- Site-specific stakeholder concerns and levels of interaction
- Community information points – web and phone
- Importance of information capture
- Responding to community queries appropriately
- Responding to the media
- Issues management and escalation procedure