

Social Impact Management Plan

HumeLink West

Document Number: HLW-HLJV-PRW-STC-PLN-000007

TransGrid
Date 31/07/2025

Title	HumeLink West Social Impact Management Plan (SIMP)
Endorsed by Environment Representative	Derek Low (Wolfpeak Group PTY Ltd)
Dated	
Approved on behalf of HLJV by	Tim Burns, Project Director
Signed	
Dated	31/07/2025

Version Control

Revision	Date	Description	Author	Reviewer	Approver
A	06/12/2024	Initial Submission	Urbis Ltd and Lottie May, CPB Contractors	Emma Kline	Tim Burns
B	12/02/2025	Draft for ER and stakeholder review	Urbis Ltd and Lottie May, CPB Contractors	Emma Kline	Tim Burns
C	08/04/2025	Updated to include stakeholder consultation outcomes and ER feedback	Urbis Ltd and Lottie May, CPB Contractors	Emma Kline	Tim Burns
D	27/05/2025	Update to respond to ER, stakeholder and TG feedback	Urbis Ltd and Lottie May, CPB Contractors	Emma Kline	Tim Burns
E	23/07/2025	Update in response to DPHI feedback	Lottie May, CPB Contractors	Angela Peace, APP Consulting	Tim Burns
F	31/07/2025	Update in response to DPHI feedback	Lottie May, CPB Contractors	Angela Peace, APP Consulting	

Definitions / Abbreviations

Term	Definition
ABS	Australian Bureau of Statistics
Aboriginal object	Aboriginal object means any deposit, object or material evidence (not being a handicraft made for sale) relating to the Aboriginal habitation of the area that comprises New South Wales, being habitation before or concurrent with (or both) the occupation of that area by persons of non-Aboriginal extraction and includes Aboriginal remains. National Parks and Wildlife Act 1974 (NSW).
Aboriginal Stakeholders	Registered Aboriginal Parties (RAPs) from the EIS
AERG	Aboriginal Engagement Reference Group
Amenity	'The pleasantness of a place as conveyed by desirable attributes including visual, noise, odour etc.' (Australian Institute of Landscape Architects QLD, 2028).
Ancillary facility	A temporary facility for the construction of the development including an office, accommodation camp, amenities compound, construction compound, material crushing and screening plant, materials storage compound, maintenance workshop, testing laboratory, material stockpile area, tensioning and pulling sites for conductor and earth wire stringing, crane pads, site compounds and equipment laydown areas.
AQMP	Air Quality Management Plan
AR	Amendment Report
BFEMEP	Bushfire Emergency Management and Evacuation Plan
BMP	Biodiversity Management Plan
CCS	Community Communications Strategy
CEMP	Construction Environmental Management Plan
CIBP	Community Investment and Benefits Program
CMS	Complaints Management System
CSE	Community and Stakeholder Engagement
CSSI	Critical State Significant Infrastructure
Construction	All physical work to enable operation, including but not limited to the construction of transmission infrastructure and ancillary facilities carried out before the commencement of operation, excluding pre-construction minor works, road upgrades and enabling work.

Term	Definition
Construction compounds	Main construction compounds proposed for construction of the project. Each construction compound will accommodate a range of facilities which may include (but not limited to): • laydown areas • site offices • amenities • construction support facilities such as vehicle and equipment storage, maintenance sheds, chemical/fuel stores and stockpile areas • concrete batching plants • helipads • crushing/screening plants • parking.
Councils	Wagga Wagga City Council and Snowy Valleys Council
HCRG	HumeLink Construction Reference Group
Delivery Partners	The two joint venture partners delivering HumeLink: • HumeLink West (UGL and CPB Contractors Joint Venture) • HumeLink East (Acciona and GenusPlus Group Ltd Joint Venture)
DPHI	Department of Planning, Housing and Infrastructure
Enabling Works	An initial stage (as defined under an approved Enabling Works Management Plan under condition B64 of this approval) of the following activities defined as low risk in the Enabling Works Management Plan: 1. Site establishment and the operation of construction compounds, including excavations, surface preparation, site access points and utility connections; 2. Site establishment of worker accommodation facilities; 3. Minor adjustments to existing access tracks and road improvement; 4. Utility relocations and adjustments; 5. Establishment of new access tracks in the Enabling Works Management Plan.
EMPs	Environmental Management Plans
EWMP	Enabling Works Management Plan
EMS	Environmental Management Strategy

Term	Definition
HLW	HumeLink West (UGL and CPB Contractors Joint Venture)
HLE	HumeLink East (Acciona and GenusPlus Group Ltd Joint Venture)
HMP	Heritage Management Plan
HumeLink EIS	The Environmental Impact Statement titled HumeLink - Environmental Impact Statement, prepared by Aurecon, dated August 2023, including the Proponent: • Amendment Report dated May 2024. • Submissions Report dated May 2024. • Revised Biosecurity Development Assessment Report dated June 2024; and • Additional information dated 1 October 2024.
ITPMP	Interface and Third-Party Management Plan
Land	Has the same meaning as the definition of the term in Section 1.4 of the EP&A Act, except for where the term is used in the noise and air quality conditions in Schedule 2 of this approval where it is defined to mean the whole of a lot, or contiguous lots owned by the same landowner, in a current plan registered at the NSW Land Registry Services Office at the date of this approval.
Landowner	People who own properties/land
LBES	Local Business and Employment Strategy
LGA	Local Government Area
LPAMP	Land and Property Access Management Plan
MERP	Monitoring, Evaluation and Reporting Program
Minister	NSW Minister for Planning and Public Spaces, or delegate
MCoA	NSW Minister's Conditions of Approval (SSI-36656827)
Near Neighbours	Landowners who are not easement affected and outside of the project footprint who might experience construction or operation impacts as a result of the project.
NML	Noise management level
Non-compliance	Failure to comply with the requirements of the HumeLink Approvals or any applicable license, permit or legal requirements
Non-conformance	Failure to conform to the requirements of HLW system documentation including the Construction Environmental Management Plan or supporting documentation.
NVMP	Noise and Vibration Management Plan

Term	Definition
Operation	Upon completion of construction, the carrying out of the approved purpose of the development does not include commissioning trials of equipment or the use of temporary facilities. Note: There may be an overlap between the carrying out of construction and operation if the phases of the development are staged. Commissioning trials of equipment and temporary use of any part of the development are within the definition of construction.
OHTL	Overhead Transmission Line
OOHW	Out-of-hours Works Protocol
PADS	Potential archaeological deposits
PEP	Pre-employment Programs
PMP	Property Management Plan
Planning Secretary	Planning Secretary under the EP&A Act, or nominee
Planning Approval Documentation	The NSW planning approval documents, as they relate to the HLW and as listed in MCoA A2 of the NSW Infrastructure Approval for HumeLink (SSI 36656827)
PMPs	Property Management Plans
Salesforce	Customer Relationship Manager platform where all community and stakeholder engagement events and interactions are recorded.
SIA Guideline	NSW Social Impact Assessment Guideline (2023)
SIMP	Social Impact Management Plan
Snowy 2.0 TCP	Snowy 2.0 Transmission Connection Project
Social locality	A social study area that has been defined based on the scale and nature of the predicted social impacts of the project and the considerations in the SIA Guideline. The social study area may also be referred to as the 'social locality' as indicated in the SIA Guideline.
SSD	State Significant Development
SuMP	Sustainability Management Plan
SVC	Snowy Valleys Council
SWMP	Soil and Water Management Plan
TfNSW	Transport for NSW

Term	Definition
TNA	Training Needs Analysis
TSMP	Training and Skills Management Plan
TTIA	Transport and Traffic Impact Assessment
TTMP	Traffic and Transport Management Plan
WWCC	Wagga Wagga City Council
RAP	Reconciliation Action Plan
RTO	Registered Training Organisation

Contents

1. INTRODUCTION.....	10
1.1 CONTEXT.....	10
1.2 HUMELINK PROJECT DESCRIPTION	10
1.2.1 HUMELINK WEST PROJECT DESCRIPTION	11
1.3 INTERFACE WITH OTHER MANAGEMENT PLANS.....	14
1.3.1 COMMUNITY INVESTMENT AND BENEFITS PROGRAM	18
2. GUIDELINES AND REQUIREMENTS	20
2.1 SIA GUIDELINE	20
2.2 CONDITIONS OF APPROVAL.....	21
2.3 AUTHORSHIP	23
2.4 UPDATED MITIGATION MEASURES	24
2.5 GOVERNMENT PLANNING AND POLICY DOCUMENTS	32
3. CONSULTATION AND ENGAGEMENT	36
3.1 PRIOR CONSULTATION	36
3.2 REFINEMENT AND VALIDATION OF MANAGEMENT AND MITIGATION MEASURES	37
3.2.1 ENGAGEMENT APPROACH	37
4. SOCIAL BASELINE AND SOCIAL IMPACTS.....	79
4.1 OVERVIEW	79
4.2 SOCIAL BASELINE SUMMARY	79
4.3 ASSESSMENT OF SOCIAL IMPACTS.....	83
5. MANAGING AND MONITORING SOCIAL IMPACTS.....	93
5.1 OVERVIEW	93
5.2 MONITORING PROCEDURES AND TOOLS	93
5.3 MONITORING FRAMEWORK	99
5.3.1 TRIGGER ACTION RESPONSE PLAN	112
6. REVIEW AND IMPROVEMENT	113
6.1 ADAPTIVE MANAGEMENT MEASURES.....	113
6.2 REPORTING AND RESPONSIBILITIES	115
6.2.1 REPORTING PROCEDURES AND TOOLS.....	116
7. REFERENCES.....	118
Appendix A Qualifications of Peer reviewer	119
Appendix B Existing socio-economic context.....	120
Appendix C Social impact and opportunities assessment.....	128
Appendix D Example application of pulse check surveys	144
Appendix E Summary monitoring framework and tarps	146
Appendix F Interfacing management plans	166

Appendix G Consultation Evidence Report (unattached document)	167
--	------------

Tables

Table 1 - HumeLink West project accommodation facilities and construction compounds	12
Table 2 - SIMP interface with other management plans and strategies	14
Table 3 - HumeLink West Community Programs	19
Table 4 - SIA Guideline and technical supplement considerations	21
Table 5 - MCoA B61's specific requirements and document references	21
Table 6 - SIMP authors, qualifications and experience	23
Table 7 - Updated Mitigation Measures	24
Table 8 - Government planning and policy directions	32
Table 9 - Social impact areas as listed in MCoA B61	37
Table 10 - Communication channels	38
Table 11 - Direct engagement and consultation activities	39
Table 12 - Stakeholders contacted to provide feedback on the SIMP	41
Table 13 - Key areas of interest by stakeholder group	44
Table 14 - Key mitigation and enhancement themes	45
Table 15 - Local Aboriginal Land Councils and Aboriginal Stakeholder consultation findings	45
Table 16 - Councils and community services consultation findings	48
Table 17 - Special interest groups and representative bodies consultation findings	53
Table 18 - Emergency and medical services consultation findings	59
Table 19 - Education stakeholder consultation findings	62
Table 20 - Employment and training services consultation findings	64
Table 21 - Tourism stakeholder consultation findings	66
Table 22 - Local business and broader community consultation findings	68
Table 23 - Industry and other projects consultation findings	74
Table 24 - Key socio-economic characteristics of Wagga Wagga and Snowy Valleys LGAs	79
Table 25 - Key socio-economic characteristics of key communities	81
Table 26 - Identified social impacts of the HLW project	83
Table 27 - Monitoring procedures and tools	93
Table 28 - HumeLink West SIMP monitoring framework	99
Table 29 - Revision of strategies, plans and programs as per MCoA C2	114
Table 30 - The three tiers of reporting	115
Table 31 - Reporting procedures and tools	116
Table 32 - Social impacts identified in HumeLink SIA (2023)	129
Table 33 - Updated social impacts identified in SIA Addendum (2024)	137
Table 34 - Cumulative impacts	142
Table 35 - Examples of how Pulse Check Surveys may be applied	144
Table 36 - Monitoring Framework	146
Table 37 - Trigger Action Response Plan	164

Figures

Figure 1 - HumeLink West project footprint and Wondalga intersection with HumeLink East	12
Figure 2 - Trigger Action Response Plan	112

1. INTRODUCTION

1.1 CONTEXT

The Social Impact Management Plan (SIMP) forms part of the Construction Environmental Management Plan (CEMP) for the HumeLink West Project (the Project). It has been prepared to manage social impacts and opportunities for activities undertaken during the construction phase of the Project in Wagga Wagga and Snowy Valleys local government areas (LGAs).

The SIMP builds upon the foundational work undertaken to develop the Environmental Impact Statement (EIS), including the HumeLink Social Impact Assessment (EIS SIA) (refer to Appendix F to EIS Technical Report 7) and the SIA Amendment (SIA AR) (refer to AR Technical Report 7).

The SIMP is intended to meet statutory requirements, specifically the Ministers Conditions of Approval (MCoA) for NSW project SSI-36656827, – Part B – Specific Environmental Conditions – MCoA B.61. The plan aligns with the guidance provided by the Department of Planning, Housing and Infrastructure (DPHI) 2023 Social Impact Assessment Guideline (SIA Guidelines) on matters concerning social impact management and adaptive management.

The SIMP will be reviewed and updated regularly or as determined by the CEMP. It will provide a record of the HLW construction requirements and practices while allowing for responsiveness to conditions, input from stakeholders, and flexibility in planning and prioritisation.

1.2 HUMELINK PROJECT DESCRIPTION

The key components of HumeLink include:

- Construction and operation of around 360 kilometres of new double circuit 500 kV transmission lines and associated infrastructure between Wagga Wagga, Bannaby and Maragle.
- Construction of a new 500/330 kV substation at Gregadoo (Gugaa 500 kV substation) approximately 11 kilometres south-east of the existing Wagga 330/132 kV substation (Wagga 330 kV substation).
- Demolition and rebuild of a section of Line 51 (around two kilometres in length) as a double circuit 330 kV transmission line connecting into the Wagga 330 kV substation.
- Modification of the existing Wagga 330 kV substation and Bannaby 500/330 kV substation (Bannaby 500 kV substation) to accommodate the new transmission line connections.
- Connection of transmission lines to the future Maragle 500/330 kV substation (Maragle 500 kV substation, approved under the Snowy 2.0 Transmission Connection Project (SSI-9717).
- Provision of one optical repeater telecommunications hut and associated connections to existing local electrical infrastructure.
- Establishment of new and/or upgraded temporary and permanent access tracks.

In addition to the permanent infrastructure for HumeLink there is also a requirement to establish temporary ancillary facilities to allow for the construction of HumeLink. These would include, but are not limited to:

- Construction compounds, including office facilities, laydown areas and maintenance facilities.
- Worker's accommodation facilities.
- Batch plants.
- Utility connections and/or relocations to facilitate the temporary ancillary facilities.

1.2.1 HUMELINK WEST PROJECT DESCRIPTION

The HumeLink West Project is being delivered by the UGL Limited and CPB Contractors Joint Venture (HLWJV), with construction works expected to be finished in 2027. The scope of works for the HumeLink West Project consists of the following design and construction works:

Transmission line works:

- Wagga 300 kV substation to Gugaa 500 kV substation (approximately 11 km).
- Gugaa 500 kV substation to Wondalga (approximately 65km).
- Wondalga to Maragle 500 kV substation (approximately 46km).
- Rebuild of the 330 kV 'transmission line 051' for approximately 2 km near Wagga 330/132kV substation on double circuit towers strung both sides.
- T point to HumeLink Interface (approximately 10km).

Substation works:

- New Maragle 500 k V substation works (different SSI 9717)
 - Augmentation of the existing 330/132 kV substation.
 - Augmentation of 330 kV switching station (delivered by Snowy 2.0) to establish a combined 500/330 kV substation.
 - New Gugaa 500/300 kV substation.
 - Wagga 330 kV substation augmentation.

1.2.1.1 ACCOMMODATION FACILITIES AND CONSTRUCTION COMPOUNDS

The proposed accommodation facilities and construction compounds have been selected at suitable locations across the project footprint to support construction works.

Additional storage and laydown areas may be required throughout project delivery to temporarily store materials, plant and equipment to support various elements of work. Temporary construction ancillary facilities will be managed through the Construction Environmental Management Plan (CEMP), in addition to the Enabling Works Management Plan (EWMP) and the Accommodation Camp Management Plan (ACMP) as applicable

Construction ancillary facilities have been identified in Chapter 4.3 of the EIS and as amended in Chapter 3 of the AR.

The locations and key features of the project accommodation facilities and construction compounds are captured in Table 1.

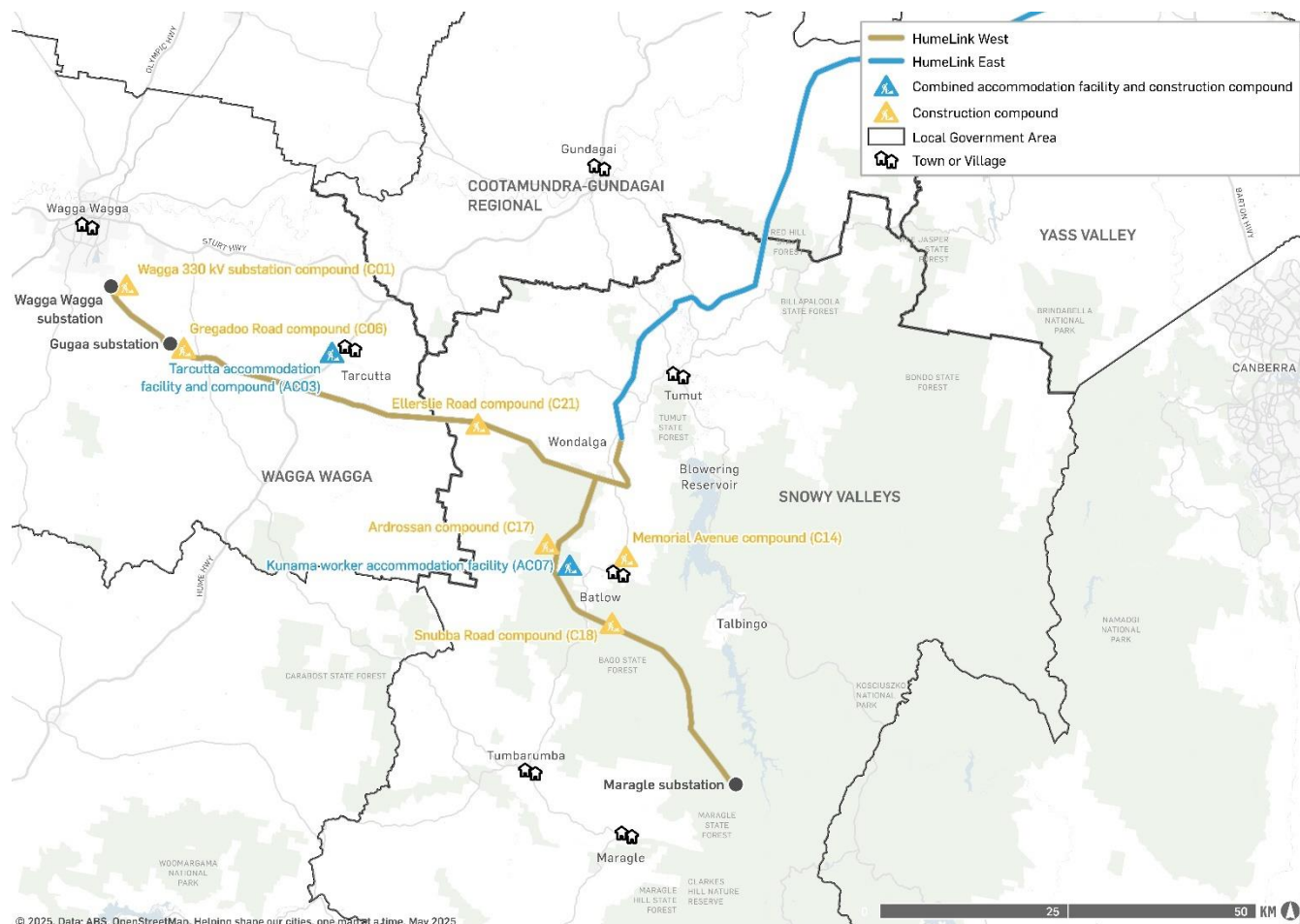


Figure 1 - HumeLink West Project footprint and Wondalga intersection with HumeLink East

Table 1 - HumeLink West Project accommodation facilities and construction compounds

EIS / Amendment Report Compound Number	Location	Purpose
HLW C01 – Wagga 330 kV substation compound	Ashford Road, Wagga Wagga	• Stockpile, laydown and equipment storage • Secondary offices • Amenities • Car park
HLW C06 – Gregadoo Road compound	Livingstone Gully Road, Gregadoo	• Stockpile, laydown and equipment storage • Secondary offices • Amenities • Car park
HLW C17 – Ardrossan Headquarters Road compound	Ardrossan Headquarters	• Stockpile, laydown and equipment storage • Secondary offices

	Road, Lower Bago	• Amenities • Car park • Batch plant
HLW C14 – Memorial Avenue compound	Memorial Avenue, Batlow	• Secondary offices (primary office during enabling works) • Amenities • Car park • Storage
HLW C18 – Snubba Road compound	Bago Forest Way, Bago State Forest	• Stockpile, laydown and equipment storage • Crib huts and amenities • Car park
HLW C21 – Ellerslie Road compound	Ellerslie Road, Ellerslie	• Stockpile, laydown and equipment storage • Car park • Crib huts and amenities • Amenities
HLW AC03 – Tarcutta accommodation facility and compound	Mates Gully Road, Tarcutta	• Worker accommodation facilities • Plant servicing workshop • Stockpile, laydown and equipment storage • Main offices • Amenities • Car park • Batch plant
HLW AC07 – Kunama worker accommodation facility at Green Hills	Green Hills Access Road, Lower Bago	• Worker accommodation facilities • Plant servicing workshop • Stockpile, laydown and equipment storage • Main offices • Amenities • Car park

1.3 INTERFACE WITH OTHER MANAGEMENT PLANS

The SIMP forms part of a series of Environmental Management Plans (EMPs) for the Project. An overview of all relevant management plans has been included in Table 2.. These plans contribute to the practical implementation of the SIMP and help ensure consistency across social impact management, workforce protocols, community engagement, and overall project execution. Each plan supports a particular aspect of the Project's social performance, working together to ensure clarity, alignment, and effective delivery

Management plans that are additional to the documents required under the MCoA have been provided at the Appendices of this document (see Appendix F). All management plans are subject to a 6-month review.

Table 2 - SIMP interface with other management plans and strategies

Relevant MCoA	Management plan / interface	Description
C1	Environmental Management Strategy (EMS)	The Environmental Management Strategy (EMS) presents the framework for environmental management for construction works carried out by Transgrid and its Delivery Partners (DPs). The EMS represents an overarching document for the Project, with specific environmental management requirements and compliance assurance addressed in the CEMP and relevant subplans.
NA	HLW Construction Environmental Management Plan (CEMP)	The CEMP and associated sub-plans outline and describe how the HLWJV will comply with the MCoA, the Federal Minister for the Environment and Water Condition of Ministerial Approval (Commonwealth Conditions of Ministerial Approval (EPBC:2021/9121), the updated mitigation measures, and in accordance with the Planning Approval Documentation listed under MCoA A2 (HumeLink Approvals). The CEMP provides details of how the performance outcomes, commitments and management measures specified in the Planning Approval Documentation will be implemented and achieved during the HLW construction. It describes a monitoring program for ongoing analysis of the HLW activities and provides procedures for rectifying any identified environmental non-compliances. - CEMP subplans relevant to this this SIMP include: - HLW Heritage Management Plan (HMP)

		▪ HLW Unexpected Finds Procedure – Heritage Items ▪ HLW Traffic and Transport Management Plan (TTMP) ▪ HLW Construction Noise and Vibration Management Plan (NVMP) ▪ HLW Air Quality Management Plan (AQMP) ▪ Soil and Water Management Plan (SWMP) ▪ HLW Out-of-hours Works Protocol (OOHW) ▪ HLW Biodiversity Management Plan (BMP)
NA	HLW Sustainability Management Plan (SuMP)	The Sustainability Management Plan describes how the HLWJV will consider and apply sustainability aspects during the project's design, construction, and operational phases on behalf of Transgrid. The plan provides an overarching governance framework to guide the team in delivering the sustainability requirements specified by Transgrid, reducing environmental and social impacts, and improving the asset's resilience to climate change.
NA	HLW Land and Property Access Management Plan (LPAMP)	The LPAMP has been developed to provide a framework for efficient management of land and property access across the alignment, thereby avoiding or mitigating potential adverse impacts through early respectful engagement to understand the interests and needs of the individual landowners. The plan ensures the implementation of processes to manage and coordinate property access across the entire site to minimise, detect, mitigate, and rectify damage to property caused by the construction activities, including implementation of individual Property Management Plans (PMPs).
B60	HLW Local Business and Employment Strategy (LBES)	The LBES has been developed to optimise the participation of local and regional suppliers and contractors, including Indigenous businesses, in the project supply chain. The plan will support the delivery of the Australian Industry Participation Authority objectives and commitments outlined in the project-specific Australian Industry Participation Plan. This plan includes summaries of the HumeLink West Australian Industry Participation Plan, Local Industry Participation Plan, Workforce and Workforce Development Plan and an Aboriginal

		Participation Plan (<i>Compliance with EIS Commitments – AR EC1</i>).
NA	HLW Training and Skills Management Plan (TSMP)	The TSMP provides guidelines for managing project-specific training to boost capability and career opportunities for workers. The plan's objective is to ensure all employees have the appropriate skills and competencies necessary for safe and effective work performance so that they can use their skills to service the pipeline of future construction and energy projects.
B59	HLW Accommodation Camp Management Plan (ACMP)	The ACMP provides an overall framework, including objectives and outcomes for construction worker accommodation for the project. The strategy documents the outcomes from consultation with key stakeholders and provides an overview of the worker accommodation requirements and identified needs for the duration of construction.
NA	HLW Emergency Response Plan (ERP)	The ERP documents the project's procedures to enable emergency prevention, preparation, response and recovery. The plan also details the project's procedure to implement, test and review the ERP.
B52	HLW Bushfire Emergency Management and Evacuation Plan (BFEMEP)	The BFEMEP provides a high-level structure on how the Project will manage its Bushfire management obligations and responsibilities across all work activities. It is structured so it can be used as a system implementation tool to ensure compliance with the EMS.
A24	HLW Community Communication Strategy (CCS)	The CCS has been developed in accordance with MCoA A24 and A25 to provide mechanisms to facilitate communication between Transgrid, the HLW Team, the Environmental Representative, the relevant Councils, and the local community on construction-related and environmental matters. The CCS will also address the key construction issues that are likely to affect the community, such as traffic, property access, noise and vibration, out-of-hours work, new or changed construction activities, and landscaping. In accordance with the CCS, key stakeholders and the community will be consulted during the construction. Ongoing meetings will be held to discuss environmental

		performance, upcoming works, enabling work and any planned high-risk activities.
NA	HLW Interface and Third-Party Management Plan (ITPMP)	The ITPMP describes how the HLWJV will deliver the plan requirements included in Appendices C and F of the Employer's Requirements to ensure that the design, construction, testing and commissioning of the works for HLW are fully integrated. The HLWJV will coordinate all applicable HLW works with all third-party asset owners, Employer's Representatives and nominated sub-contractors as required and take all reasonable steps to schedule interface activities to avoid delays.
NA	HLW Community Investment and Benefits Plan (CIBP)	Transgrid's CIBP provides a guide for Transgrid's community investment work within the HumeLink project footprint. The guide addresses identified social impacts to deliver positive outcomes and benefits for local communities. The HLW Community Investment and Benefits program is currently undergoing community and stakeholder consultation, in addition to a cost-benefit analysis with a focus on positive social, economic and sustainable outcomes.
B38	Traffic and Transport Management Plan (TTMP)	The TTMP informs road users, transport operators, emergency services and local communities, in relation to changed traffic conditions. The TTMP details how HLWJV will manage traffic volumes in accordance with the EIS.
NA	Snowy 2.0 Transmission Connection Project (TCP) HumeLink East (HLE) SIMP	Cumulative impacts have been considered, with particular focus on the Snowy 2.0 Transmission Connection Project (SSI- 9717), and the HumeLink East (HLE) Project. These projects have Construction Environmental Management Plan and associated sub plans, which will need to be considered when implementing this SIMP.

Transgrid		
• Environmental Management Strategy (EMS) • Enabling Works Management Plan (EWMP) • <u>Transgrid Social License Framework</u> (December 2023) and <u>HumeLink Community Investment and Benefits Plan (CIBP)</u> (July 2024) will guide investment in communities along the HumeLink project footprint to address identified impacts and deliver social outcomes and benefits. • Individual Property Management Plans (PMPs) (refer to Section 3.2.1 Engagement Approach, Table 11).		

1.3.1 COMMUNITY INVESTMENT AND BENEFITS PROGRAM

The Community Investment and Benefits Plan seeks to deliver favourable social and economic outcomes for community within and/or near the project footprint.

The insights obtained throughout the HumeLink EIS consultation has informed the development of key priority areas for the HumeLink Community Investment and Benefits Program (CIBP). Transgrid has listened closely to community voices and stakeholder feedback to ensure the program reflects local needs and values. The project priority areas identified include:

- **Community Connection:** addresses social isolation, mental health and improved regional connectivity.
- **Care for Country:** encompasses environmental initiatives and HumeLink's commitment to reconciliation with First Nations people and enduring connection to country.
- **Local Education and Skills Development:** address local education and skills development, supporting local communities and economies, including investment in the development of the transmission workforce.
- **Local Industry Development:** includes collaboration with HumeLink delivery partners on strategies which aim to identify and support the capacity and capability of local and regional businesses.
- **Social Legacy Initiatives:** supports opportunities to promote community benefit beyond the lifecycle of the HumeLink project.

To maximise the program's impact, the project is partnering with local communities and stakeholders to co-design projects that matter to them. Stakeholders and the community across Wagga Wagga and Snowy Valleys LGAs will have the opportunity to nominate community projects, as well as prioritise those they deem to be most impactful for their local area.

~\$2 million is available to deliver up to 4 projects across the Wagga Wagga and Snowy Valleys LGAs. HumeLink West will divide this amount to correlate with the % of the HumeLink West alignment in each LGA, which represents its impact:

- Snowy Valleys (64%) - \$1.3 million
- Wagga Wagga (36%) - \$700,000

Projects approved and funded for the CIBP will be included in updated versions of this SIMP.

Community Programs

Further to the CIBP, HumeLink West are delivering a number of community programs to:

- Support people to access local education, training, and employment pathways through the Project.
- Engage young people (especially First Nations and girls) in energy transition, construction, and STEM careers focusing on education and career pathways for young disadvantaged and First Nations students from years 7-12, positioning them for future employment opportunities on HumeLink and beyond.

Table 3 lists the community programs that have been endorsed for implementation, in addition to which project priority area/s the program is responding to.

Table 3 - HumeLink West Community Programs

Community program	Program detail	Relevant project priority area
1. Overhead Transmission Line (OHTL) Training Program	This 3-week pre-employment program (PEP) seeks to address the skills shortage for overhead transmission line works, upskilling semi-skilled workers with transferrable skills. In consultation with hiring managers, participants who complete the program will be engaged by one of the following options: 1. Commence employment and continue training to complete a Cert II Transmission Line Construction Training over 12 months. 2. Complete 3-week PEP and commence employment in appropriate classification as determined by the hiring manager.	Local Education and Skills Development. Local Education and Skills Development. Social Legacy Initiatives.
2. She Can Too Scholarship Program	Targeted towards students from low socio-economic backgrounds, scholarships will support female students overcome financial barriers and access important resources to improve academic performance and improving chances of attending higher education which can lead to better job opportunities and higher income.	Local Education and Skills Development. Local Education and Skills Development. Social Legacy Initiatives.
3. School-based or other Traineeships Program	Establish x 5 Trainees targeting School Based Trainees in year 11 and 12 and unemployed youth under 25 years of age. Traineeships including but not limited to: Cert III Business Administration, Cert IV Workplace Health and Safety, Cert II Civil Construction. Completion of the Traineeships will support youth under 25 in	Local Education and Skills Development. Local Education and Skills Development.

	future employment opportunities on HumeLink and beyond.	Social Legacy Initiatives.
4. Learner Driver Program	Partnership with Riverina Driving Schools to provide full funded individual driving lessons and places in the Safer Driving Course for year 11 and 12 students across high schools within the project alignment. A driver's licence is essential for careers in energy, construction, and STEM, especially in remote areas. It enhances mobility and access to job sites, while also providing personal independence for young people.	Local Education and Skills Development. Local Education and Skills Development. Social Legacy Initiatives.

HumeLink West will facilitate transport for those that require access to project training programs. This will be assessed on a case-by-case basis.

The CIBP and community programs will be subject to ongoing monitoring to assess the social change or improvement as a result of the programs, including leading and lagging indicators to assess the relevant stages of project delivery.

The CIBP and community programs will be delivered on or before completion of HumeLink works, anticipated in 2027.

2. GUIDELINES AND REQUIREMENTS

This Section provides an overview of the statutory requirements and policy settings underpinning the development and implementation of this SIMP.

2.1 SIA GUIDELINE

Preparation of this Social Impact Management Plan (SIMP) has been informed by the Department of Planning, Housing and Infrastructure (DPHI) Social Impact Assessment Guideline for State Significant Projects (2023) (SIA Guideline) and the accompanying Technical Supplement.

Specifically, Section 5 of the SIA Guideline provides guidance on preparing the SIMP. Per the SIA Guideline, the SIMP should describe how performance-based and prescriptive conditions will be implemented and monitored through a robust monitoring and auditing program. It should identify indicators, baseline values, frequencies, triggers, stakeholders and responses. Following the SIA principle of *adaptive management*, this SIMP establishes management and mitigation measures to respond to new or different circumstances to support continuous improvement.

Section 4 of the Technical Supplement provides guidance on integrating practical arrangements for monitoring and managing social impacts into a project environmental management system. Relevant criteria have been adopted throughout this SIMP. As per the Technical Supplement, monitoring and adaptive management should include practical mechanisms for the community to collaborate wherever possible and easily access monitoring information.

Table 4 outlines the SIA Guideline and Technical Supplement considerations for a SIMP and where these considerations are addressed in this plan.

Table 4 - SIA Guideline and technical supplement considerations

SIA Guideline	Section in this SIMP
Project summary	1
How social impacts were identified, plans for mitigation or enhancement and management commitments	3
How engagement informed the plan, including the engagement strategy and future activities, and how these will inform monitoring and management	3
Measurable and defined targets and actions for monitoring, reporting, auditing and reviewing progress, with clear numbering, wording, and commitments to locations, timing, frequency, method and responsibilities.	5
A commitment to measure results and report these findings via the project website	5/6
How shortfalls will be addressed – for example, if a target is not being met or an impact is being inadequately managed, the steps to address and report on the shortfall	5/6
SIA Technical Supplement	
Program to monitor predicted social impacts against actual impacts	5
Relevant social incident notification and reporting process	6
Program for the ongoing analysis of social risks and opportunities	6
A process for reviewing and a process to release monitoring results	6

2.2 CONDITIONS OF APPROVAL

The MCoA relevant to this Plan are outlined in Table 5, along with references indicating where each condition is addressed throughout this document.

Table 5 - MCoA B61's specific requirements and document references

Condition	Section
B61. <i>Prior to commencing construction or commencing operation of the accommodation camps (whichever is first), excluding Enabling Works, if the relevant requirements of this condition are adequately addressed in the Enabling Works Management Plan of condition B64, the Proponent must prepare a Social Impact Management Plan for the development, to the satisfaction of the Planning Secretary. This plan must:</i>	
a) be prepared by suitably qualified and experienced persons/s;	2.3
b) be prepared having regard to the EIS commitments for the preparation of the Social Impact Management Plan;	2.4

c) be developed in consultation with Councils and relevant affected stakeholders;	3.1/3.2
d) include a summary of the social baseline and assessment of social impacts and risks, including the social impact ratings;	4
e) refer to and be consistent with the strategy in condition A22 ¹ ;	2
f) describe the measures that would be implemented to enhance positive social impacts from the development;	5.3
g) describe the measures that would be implemented to manage and mitigate negative (and cumulative) social impacts, including:	5.3
(i) impacts to near neighbours and the broader community;	
(ii) impacts to community cohesion, safety, health and wellbeing;	
(iii) access to social infrastructure and services;	
(iv) impacts to housing availability and affordability;	
(v) impacts to tourism;	
(vi) labour draw and impacts to local businesses and services;	
(vii) cumulative social impacts associated with other State significant development projects in the area	
h) include a program to monitor, evaluate and publicly report on the effectiveness of these measures and any social impacts of the development, including	5/6
(i) identifying performance indicators, incorporating trigger action response plan;	
(ii) a yearly independent survey of the attitudes of the community about the development;	
(iii) procedures for analysing and comparing the results of monitoring and surveys against the baseline, the predicted social impacts and results of previous monitoring and surveys;	
(iv) recording community engagement and complaints as they relate to social issues;	
(v) adaptive management measures implemented or proposed; and	
(vi) preparing a quarterly monitoring report, to be publicly available on the project website	
i) include details of who would be responsible for monitoring, reviewing and implementing the plan.	6

Following the Planning Secretary's approval, the Proponent must implement the Social Impact Management Plan for the duration of construction.

Note: The Social Impact Management Plan must incorporate all relevant aspects of the development, including Enabling Works consistent with the requirements of condition B67².

Clarificatory content:

¹ MCoA A.22 References in the conditions of this approval to any guideline, protocol, Australian Standard or policy are to such guidelines, protocols, Standards or policies in the form they are in at the date of this approval.

² MCoA B67. Unless otherwise agreed by the Planning Secretary, within 4 months of the commencement of the Enabling Works, the Proponent must update the approved management plans for the development to incorporate any relevant aspects of the Enabling Works Management Plan.

2.3 AUTHORSHIP

This Plan has been prepared by technical social planning and engagement specialists from Urbis Ltd ('Urbis'). The Authors have extensive experience in preparing social impact assessment studies and stakeholder engagement programs. This SIMP was developed in consultation with the HLWJV and has been informed by stakeholder consultation.

Table 6 - SIMP authors, qualifications and experience

Author	Qualifications	Experience
Allison Heller	Post Grad Diploma History of Architecture & Art, University of London Bachelor of Town Planning, University of NSW	Allison Heller is a recognised sector leader with deep social impact assessment, sustainability strategy and value creation expertise. Allison has delivered social impact assessments, health and health equity impact assessments, social infrastructure strategies, and related strategies for a range of state- significant projects including HumeLink and Victoria to NSW Interconnector West (VNI). These include the Central Precinct Renewal Project Sydney Metro West for the NSW Government and Suburban Rail Loop East for the Victorian Government.
Liliana Peña	Master's Degree, Urban Planning, National University of Colombia Bachelor's Degree, Social Work, National University of Colombia	As a qualified urban planner and former social services worker, Liliana has over 15 years of national and international experience in social impact assessment, social impact management, and stakeholder engagement. Liliana has delivered social impact assessments for a range of state-significant projects in NSW and for large-scale infrastructure projects in the energy sector in VIC, including the HumeLink Social Impact Assessment (Technical Report 7 Addendum Report) and the AEMO

	Certificate in Engagement - Public Participation, IAP2	(TCV) Victoria to NSW Interconnector West (VNI) Social Impact Assessment.
Lani Johns	Master's Degree, Sustainability, University of Sydney Bachelor of Laws, University of Technology, Sydney Certificate in Engagement - Public Participation, IAP2	Lani is a specialist social impact and engagement professional with experience delivering statutory engagement and social strategy work in a State Significant Development context within the built environment and infrastructure sectors in NSW. In addition, Lani's work includes developing co-design and co- ownership models focused on benefit enhancement for rights holders and vulnerable and impacted communities. This includes applying relevant state-significant regulatory guidelines across different jurisdictions in Australia. Lani has delivered policy advisory work in the best-practice application of Social Impact Assessment regulations for the Department of Energy and Climate (REZ Readiness – Cumulative Impacts) and Powerlink Queensland (NDP and TEEP process redesign), focusing on benefit enhancement and social justice and equity.

A peer review has been undertaken for this plan; the reviewer's credentials are included in Appendix A.

2.4 UPDATED MITIGATION MEASURES

Updated Mitigation Measures (UMMs) that are relevant to the SIMP are listed in Table 7. These are commitments made in the HumeLink EIS to address identified social impacts (SO) during the construction period, including those identified in the HumeLink EIS SIA technical reports. Table 7 further highlights whether the impact is addressed in this SIMP or other HLW Environmental Management Plans (EMPs).

Appendix C includes a list of all the social impacts identified in the EIS SIA technical report and the subsequent SIA Addendum with the updated significance rating.

Table 7 - Updated Mitigation Measures

Ref	Impact	Mitigation measure	EMPs/ This SIMP
Aboriginal Heritage			
AH1	Impact to Aboriginal sites	The Aboriginal community consultation process for this project will continue until completion of construction.	HMP This SIMP, Area of Social Impact: Impacts to near neighbours and broader community (Cultural Awareness),

			Table 28, SIMP 09 and 10.
AH11	Impact to Aboriginal sites	Cultural heritage awareness training will be carried out for all construction workers working on the project prior to the construction workers participation in construction activities. The training shall cover features of heritage significance within and adjacent to project work sites and protocols that must be compiled with to minimise and manage potential impacts to those features.	HMP This SIMP, Area of Social Impact: Impacts to near neighbour and broader community (Cultural Awareness), Table 28, SIMP 09.
AH12	Unexpected finds	If at any time during construction, any unanticipated Aboriginal objects (which are inconsistent with approved heritage impacts in Technical Report 2 – Revised Aboriginal Cultural Heritage Assessment Report), or human remains are discovered, they will be managed in accordance with an unexpected finds protocol that is aligned with the protocol in Attachment 6 of Technical Report – Revised Aboriginal Cultural Heritage Assessment Report.	HMP
Non-Aboriginal heritage			
NAH1	Unexpected finds	If at any time during construction, any items of potential historic heritage archaeological significance, or human remains are discovered, they will be managed in accordance with an unexpected finds protocol that is aligned with the protocol in Technical Report 3 – Historic Heritage Impact Assessment Report.	HMP
Land use and property			
LP1	Direct land use impacts	The location of infrastructure, work sites and access tracks (temporary and permanent) will be confirmed in consultation with landowners. Where permanent tracks are required, a single access track will be designed to serves both temporary and permanent, where possible.	LPAMP PMPs CCS This SIMP, Area of Social Impact: Impacts on access to social infrastructure and services, Table 28, SIMP 14 and 15.

LP2	Property impacts	A Property Management Plan will be developed for directly impacted properties in consultation with landowners and stakeholders. The Property Management Plans will outline the protocols that will be implemented to address landowner concerns during construction. This may include: - the process for rectification of any damage to property infrastructure caused by construction - the process for rehabilitation and stabilisation of disturbed areas following the completion of construction - measures to minimise disruption to agricultural practices during construction - any fencing and gate requirements - specific biosecurity protocols.	LPAMP PMPs This SIMP, Area of Social Impact: Impacts on access to social infrastructure and services, Table 28, SIMP 14 and 15.
LP3	Agricultural impacts	Alternative technologies which could enable weed control close to the transmission lines will be considered.	LPAMP PMPs This SIMP, Area of Social Impact: Impact on access to social infrastructure and services, Table 28, SIMP 14,15. Area of Social Impact: Cumulative social impacts with other SSD projects in the area, Table 28, SIMP 20.
Economic			
EC1	Local employment	A Local Industry Participation Plan, an Australian Industry Participation Plan, a Workforce and Workforce Development Plan and an Aboriginal Participation Plan will be prepared and implemented.	LBES
EC2	Potential business impacts	Liaison will occur with local councils, interest groups, economic development	LBES This SIMP, Area of Social Impact: Labour

		organisations, local chambers of commerce, and State government to: • notify local businesses of the goods and services required by the project, service provision opportunities and compliance requirements of businesses to secure contracts. • encourage and support local business in meeting the requirements of the project for supply contracts. • assist qualified local businesses to tender for the provision of goods and services to support the construction of the project, where possible.	draw and impacts to local businesses and services, Table 28, SIMP 18 and 19.
Social			
SO2	Impacts on local services and social cohesion from introduction of temporary workers.	Information will be provided to the construction workers that include: • information on community services and recreation facilities, events and tourism activities • details on how to access health services including dedicated telehealth services organised by Transgrid • a company contact if help is needed • code of conduct to minimise the incidence of risk drinking and drug behaviours.	ACMP This SIMP, Area of Social Impact: Impacts to community cohesion, safety, health and wellbeing, Table 28, SIMP 03 and 04. Area of Social Impact: Impacts to tourism and the visitor economy, SIMP 16.
SO3	Impacts on emergency services	Emergency services will be regularly updated on work plans and access routes in the event of an emergency.	CCS TTMP ERP This SIMP, Area of Social Impact: Impacts to near neighbours and broader community, Table 28, SIMP 05.
SO4	Opportunities for long-term community benefit	Any opportunities for appropriate long-term use for the worker accommodation facilities (or component parts thereof)	While the EIS includes a commitment to explore long-term use of the worker

		will be identified in consultation with councils and the relevant landowner/s.	accommodation, the facilities for this project will be leased, and therefore outside of our control for future use. However, the Project will engage with the provider and share any relevant information with councils and the community should opportunities arise. CIBP
SO5	Impacts on local services from the introduction of temporary workers	Each worker accommodation facility will include appropriate food and catering facilities, fitness and recreational facilities, parking spaces and first aid facilities.	ACMP
Landscape character and visual impact			
LV3	Construction lighting	Lighting at construction compounds and worker accommodation facility will be designed and operated in accordance with <i>AS 4282 2019 Control of the obtrusive effects of outdoor lighting</i> .	EMS CEMP ACMP
LV5	Visual changes near residences	For residences where the project is predicted to have a moderate to high visual impact, opportunities for screening vegetation would be investigated. Appropriate visual screening or other options (for example planting of vegetation) would be confirmed in consultation with the affected landowner and implemented where practicable. Vegetative screening would be maintained by the landowner.	LPAMP PMPs This SIMP, Area of Social Impact: Impacts to near neighbours and broader community, Table 28, SIMP 11.
LV8	Visual changes near residences	Transgrid will continue to work with landowners and neighbours to avoid, minimise and mitigate impacts, as well as advocate strongly for a consistent, fair, NSW Government policy on visual impacts to neighbouring properties.	This SIMP, Area of Social Impact: Impacts to near neighbours and broader community, Table 28, SIMP 11.

Noise and vibration			
NV1	Construction noise	Where receivers are predicted to be noise affected and near construction compounds or fixed work areas with long durations (i.e., several months), path control, such as hoarding or earth bunds will be investigated. Practical measures will be implemented where required. Positioning of site structures will also be considered to act as barriers between noisy work and receivers where practical.	EMS CEMP NVMP OOHW
NV2	Construction noise	An out-of-hours work protocol that details how the project will identify, assess and approve out of hours work outside standard construction hours that are likely to generate noise levels that exceed the relevant noise management levels at sensitive receivers will be developed and implemented. The protocol will include provisions to: • 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. • notify and engage with potentially noise affected receivers about upcoming work outside standard construction hours and address any associated complaints. • identify appropriate respite for noise affect receivers (where required). The OOHW protocol will not apply to the operation of the worker accommodation facilities.	EMS CEMP NVMP OOHW
NV3	Construction noise and vibration	A Blast Management Plan will be developed to minimise the potential for air blast overpressure and vibration impacts. Maximum instantaneous charge calculation will be undertaken for specific locations within the potential controlled blasting areas.	EMS CEMP NVMP OOHW CCS

		Individual blast designs will be based on meeting the criteria rather than restrictions on maximum instantaneous charge. All controlled blasting, including initial controlled trial blasting will be monitored to obtain data which can be used to confirm site constants and compliance with controlled blasting criteria. Landowner notification and consultation requirements will be identified in the Blast Management Plan.	
NV4	Construction noise	Where construction is likely to result in exceedances of noise monitoring levels (NMLs) at sensitive receivers, mitigation and management measures to be implemented where practicable and appropriate. This will include (but is not limited to) the following measures: • select quieter plant and equipment and use alternative construction methods to minimise noise levels • plan and schedule concurrent noisy activities to minimise the number of items of noisy plant operating at one time and cumulative noise levels • install screens or use barriers to mitigate noise from stationary noise sources • maximise the offset distance between noisy plant and sensitive receivers • orient noisy plant and equipment away from sensitive receivers • use noise source controls, such as residential class mufflers, to reduce noise from all regularly used plant including cranes, excavators and trucks • use non-tonal reversing alarms in place of traditional beeper reversing alarms during out-of-	EMS CEMP NVMP OOHW

		hours where noise impacts are predicted • turn off machinery when not in use • confirm equipment is maintained in accordance with manufacture's requirements to minimise generation of excessive noise • operate machinery in a manner which reduces occurrence of maximum noise level events, such as excavator bucket impacts, material drop heights, steel on steel impacts and dragging materials across hard surfaces • provide awareness training regarding noise mitigation measures to be implemented as part of regular toolbox meetings • notify and consult with potentially noise affected receivers about upcoming noisy activities • confirm that noise affected receivers outside standard construction hours and highly noise affected sensitive receivers are managed with consideration of the Construction Noise and Vibration Guideline (Transport for NSW, 2023) (CNVG) additional mitigation measures such as notifications, verification, and respite where appropriate.	
NV5	Construction noise	Monitoring will be carried out for noise intensive activities that have the potential to cause noise exceedances at sensitive receivers, to confirm that actual levels are consistent with the predictions and that appropriate mitigation measures have been implemented.	EMS CEMP NVMP OOHW
Cumulative impacts			

C11	Occurrence of cumulative impacts	Coordination and engagement with proponents and/or construction contractors of relevant future projects will occur during detailed design and construction to confirm the potential cumulative impacts. Co-ordination and engagement will include: • providing regular construction program updates • identifying potential conflict points with other relevant future projects, e.g. proximity of work sites, or shared construction access routes and traffic management requirements • developing mitigation strategies in order to manage conflicts that may arise.	LBES This SIMP, Area of Social Impact: Cumulative social impacts with other SSD projects in the area, Table 28, SIMP 20, 22, 23, 24
-----	----------------------------------	--	---

Source: HumeLink Environmental Impact Statement. Application number: SSI-9717, EPBC 2018/836, Transgrid, 25/08/23

¹ Mitigation measures that are no longer relevant as per the Social Impact Assessment Addendum Technical Report 7.

² New mitigation measures included in the Social Impact Assessment Addendum Technical Report 7.

2.5 GOVERNMENT PLANNING AND POLICY DOCUMENTS

Key government planning and policy documents have informed the development of this SIMP by providing strategic direction on regional land use, economic growth, infrastructure priorities, and community wellbeing. These documents highlight the broader planning context within which the Project is being delivered. A summary of these documents is provided in Table 8.

Table 8 - Government planning and policy directions

Document / program	Summary
Riverina Murray Regional Plan 2041 (Department of Planning, Housing and Infrastructure, formerly known as Department of Planning and Environment, 2023)	The Riverina Murray Regional Plan 2041 sets a framework, vision and direction for strategic land-use planning to meet future needs for housing, jobs, infrastructure, a healthy environment and connected communities. The plan seeks to harness opportunities from several catalyst projects, including establishing the Southwest Renewable Energy Zone located west of HumeLink.

Snowy Valleys Regional Economic Development Strategy (REDS) – 2023 Update (Snowy Valleys Council, 2023)	The 2023 REDS sets out strategies and enablers to support the 20- Year Economic Vision for Regional NSW and a place-based vision and framework for economic development in the region. The REDS highlights the opportunity for the region to leverage its natural endowment to support renewable energy generation and consumption. The REDS acknowledges that a core challenge is to ensure the region derives long-term local benefits from the HLW and new energy generation, especially after the upfront construction phase. Careful management of the impact of major projects on the natural landscape is needed throughout the region. The REDS includes a series of strategies and enablers, including boosting and sustaining the supply of skilled workers for the region’s core industries through regional skills development and initiatives to attract new residents.
Snowy Valleys Community Strategic Plan (CSP) 2022-2042 (Snowy Valleys Council, 2022)	The CSP is based on the aspirations and priorities of the local community and sets out a long-term vision for the area. The plan identifies the key priorities and strategies for achieving this. Some relevant strategic objectives in the CSP are: • <i>The wellbeing of local people is supported through the provision of local services.</i> • <i>Our community is prepared and resilient and is able to respond to natural disasters and economic shocks.</i> • <i>Our economy is made up of a broad range of business and industry with diverse employment opportunities.</i> • <i>Our economy attracts, retains, and supports young people and families in the region.</i>
Wagga Wagga Community Strategic Plan (CSP) 2040 (Wagga Wagga, 2017)	The CSP aims to protect and enhance natural areas for future generations while creating a functional and attractive built environment that encourages an active and healthy community. Some relevant priorities are: • <i>our communities feel safe</i> • <i>our community has access to health and support services that cater for all our needs</i> • <i>Wagga Wagga is a thriving, innovative and connected regional capital city</i> • <i>Wagga Wagga is an attractive location for people to live, work and invest</i> • <i>Wagga Wagga is an attractive tourist destination</i>

	• <i>our community are proud of where we live and our identity</i> • <i>our community feel welcome, included and connected</i> • <i>our built environment is functional, attractive and health promoting.</i>
Snowy Valleys Local Strategic Planning Statement (LSPS) 2020 – 2040 (Snowy Valleys Council, 2020)	The LSPS sets local priorities for employment, housing, services and infrastructure that the Snowy Valleys communities will require over the next 20 years. The LSPS sets short, medium and long-term actions linked to local priorities, enabling delivery of the community's future vision, including: • <i>Planning Priority 1, Theme 3: Our natural environment: protect, conserve and enhance Snowy Valleys' landform, waterways and bushland that have high environmental value.</i> • <i>Planning Priority 2, Theme 2: Growth through innovation: Provide for opportunities for local employment.</i> • <i>Planning Priority 3, Theme 4: Our infrastructure: Collaborate with Government agencies and other stakeholders to stimulate positive outcomes.</i>
The Wagga Wagga Local Strategic Planning Statement (LSPS) - Wagga Wagga 2040 (Wagga Wagga Council, 2021)	The LSPS sets the long-term strategic framework for planning and development in the City of Wagga Wagga local government area over the next twenty years. It addresses issues of strategic significance to the Council, guiding the development or introduction of new planning policies, strategies, or actions related to land use and development. This is an action-focused plan, which identifies key principles that: • see Wagga Wagga grow as the regional capital of southern New South Wales • attract investment to improve accessibility • provide sustainable infrastructure solutions aligned to growth • improve housing diversity build strong rural and village communities.

Australian Industry Participation Plan Summary (AIP Authority, AIP Plan reference code: 2KJTQ75V, 2024)	Local Procurement targets and Australian Procurement targets articulated in the HumeLink delivery partner Local Industry Participation Plan—in addition to targets articulated in the Australian Industry Participation (APP) of 2.5 per cent and a stretch target of 5 per cent—should drive a significant positive socioeconomic benefit for the LGAs in the HLW Area. The responsibility of achieving delivery partner Local Industry Participation Plan targets will be monitored and managed by Transgrid.
Aboriginal Procurement Policy (APP) (NSW Treasury, 2021)	The Aboriginal Procurement Policy (APP) contributes to the NSW Government's strategic economic policy of Growing NSW's First Economy. The APP supports the NSW Government Plan for Aboriginal Affairs and the OCHRE Plan (Opportunity, Choice, Responsibility and Empowerment Plan for Aboriginal Affairs in NSW). It is a key deliverable under the Aboriginal Economic Development Framework. Government procurement is recognised as a significant opportunity to increase skills and economic participation within the State's Aboriginal and Torres Strait Islander communities. The policy supports increasing the number of Aboriginal and Torres Strait Islander-employed people and Aboriginal and Torres Strait Islander-owned businesses. Consistent with the policy's intent, the project includes cultural/Aboriginal employment/empowerment programs. The Aboriginal employment APP target is 2.5 per cent of the workforce.
Aboriginal and Torres Strait Islander Heritage Protection Act 1984 (Cth) (Department of Climate Change, Energy, the Environment and Water, 2023)	The Aboriginal and Torres Strait Islander Heritage Protection Act 1984 (ATSIHP Act) is Commonwealth legislation that can be used by Aboriginal and Torres Strait Islander people to make applications to protect places and objects from injury or desecration. The places or objects in question must be of particular significance in accordance with Aboriginal tradition. The ATSIHP Act allows the Minister for the Environment and Water to make a declaration to protect an area, object or class of objects from a threat of injury or desecration.
National Parks and Wildlife Act 1974 (NSW)	The National Parks and Wildlife Act gives the Director General of the Department of Environment, Climate Change and Water (DECCW) responsibility for the proper care, preservation and protection of 'Aboriginal objects' and 'Aboriginal places'. The Director-General can prosecute people who unlawfully destroy or damage 'Aboriginal objects' or 'Aboriginal places' and can also issue stop work or interim protection orders.

3. CONSULTATION AND ENGAGEMENT

Stakeholder engagement undertaken to inform the SIMP includes:

- Transgrid project wide consultation activities undertaken between 2020 – 2024 that informed the HumeLink EIS and Amendment Report.
- HumeLink West program of targeted SIMP consultation undertaken from January – March 2025 with all relevant affected stakeholders.

3.1 PRIOR CONSULTATION

This Section outlines the consultation activities undertaken prior to the finalisation of the EIS SIA technical reports, including engagement during the EIS exhibition period and subsequent Amendment Report.

3.1.1 HUMELINK EIS CONSULTATION

Engagement has formed an integral part of HumeLink's development and has provided communities and stakeholders the opportunity to understand, question and put forward their viewpoints.

Comprehensive consultation about social impacts, opportunities and mitigation strategies was undertaken in September and October 2022 as part of the HumeLink SIA. This consultation informed the development of mitigation measures detailed in the SIA and the preliminary SIMP.

The SIA, including a preliminary SIMP, was publicly exhibited as one key component of the HumeLink EIS, from 30 August – 10 October 2023. Consultation for the SIA Addendum was undertaken between December 2023 - February 2024. Following public exhibition of the EIS, several amendments and refinements were identified as a result of submissions and detailed design. Feedback received during public exhibition was used to refine the project, with key changes published in the Amendment Report and the SIA Addendum.

3.1.2 AMENDMENT REPORT CONSULTATION

Following the public exhibition of the EIS, several amendments and refinements were identified as a result of community and stakeholder submissions and detailed design. Transgrid delivered a detailed engagement plan to identify relevant stakeholder groups, including newly identified stakeholders resultant of the proposed amendments and refinements, and the most appropriate methods of engagement.

This consultation has been undertaken in various forms with relevant local, state and Commonwealth government authorities, service providers, community groups, affected landowners, Native Title holders, quarry operators and mineral title holders. This consultation took place across the full project alignment. Activities included:

- briefings and issue-specific technical meetings with local councils including Yass Valley, Goulburn Mulwaree, Cootamundra Gundagai Regional, Snowy Valleys, Upper Lachlan Shire and Wagga Wagga
- presentations at Community Consultative Group meetings
- meetings and communications with directly impacted landowners by dedicated Place Managers and Land Access Officers
- use of Remote Access Communication Hub (RACH) for street meetings with near neighbours (landowners adjacent to the amended project footprint) and the general community

- online and in-person community information sessions with the general community
- consultation with Aboriginal stakeholders including briefings with Registered Aboriginal Parties as part of the consultation and feedback on the Revised Aboriginal Cultural Heritage Assessment Report and engagement with relevant Aboriginal Local Land Councils on potential native title claims
- letters to potentially affected mineral title holders.

3.2 REFINEMENT AND VALIDATION OF MANAGEMENT AND MITIGATION MEASURES

Targeted consultation undertaken between January – March 2025 supported the refinement and validation of management and mitigation measures for this SIMP. These engagement activities focused specifically on gathering feedback relevant to the implementation and effectiveness of proposed social impact responses.

This process built upon prior consultation undertaken as part of the HumeLink EIS, SIA and Amendment Report, as summarised in Section 3.1, and ensured continuity between earlier consultation and the finalisation of this Plan.

3.2.1 ENGAGEMENT APPROACH

The targeted engagement undertaken to inform this Plan focused on identifying practical measures to mitigate potential negative and cumulative social impacts and to enhance positive social outcomes, as required under the MCoA B61 (g). Stakeholder input was sought on key impact areas such as amenity, workforce pressures, access to services, housing availability and overall community wellbeing.

In addition to addressing concerns, engagement also explored opportunities to deliver lasting benefits to communities along the Project alignment; feedback from this process reflected local priorities and values.

Table 9 and Table 10 outline communication channels and engagement activities used to support this process, in addition to stakeholders that were contacted to provide feedback.

Table 9 - Social impact areas as listed in MCoA B61

Social impact areas as listed in MCoA B61 (g)
(i) impacts on near neighbours and the broader community
(ii) impacts to community cohesion, safety, health and wellbeing
(iii) impacts on access to social infrastructure and services
(iv) impacts on housing availability and affordability
(v) impacts to tourism
(vi) labour draw and impacts to local businesses and services
(vii) cumulative social impacts associated with other State significant development projects in the area

Table 10 - Communication channels

Channel	Purpose	Delivery output	Targeted stakeholder groups
Project hotline	Dedicated project freephone number – 1800 317 367	No enquiries on the SIMP were received via the project hotline.	Broader community
Project email	Dedicated project email addresses – humelink@transgrid.com.au and community@humelinkwest.com.au	No enquiries on the SIMP were received via the project email.	Broader community
Electronic direct mail	Email sent to the project database to raise awareness of the SIMP and opportunity to provide feedback, including link to online feedback survey.	1298 recipients were notified of the SIMP via electronic direct mail.	Broader community
Online feedback survey	Online feedback survey was located on the HumeLink project website between January – March 2025. The feedback survey was produced and delivered in conjunction with HumeLink East, recognising Snowy Valleys LGA as the intersection point for the two work packages.	107 responses were received via the online feedback survey.	Broader community
Print advertisements in local media	Advertised in-person community information sessions dedicated to consulting on the HumeLink West Social Impact Management Plan. Develop awareness of the SIMP and opportunity to provide feedback via the online feedback survey and community information sessions.	Print advertisements were included in: - Tumut and Adelong Times - Tumbarumba Times - Wagga Daily Advertiser - The Border Mail – Albury – Wodonga	Broader community located in and around: - Tumut and surrounds - Tumbarumba and surrounds - Wagga Wagga and surrounds - Albury-Wodonga and surrounds
Radio advertisements in local media	Advertised in-person community information sessions dedicated to consulting on the HumeLink West Social Impact Management Plan.	Campaign dates between 17 th – 23 rd February, with the commercial airing 39 times between	Wagga Wagga and surrounds Tumut, Adelong and surrounds

	Develop awareness of the SIMP and opportunity to provide feedback via the online feedback survey and community information sessions.	Monday – Sunday, 0530 – 1900 on Wagga Wagga 93.1 FM and Sounds of the Mountains FM 94.3 / FM 94.1.	
Printed posters and flyers	Advertised in-person community information sessions dedicated to consulting on the HumeLink West Social Impact Management Plan, in addition to a QR code to undertake the online feedback survey. Posters were also developed outlining the purpose of a SIMP, focus areas, EIS commitments and proposed management measures. These were used at the in-person community information sessions.	45 people attended the in-person community information sessions.	Broader community located in and around: Wagga Wagga, Tarcutta, Batlow, Tumbarumba Adelong and Tumut

Table 11 - Direct engagement and consultation activities

Activity	Purpose	Delivery output	Targeted stakeholder groups
Stakeholder briefings	Briefings were offered to key stakeholders to inform them on the Social Impact Management Plan, priority social impact areas under assessment and proposed management measures. Used as an opportunity to receive feedback.	23 stakeholder briefings were held.	Representatives from key stakeholder groups including councils, community groups, business chambers, industry bodies and Aboriginal and Torres Strait communities and bodies. Priority areas for this engagement activity, with these stakeholder groups, included Wagga Wagga, Tarcutta, Tumut, Tumbarumba, Batlow and Adelong.

Draft SIMP review	Representatives from key stakeholders were offered a review of the draft SIMP. This invited final feedback on the draft SIMP to incorporate any additional comments prior to submission to DPHI.	6 stakeholders provided feedback via this engagement activity. Consultation registers are included in the Consultation Evidence Report (Appendix G), demonstrating how this feedback informed the finalisation of the SIMP and ensured alignment with stakeholder concerns and DPHI requirements.	Representatives from councils, emergency services, education and training, tourism bodies and national park authorities.
Local Aboriginal Land Councils (LALC) and Aboriginal Stakeholder meetings	Briefings were offered to key stakeholders to inform on the Social Impact Management Plan, priority social impact areas under assessment and proposed management measures. Used as an opportunity to receive feedback.	RAPS and Aboriginal Elders chose to be briefed as part of the in-person community information sessions.	• Wagga Wagga Local Aboriginal Land Council • Brungle-Tumut Local Aboriginal Land Council • Ngarigo Indigenous Corporation • Registered Aboriginal Representatives
In-person community information sessions	Hosted in a range of locations near the HumeLink West Project footprint. Locations included Wagga Wagga, Tarcutta, Tumut, Tumbarumba, Batlow and Adelong. The sessions provided an opportunity for the community to engage with HumeLink West, learn about the Social Impact Management Plan, ask questions and provide feedback.	8 community information sessions were held across 6 key regional towns. 45 people attended in person.	Wagga Wagga, Tarcutta, Tumut, Tumbarumba, Batlow and Adelong (and surrounds).
Online feedback survey	Online feedback survey distributed and located on the website between January – March 2025 to provide stakeholders and the	107 responses were received via the online feedback survey.	Broader community

	broader community an opportunity to provide feedback should they be unable to attend a community information session or briefing.		
Property Management Plans (PMPs)	Individual PMPs have been developed by Transgrid in consultation with directly impacted landowners during the easement acquisition and compensation process and will be transferred to HLWJV for implementation during construction. The PMPs are a key social impact mitigation tool for landowners, used to identify and respond to individual concerns around access, amenity, biosecurity and construction scheduling. Insights from the PMPs have directly informed the SIMP and its mitigation measures, helping to tailor strategies to the unique needs of impacted landowners, including vulnerable groups such as elderly landowners, those with health conditions, or those reliant on the land for primary income or residence. Common issues raised through the PMP process, such as the need for early notice of construction works, biosecurity protocols, and property-specific access arrangements have been used to inform broader construction planning and communication protocols. There are 75 PMPs to be completed for HumeLink West, which are progressively being completed (94.67%). HumeLink West Land Access Officers will continue to liaise closely with landowners throughout construction, ensuring strict adherence to PMPs.	Directly impacted landowners	

Table 12 - Stakeholders contacted to provide feedback on the SIMP

Stakeholder group	Stakeholder
Local Aboriginal Land Councils and Aboriginal Elders	• Wagga Wagga Local Aboriginal Land Council • Brungle-Tumut Local Aboriginal Land Council • Ngarigo Indigenous Corporation • Registered Aboriginal Representatives
Councils and community services	• Wagga Wagga City Council • Snowy Valleys Council • Tarcutta RSL • Tarcutta Post Office • Tumut and Surrounds CWA

	• Wagga Wagga CWA • Aboriginal Men's Family Support, Cooe Cottage Program • Rural Adversity Mental Health (RAMP)
Special interest groups and representative bodies	• Department of Regional NSW • Regional Development Australia • Forestry Corporation – Tourism & Partnerships, Country & Community • NSW Farmers • National Parks and Wildlife Service • Heritage NSW • Heritage NSW – Aboriginal Cultural Heritage • Local Landcare Services – Riverina • Snowy Valleys Resilience Hub • Community Foundation for Tumut Region • Batlow United Community Chamber • Batlow Environment Network • Committee 4 Wagga
Emergency and medical services	<i>Wagga Wagga Local Emergency Management Committee including:</i> • NSW Ambulance • NSW Police • NSW Rural Fire Service • NSW State Emergency Service • NSW Fire & Rescue • Homes NSW • Utility providers (including, Riverina Water, Essential Energy, APA Gas etc.) • Transport for NSW • Defence • Volunteer Rescue Service NSW <i>Snowy Valleys Local Emergency Management Committee including:</i> • LEMO & Manager Technical Services • NSW State Emergency Services (Southern Zone) • NSW Police (Snowy Valleys) • NSW Fire & Rescue (Southern Highlands) • NSW Ambulance (Hume Ranges, NSW Murrumbidgee Zone and Batlow)

Education	• Training Service NSW • Department of Education • Aboriginal Education Consultative Group (AECG) Riverina • Charles Sturt University
Employment and training services	• Workforce Australia Local Jobs, Murray Riverina • Many Rivers • Yarpa
Tourism	• Destination Riverina Murray • Tumut Visitor Information Centre via Snowy Valleys Council • Wagga Wagga Visitor Information Centre via Wagga Wagga City Council • Accommodation providers in key communities within the project
Local business and broader community	• Wagga Wagga Local Business Chamber • Tumbarumba Local Business Chamber • Snowy Valleys Local Business Chamber • Broader community engaged via 8 community information sessions that were held across 6 key regional towns including: Wagga Wagga, Tarcutta, Tumut, Tumbarumba, Batlow and Adelong. In addition to an online feedback survey hosted on the project website.
Industry and other projects	• Industry Capability Network (ICN) • Riverina Murray Major Infrastructure Projects Roundtable • Softwoods Working Group, Murray Region Forestry Hub

Attempts were made to consult with the following stakeholder groups; however, the opportunity was not taken up:

- Wagga Wagga Local Aboriginal Land Council
- Brungle-Tumut Local Aboriginal Land Council
- Aboriginal Men's Family Support, Cooee Cottage Program
- Rural Adversity Mental Health (RAMP)
- Wagga Wagga Local Emergency Management Committee
- Snowy Valleys Local Emergency Management Committee
- NSW Farmers
- National Parks and Wildlife Service
- Heritage NSW
- NSW Rural Fire Service
- Charles Sturt University
- Tumut and Surrounds CWA
- Wagga Wagga CWA

3.2.2 ENGAGEMENT OUTCOMES

Stakeholder engagement generated a range of insights into key areas of social impact and priorities for mitigation and enhancement. Table 13 identifies the social impact categories raised by each stakeholder group, while Table 14 summarises common themes related to proposed mitigation and enhancement measures. Detailed feedback from each stakeholder group is provided in Table 15 – Table 22, with feedback incorporated into the SIMP bolded for transparency and ease of reference.

Table 13 - Key areas of interest by stakeholder group

	Impacts to near neighbours and broader community	Impacts to community cohesion safety, health and wellbeing	Access to social infrastructure and services	Impacts to housing availability and affordability	Impacts to tourism	Labour draw and impacts to local businesses and services	Cumulative social impacts associated with other state significant development projects in the area
Local Aboriginal Land Councils and Aboriginal Elders							
Councils and community services							
Special interest groups and representative bodies							
Emergency and Medical services							
Education							
Employment and training services							
Tourism							
Local business and the broader community							

Table 14 - Key mitigation and enhancement themes

Social impact area as listed in MCoA B61 (g)	Mitigation / enhancement theme
Impacts to near neighbours and broader community	- Community engagement and grievance management - Protecting and managing Aboriginal heritage - Private property access management - Transparent monitoring, reporting and auditing - Legacy opportunities and community investment and benefits program
Impacts to community cohesion, safety, health and wellbeing	- Temporary workforce training and management - Temporary workforce and community health and wellbeing - Community cohesion initiatives
Access to social infrastructure and services	- Social infrastructure impact management and protocols - Social infrastructure impact monitoring and benefit sharing
Impacts to housing availability and affordability and locals	Local housing market impact monitoring and benefit sharing
Impacts to tourism and the visitor economy	- Promotion of local events and attractions, and project partnerships - Construction management for tourism activity and events
Labour draw and impacts to local businesses and services	- Employment programs and development - Local business support and opportunity - Industry partnerships and regional events
Cumulative social impacts with other State significant development (SSD) projects in the area	- Ongoing third-party engagement and review of cumulative project pressures - Collaborative action and effective data management

Table 15 - Local Aboriginal Land Councils and Aboriginal Stakeholder consultation findings

Social impact area	Mitigation / enhancement theme (s)	Stakeholders' suggested mitigations and enhancements	Where feedback has been considered (this SIMP or other EMPs)
Impacts to near neighbours and broader community	Protecting and managing Aboriginal heritage	Support for the establishment of an Aboriginal Engagement Reference Group during project delivery.	Table 28, Area of Social Impact: Impacts to near neighbours and broader community (Cultural awareness), SIMP 09. SIMP sets target to host at least two Aboriginal Engagement Reference Group meetings per year.

		- Impacts to Aboriginal heritage and associated community values are minimised through implementation of the Aboriginal Cultural Heritage Management Plan. - Identified sites of cultural value are avoided by the project and archaeological material is retrieved and identified in consultation with RAPS. - Harm to modified trees are minimised and scarred trees salvaged in consultation with RAPS and Heritage NSW.	Table 28, Area of Social Impact: Impacts to near neighbours and broader community (Cultural awareness), SIMP 09. Considered in Heritage Management Plan.
	Transparent monitoring, reporting and auditing	Transparency on workforce and spend targets to alleviate community perception and frustration with large infrastructure projects not meeting targets and employing from outside the local area, despite commitments.	Table 28, Area of Social Impact: Labour draw and impacts to local businesses and services, SIMP 18 and 19. In alignment with the Local Business Engagement Strategy, SIMP sets targets for local workforce participation.
	Legacy opportunities and community investment and benefits program	- Partnerships with programs that support the Aboriginal community secure identification certificates e.g. drivers' licences, birth certificates. This will enable Aboriginal participation on HumeLink West and future infrastructure projects, as well as leaving an enduring socio-economic legacy. - Consider Aboriginal bush regeneration initiatives, opportunity for collaborative partnerships to restore health and vitality of local landscapes (Batlow & Tumbarumba noted, with regard to ecological impacts from bushfires). - Investment in Aboriginal Short Stay Accommodation (Short Stays) designed to provide safe, culturally appropriate and affordable	Considered in Community Investment and Benefits Plan and Program and included in in this SIMP. The community will have the opportunity to nominate legacy projects for funding, with project priority areas including Community Connection, Care for Country, Local Education and Skills Development, and Local Industry Development.

		short-term accommodation for Aboriginal people who travel to regional centres or access services for business, culture or family reasons. In addition to emergency accommodation. - Investment in Aboriginal healing centres and programs that support healing for Aboriginal and Torres Strait Islander people involving connections to culture, family and land. - Partnering with local sporting facilities for temporary workforce use, and also possible upgrades as part of legacy projects. This will support great community cohesion and improved amenity.	
Labour draw and impacts to local businesses and services	Employment programs and development	- Upskilling opportunities to support Aboriginal community members, who are willing to work, secure employment on the project. - Connect with local and state Registered Training Organisations (RTOs), such as TAFE, to roll out school-based traineeships and pre-employment programs to improve local workforce capability. - Partnerships with the education providers, such as Clontarf Foundation, on initiatives that support improving education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men (leveraging existing partnerships with Mount Austin High School).	Table 28, Area of Social Impact: Labour draw and impacts to local businesses and services, SIMP 18 and 19. Considered in Local Business Engagement Strategy and included in
	Local business support and opportunity	Early and informative consultation will support Aboriginal businesses get 'job ready' to apply for work packages and roles, this is a barrier currently.	Considered in Local Business Engagement Strategy.

Access to social infrastructure and services	Social infrastructure impact monitoring and benefit sharing	Monitor temporary workforce referrals to local GPs and medical services to ensure local access is not impacted by the project.	Table 28, Area of Social Impact: Impacts on access to social infrastructure and services, SIMP 06. SIMP sets targets to monitor worker visits to GP clinics and documented and tested escalation procedure for medical emergencies. Further considered in Accommodation Camp Management Plan and Emergency Response Plan.
Impacts to community cohesion, safety, health and wellbeing	Temporary workforce training and management	All workers to undertake Cultural Awareness Training prior to the workers undertaking construction activities. This will ensure the temporary workforce are following 'community protocol' through facilitated understanding of local customs, values and concerns.	Table 28, Area of Social Impact: Impacts to near neighbours and broader community (Cultural awareness), SIMP 09. SIMP sets target for workforce completion of Cultural awareness training as part of project toolbox inductions. Considered in Training and Skills Management Plan.

Table 16 - Councils and community services consultation findings

Social impact area	Mitigation / enhancement theme (s)	Stakeholders' suggested mitigations and enhancements	Where feedback has been considered (this SIMP or other EMPS)
Impacts to community cohesion, safety, health and wellbeing	Temporary workforce and community health and wellbeing	To address community concerns related to the health of employees within the workers accommodation camps, WWCC requests that the SIMP include a section outlining a Health Management Plan that address the needs of employees in an isolated area. At a minimum the Health Management Plan needs to address the provision of physical health, mental health services, drug	Table 28, Area of Social Impact: Impacts on access to social infrastructure and services, SIMP 13. SIMP includes management measure to implement the project's Health and Safety Manual policies and procedures to sustain a healthy and resilient workforce, encompassing both physical and mental health of workers.

		and alcohol education programs and sexual health education.	
	Managing worker behaviour and governance	WWCC notes governance of worker behaviour will be met through the <i>HumeLink Accommodation Village Rules</i> document which outlines our Code of Conduct and our approach to health and safety, fitness for work, alcohol limits, standards of behaviour and managing serious misconduct. This is a high priority for Council.	Table 28, Area of Social Impact: Impacts to community cohesion, safety, health and wellbeing, SIMP 04. SIMP includes management measure to develop and enforce worker code of conduct, through Project's <i>Accommodation Village Rules</i> document which outlines approach to worker health and safety, fitness for work, alcohol limits, standards of behaviour and managing serious misconduct.
	Community cohesion initiatives	Worker awareness/participation and project funding of community events and initiatives in the local area.	Table 28, Area of Social Impact: Impacts to community cohesion, safety, health and wellbeing, SIMP 04 and 05. SIMP includes targets for workforce integration including at least one community-based workforce participation initiative implemented in each affected LGA during construction, and a minimum of two community events funded or sponsored during each calendar year.
Labour draw and impacts to local businesses and services	Industry partnerships and regional events	Project should prioritise ongoing engagement with industry bodies and chambers of commerce, Wagga Women in Business noted.	Table 28, Area of Social Impact: Labour draw and impacts to local businesses and services, SIMP 18 and 19. SIMP includes management measures for maximising specialist partnerships (e.g. Chambers of Commerce), training, and informal/formal mentoring programs.
	Employment programs and development	In partnership with existing industry bodies, roll out a 'Small Business Education Series' to support local business growth and better understand operational processes.	Considered in Local Business Engagement Strategy.

	Local business support and opportunity	WWCC requires the SIMP outline how local and regional suppliers can be supported to be onboarded and prioritised to supply the required produce to the workers accommodation camps, as opposed to engaging suppliers from outside of the region. This would ensure that the region receives a tangible economic benefit from presence of the HumeLink West Project.	Table 28, Area of Social Impact: Labour draw and impacts to local businesses and services, SIMP 18 and 19. In alignment with the Local Business Engagement Strategy, SIMP sets targets for local workforce participation.
		Development and promotion of a business enquiries form that is hosted on the project website. This is a measure to improve project communication with businesses and workers interested in employment opportunities.	Project communication and feedback channels considered in Community Communications Strategy. The project currently hosts a community enquiry form on the project website.
Impacts to near neighbours and broader community	Community engagement and grievance management	- WWCC notes the importance of effective management when it comes to community issues or disputes which may arise as a result of construction activities. - WWCC and SVC would like to see a section within the SIMP that address how community engagement with the community of Tarcutta and Batlow will be ongoing throughout the life of the worker accommodation camp. - Council recommends a multi-tier approach where an engagement officer is permanently contactable by members of community to discuss any immediate issues emanating from the workers accommodation camps, alongside a community engagement working group comprising community members and	Table 28, Area of Social Impact: impacts on near neighbours and broader community, SIMP 01 and 12. SIMP includes tailored measures for engaging with near neighbours/landowners, and the broader community. Targeted and tailored communication and engagement activities are considered in Table 3 of the Community Communications Strategy.

		representatives of the workers accommodation, to discuss ongoing issues and provide updates to the community about the stages of the project, and what can be expected.	
		WWCC notes there are already several existing Aboriginal forums in which the applicant could consider utilising throughout project delivery. WWCC staff have assisted by providing contacts to the applicant already for existing First Nations forums and groups e.g. Mawang Gaway and the Aboriginal Interagency Group rather than establishing a new Aboriginal forum for the project.	Table 28, Area of Social Impact: Impacts to near neighbours and broader community (Cultural awareness), SIMP 09. SIMP includes management measures to engage with existing Aboriginal and Torres Strait Islander community groups, including the Mawang Gaway and the Aboriginal Interagency Group.
		Action for project to adhere and update where required to tailored plans and communications to manage specific impacts related to noise, air quality, and traffic.	Considered in Traffic and Transport Management Plan, Construction Noise and Vibration Management Plan, Air Quality Management Plans and Out-of-hours Works Protocol.
	Legacy opportunities and community investment and benefits program	- WWCC encourages the development of a community fund to invest in local legacy projects including the rural villages of Tarcutta and Humula villages for social infrastructure upgrades for example access public toilet upgrades, and community halls or local parks upgrades. - Invest in reliable power for key regional communities such as Tarcutta, this could be done through the provision of generators or solar panels at community halls.	Considered in Community Investment and Benefits Plan and Program and included in Section 1.3.1 in this SIMP. The community will have the opportunity to nominate legacy projects for funding, with project priority areas including Community Connection, Care for Country, Local Education and Skills Development, and Local Industry Development.
Access to social	Social infrastructure management	Implementation of traffic control measures including speed restrictions, maintaining roads (private	Considered in Traffic and Transport Management Plan.

infrastructure and services	and protocols	and public), and managing impact to school bus stops.	
	Social infrastructure impact monitoring and benefit sharing	Monitor dilapidation of local roads and ensure fair compensation or upgrades at project completion – Mates Gully Road noted.	Considered in Traffic and Transport Management Plan.
		Opportunity to work with the emergency services to develop a safe driving campaign to educate the community about travel on country roads with heavy vehicles and increased traffic.	Considered in Community Investment and Benefits Plan and Program and included in Section 1.3.1 in this SIMP. The community will have the opportunity to nominate legacy projects for funding, with project priority areas including Community Connection, Care for Country, Local Education and Skills Development, and Local Industry Development.
Impacts to tourism	Project promotion of local events and attractions, and partnerships	- WWCC notes and supports the project's interest in opportunities to maximise participation of workers and their families in local events and attractions when workers are on their R&R. - There is an opportunity to promote local events and attractions within the workers camp accommodation facilities by utilising digital platforms that already exist including 'Visit Wagga Wagga' and 'Visit Snowy Valleys' for current and accurate information relating to local events and attractions in Wagga Wagga and Snowy Valleys LGA.	Table 28, Area of Social Impact: Impacts to tourism and the visitor economy, SIMP 17 and 16. SIMP sets target to create 'Induction Packs' for Wagga Wagga and Snowy Valleys LGA, where workforce is accommodation is established.

Table 17 - Special interest groups and representative bodies consultation findings

Social impact area	Mitigation / enhancement theme (s)	Stakeholders' suggested mitigations and enhancements	Where feedback has been considered (this SIMP or other EMPs)
Labour draw and impacts to local businesses and services	Industry partnerships and regional events	- Partner with industry bodies to host 'Meet the Subcontractors' drop in style events to increase business and workforce engagement. - Utilise existing platforms such as Jobs Riverina Murray to advertise work opportunities- this a cost-free way for the project to connect with local job seekers, as well as better promoting work opportunities.	Table 28, Area of Social Impact: Labour draw and impacts to local businesses and services, SIMP 18 and 19. SIMP includes management measures for maximising specialist partnerships (e.g. Chambers of Commerce), training, and informal/formal mentoring programs, in addition to forming partnerships with trusted organisations including RDA that will support a local and diverse workforce. Considered in Local Business Engagement Strategy.
		Identify ways of retaining workers and skillsets in regional towns post project delivery – this could be through partnership with programs such as the RDA Country Change Program, Riverina & Murray NSW.	Considered in Community Investment and Benefits Plan and Program and included in Section 1.3.1 in this SIMP. The community will have the opportunity to nominate legacy projects for funding, with project priority areas including Community Connection, Care for Country, Local Education and Skills Development, and Local Industry Development. Section 1.3.1 in this SIMP also provides an overview of the endorsed community programs that aims to support local people to access local education, training and employment pathways through the Project.

	Local business support and opportunity	- Find opportunities to break up work packages so they are accessible to smaller businesses and benefits are more equitably distributed. - Consider how the project can support <u>regional skilled migration programs</u> as part of the workforce development and industry participation programs. This will contribute to Riverina NSW region's economy.	Considered in Local Business Engagement Strategy where a strategic outline provided for the Project to engage with local, regional and Australian businesses for available work packages and commercial opportunities.
	Employment programs and development	- Prioritise capability uplift opportunities for local and Aboriginal businesses to help access work on the project, as well as future projects. - In partnership with industry bodies, roll out a business education programs to support local business growth, with particular focus on cashflow management.	Table 28, Area of Social Impact: Labour draw and impacts to local businesses and services, SIMP 18 and 19. SIMP includes management measures for maximising specialist partnerships (e.g. Chambers of Commerce), training, and informal/formal mentoring programs, in addition to forming partnerships with trusted organisations, such as Workforce Australia and TAFE NSW, that will support a local and diverse workforce. Considered in Local Business Engagement Strategy.
Impacts to community cohesion, safety, health and wellbeing	Temporary workforce and community health and wellbeing	Provision of mental health services for community and landowners during project delivery, with recognition of existing mental health needs for communities recovering from the 2019-20 bushfires and Covid. Ongoing and familiar presence in the community is preferred.	Table 28, Area of Social Impact: Impacts to community cohesion, safety, health and wellbeing, SIMP 04 and 14. SIMP includes management measure to provide mental health services for both residents and workers to address anxiety or stress related to the Project, in addition to at least one partnership, community grants or benefits awarded

			to support mental health initiatives.
	Community cohesion initiatives	Opportunity for community members to deliver 'Welcome to the Community' presentations at the worker accommodation facilities or in the local community. This will encourage workers to visit town when they are able, (worker pyjama days), maximising benefits to local businesses, as well as improve community cohesion between locals and temporary workforce.	Table 28, Area of Social Impact: Impacts to tourism and the visitor economy, SIMP 17 and 16. SIMP sets target to create 'Induction Packs' for Wagga Wagga and Snowy Valleys LGA, where workforce is accommodation is established.
Access to social infrastructure and services	Social infrastructure impact monitoring and benefit sharing	Consider opportunities for the community to utilise the project's dedicated telehealth services to alleviate strained medical services in regional communities.	Table 28, Area of Social Impact: Impacts on access to social infrastructure and services, SIMP 06. SIMP sets targets to monitor worker visits to GP clinics and documented and tested escalation procedure for medical emergencies. Further considered in Accommodation Camp Management Plan and Emergency Response Plan.
Impacts to housing availability and affordability	Local housing market impact monitoring and benefit sharing	Monitor % of workforce that is residing in accommodation facilities to assess impact to housing availability and affordability, noting that some workers will make the decision to move regional for the duration of the project.	Table 28, Area of Social Impact: Impacts on housing availability and affordability for locals, SIMP 02 and 01. SIMP sets targets for workforce housed at approved worker accommodation facilities during peak construction periods.
Impacts to near neighbours and broader community	Transparent monitoring, reporting and auditing	- To ensure accountability and transparency, audits of the SIMP should be undertaken by a third party. - Establish opportunities for the broader community to provide	Considered in Section 5 and 6 of this SIMP.

		feedback on the implementation of the SIMP as part of the 6-month independent auditing process. • Ensure prescriptive measures for adaptive management with clear public reporting mechanisms.	
	Community engagement and grievance management	• Consider distributing project communications via local schools – they are highly engaged and a focal point of the community. • Focus on improving trust in the community towards Tier 1 construction firms through dedicated Community Engagement Officers based regionally. • Limit attrition of project staff – project knowledge and relationships is lost. Further, familiar faces will increase trust in the project and Tier 1 contractors more broadly.	Table 28, Area of Social Impact: Impacts on near neighbours and broader community, SIMP 01 and 12. SIMP includes tailored measures for engaging with near neighbours/landowners, and the broader community. Targeted and tailored communication and engagement activities are considered in Table 3 of the Community Communications Strategy.
	Private property access management	• Establish clear communication channels and support for landowners to mitigate against any further hurt and distress felt by landowners impacted by the project to date. • Ensure strict implementation of biosecurity protocols developed in conjunction with landowners. This needs to be supported by comprehensive training program on biosecurity management for all relevant project personnel.	Table 28, Area of Social Impact: Impacts on access to social infrastructure (SIMP 15 and 14) and cumulative impacts with other SSD projects in the area (SIMP 20). SIMP includes management measures and targets for Project compliance with PMPs to minimise private property impacts. Communication channels and support for landowners are considered in Land and Property Access Management Plan, and Community Communications Strategy.

	Legacy opportunities and community investment and benefits program	• Opportunity to enhance tourism assets in Bago State Forest as part of the Community Investment and Benefits plan. For example, the Sculpture trail requires funds for additional sculptures over time and for their management and promotion. Sugar Pines requires additional trees and a cultural area to be established and there are ongoing environmental works required to protect peat areas in Bago State Forest. The tourism infrastructure in Bago State Forest is strongly supported by Council/s and local dignitaries. • Opportunity to partner with Local Land Services, conservation and environmental bodies on biodiversity/regeneration initiatives in response to the environmental impacts associated with the project and prior 2019 -2020 bushfires. This could begin to form the nucleus of an emerging eco-tourism sector. • Opportunity to partner with local growers whose horticultural practices include environmental innovation practices (e.g. Integrated Pest Management) and have been critical to the recovery of productive land in regional communities. Batlow orchards referenced. • Opportunity to build education and research centres in communities such as Batlow – focusing include energy transition, alpine or biodiversity. Similarities were draw to the Wagga Wagga Discovery Hub. These centres are places where the community come together and connect. • Opportunity to improve mobile connectivity as a legacy project for regional communities.	Considered in Community Investment and Benefits Plan and Program and included in Section 1.3.1 in this SIMP. The community will have the opportunity to nominate legacy projects for funding, with project priority areas including Community Connection, Care for Country, Local Education and Skills Development, and Local Industry Development.
--	--	---	---

		• Opportunity to Invest in reliable power for key regional communities re. provision of generators or solar panels at community halls. This will improve community security and safety in times of need. • Opportunity to establish a 'Workplace Giving Program' that encourages workers to make donations to local community foundations or charities.	
Impacts to tourism	Construction management for tourism activity and events	• Establish regular meeting cadence with Forestry where project program and relevant work notifications are provided. • Provide regular communications in relation to works and activities for the Snubba Road compound. • Manage construction activities around walking tracks – Sugar Pine Walk Bago Forest/Pilot Hill Arboretum sculptures walk is part of the Snowy Valleys Sculpture Trail. • Modification of construction activities to accommodate Forestry events, this includes public events such as weddings, parties, camping, bike riding events, fishing, shooting, rallies, adventure treks, 4WD clubs etc. • Consultation on hunting activities that happen in areas of the forest to help manage feral animals. HumeLink West should consult with DPHI on hunting arrangements and how they may be impacted in project areas. Hunters are a key stakeholder for Forestry. • In collaboration with Forestry, clear public communications on when HLWJV removes trees for the project alignment. On previous projects there has been a lot of negative fallout due to lack of or very limited consultation.	Table 28, Area of Social Impact: Impacts on tourism and the visitor economy, SIMP 16 and 17. SIMP sets targets for engaging with LGA tourism services on work program and the modification of activities where required. Considered in Community Communications Strategy.

		Utilise social media to notify the public about work and potential impacts in forestry areas, including NSW State Forests social media, Forestry Corporation – Visit, Hume and Hovell Track and Snowy Region Visitor Centre, NSW National Parks.	
Cumulative social impacts associated with other State significant development projects in the area	Ongoing third-party engagement and review of cumulative project pressures	Participate in community and industry committees to improve community engagement and collaboration with other projects that are being delivered in the area. Riverina Murray Major Infrastructure Projects Roundtable was noted.	Table 28, Area of Social Impact: Cumulative social impacts with other SSD projects in the area. SIMP sets targets for ongoing third-party engagement to review cumulative project pressures with council, emergency services and industry stakeholders.

Table 18 - Emergency and medical services consultation findings

Social impact area	Mitigation / enhancement theme (s)	Stakeholders' suggested mitigations and enhancements	Where feedback has been considered (this SIMP or other EMPs)
Impacts to social infrastructure	Social infrastructure impact management and protocols	- Consider the impact of flooding, including flash flooding, on the infrastructure and people using sites up to and including the Probable Maximum Flood (PMF) along with the impact of climate change on the flood risks. - Included triggers for evacuation sites, with particular focus on the assembly areas and accommodation locations where workers are dwelling. - Assess flood risks at nominated emergency assembly areas including Green Hills access road, as the Yaven Creek channel divides the site. - Pursing, if relevant, site design and stormwater management that reduces the impact of flooding and	Considered in Emergency Response Plan.

		minimises any risk of the community – any improvements to flood resilience that can be made to reduce flood risk will benefit the community. - Consider closing the worksite and securing all materials and equipment prior to the start of the working day if there is a risk of riverine flooding, on receipt of advice from the Bureau of Meteorology (BoM), or when other evidence leads to an expectation of flooding. During site works, check the BoM website prior to start of the workday for any Flood Warnings and/or Severe Weather Warnings. - In addition, if the construction phase of the upgrades causes disruption to the operation of local roads, this may impact the ability for emergency vehicles to use these routes. The NSW SES requests that notification be provided where there are likely to be significant delays in the operation of the roads affected by the upgrades.	
		Project must comply with the traffic volumes, accesses and routes that have been specified in the EIS (TTIA), Transport and Traffic Management Plans, any other post-consent management plans/strategies and agreements with TfNSW prior to determination of the project.	Table 28, Area of Social Impact: Impacts on near neighbours and broader community, SIMP 05. SIMP includes projects compliance with traffic volumes, access and routes specified in the EIS (TTIA), Transport and Traffic Management Plans, any and other post-consent management plans or strategies, and agreements with TfNSW, in line with the Traffic and Transport Management Plan.

		Ensure physical surveillance during working hours and security patrols during non-operational hours. Concerns that the large span area will not be able to be patrolled at all times and the most prominent crime would be theft of building materials if they are left unattended.	Table 28, Area of Social Impact: Impacts to community cohesion, safety, health and wellbeing, SIMP 04 and 03. SIMP includes management measure for Project to maintain security at the laydown and worker accommodation facilities to minimise incidents of theft, in line with the Accommodation Camp Management Plan.
	Social infrastructure impact monitoring and benefit sharing	Including reference to the Hazards Near Me App and available SES resources in the Emergency Response Plan. Workers and users of the proposed development should be made aware of their flood risk, the Hazards Near Me app (a tool to receive flood warnings as part of the Australian Warning System) and the NSW SES website which contains comprehensive information for the general community about what to do before, during and after floods as well as in-language resources and Hazard Watch (NSW SES interactive information and warnings site).	Considered in Emergency Response Plan.
		Maintain regular contact and engagement with emergency services throughout project delivery.	Table 28, Area of Social Impact: Impacts on near neighbours and broader community, SIMP 05. SIMP sets targets for engagement with emergency services, with at least one meeting per month during construction.

			Considered in Emergency Response Plan.
--	--	--	--

Table 19 - Education stakeholder consultation findings

Social impact area	Mitigation / enhancement theme (s)	Stakeholders' suggested mitigations and enhancements	Where feedback has been considered (this SIMP or other EMPs)
Labour draw and impacts to local businesses and services	Employment programs and development	Consider training programs for youth to learn how to undertake Aboriginal heritage surveys for projects similar to HumeLink. This could be done through existing Local Land Management Programs currently being delivered by the Department of Education.	Considered in Community Investment and Benefits Plan and Program and included in Section 1.3.1 in this SIMP. The community will have the opportunity to nominate legacy projects for funding, with project priority areas including Community Connection, Care for Country, Local Education and Skills Development, and Local Industry Development.
	Industry partnerships and regional employment events	Develop partnerships with bodies such as Department of Education and Training Services NSW to support school-based traineeships – reference was made to 'Made for a Trade', a recent initiative run by Committee 4 Wagga in partnership with Training Services NSW. For relevance to this project – agriculture and industry trainee programs could be considered.	Table 28, Area of Social Impact: Labour draw and impacts to local businesses and services, SIMP 18 and 19. SIMP includes management measures for maximising specialist partnerships (e.g. Chambers of Commerce), training, and informal/formal mentoring programs, in addition to forming partnerships with trusted organisations, such as Workforce Australia and TAFE NSW, that will support a local and diverse workforce. School-based traineeships will be delivered as part of the Project's community programs as described in Section 1.3.1 of this SIMP.

			Considered in Local Business Engagement Strategy.
	Local business support and opportunity	- Consider how the project can support Aboriginal businesses respond to tenders and employment advertisements, e.g. resume writing support. - To increase Aboriginal access to trainee programs and work opportunities on the project, consider supplying transport or investigate initiatives that help Aboriginal people secure their drivers licences. This will ensure equitable access to employment and training opportunities for the project.	Table 28, Area of Social Impact: Labour draw and impacts to local businesses and services, SIMP 18 and 19. SIMP includes management measures for maximising specialist partnerships (e.g. Chambers of Commerce), training, and informal/formal mentoring programs, in addition to forming partnerships with trusted organisations, such as Workforce Australia and TAFE NSW, that will support a local and diverse workforce. Considered in Local Business Engagement Strategy. Section 1.3.1 of this SIMP has been updated to note HumeLink West will facilitate transport for those that require access to project training programs.
Impacts to near neighbours and broader community	Community engagement and grievance management	Establish Aboriginal engagement forum to improve project communication and collaboration with Aboriginal groups	Table 28, Area of Social Impact: Impacts to near neighbours and broader community (Cultural awareness), SIMP 09. SIMP sets target to host at least two Aboriginal Engagement Reference Group meetings per year.

Table 20 - Employment and training services consultation findings

Social impact area	Mitigation / enhancement theme (s)	Stakeholders' suggested mitigations and enhancements	Where feedback has been considered (this SIMP or other EMPs)
Labour draw and impacts to local businesses and services	Employment programs and development	- Establish pre-employment programs to provide employability training for long term unemployed and other under-represented groups. Develop programs in collaboration with employers and employment service providers. - Connect with local and state Registered Training Organisations (RTOs) to develop and support existing programs that improve local workforce capability.	Table 28, Area of Social Impact: Labour draw and impacts to local businesses and services, SIMP 18 and 19. SIMP includes management measures for maximising specialist partnerships (e.g. Chambers of Commerce), training, and informal/formal mentoring programs, in addition to forming partnerships with trusted organisations, such as Workforce Australia and TAFE NSW, that will support a local and diverse workforce. Considered in Local Business Engagement Strategy.
		Consider access pathways to possible pre-employment programs for local multi-cultural communities, this could be done in collaboration with industry and Council. Multicultural Council of Wagga Wagga was noted.	Table 28, Area of Social Impact: Labour draw and impacts to local businesses and services, SIMP 18 and 19. SIMP includes management measure to form partnerships with trusted organisations, including Multicultural Council of Wagga Wagga, that will help to support a local and diverse workforce. Considered in Local Business Engagement Strategy.
	Local business support and opportunity	Partner with Aboriginal employment and training companies, such as Yarpa, to roll out business support programs that build capacity, capability and competitiveness. 'Tender readiness programs',	Table 28, Area of Social Impact: Labour draw and impacts to local businesses and services, SIMP 18 and 19. SIMP includes management measures for maximising

		resume writing, capability statements, cashflow management, risk management and business basics were noted. Find opportunities to break up work packages so they are accessible to smaller businesses and benefits are more equitably distributed.	specialist partnerships (e.g. Chambers of Commerce), training, and informal/formal mentoring programs, in addition to forming partnerships with trusted organisations, such as Workforce Australia and TAFE NSW, that will support a local and diverse workforce. Considered in Local Business Engagement Strategy.
		Take steps to ensure there is 'internal buy in' so procurement teams that are awarding contracts understand the 'why' of engaging with Aboriginal business and the positive impact the project can have on these communities.	Table 28, Area of Social Impact: Labour draw and impacts to local businesses and services. SIMP includes management measure for workforce participation expectations to be embedded in procurement process, in addition to project and worker implementation of the HumeLink West UGL and CPB Reconciliation Action Plan (RAP).
	Industry partnerships and regional events	- Participate in regional employment events to connect with local workforce and businesses. - Project attendance at industry events to make industry connections – Yarpa's annual 'Meet the Buyer Event' was noted.	Table 28, Area of Social Impact: Labour draw and impacts to local businesses and services, SIMP 18 and 19. SIMP includes management measures for maximising specialist partnerships (e.g. Chambers of Commerce), including Project participation in regional employment events, that will support a local and diverse workforce. Considered in Local Business Engagement Strategy.

Table 21 - Tourism stakeholder consultation findings

Social impact area	Mitigation / enhancement theme (s)	Stakeholders' suggested mitigations and enhancements	Where feedback has been considered (this SIMP or other EMPs)
Impacts to tourism	Promotion of local events and attractions, and project partnerships	Facilitate workforce access to local towns from worker accommodation facilities, an example could be organising regular buses to town. This will help bring business and activity to the local community and maximise tourism, industry and investment.	Table 28, Area of Social Impact: Impacts to tourism and the visitor economy, SIMP 16 and 17. SIMP includes enhancement measure to facilitate transport to and from the worker accommodation facilities on worker R&R days to foster local spending by the project workforce.
		- Provide information about community recreation facilities, events and tourism activities at the workers accommodation. - Opportunity for community members to deliver local orientation days at the worker accommodation facilities to highlight activities available in the nearby towns such as sport clubs and facilities, walking and mountain biking.	Table 28, Area of Social Impact: impacts to tourism and the visitor economy, SIMP 17 and 16. SIMP sets target to create 'Induction Packs' in collaboration with the community and stakeholders, for Wagga Wagga and Snowy Valleys LGA, where workforce is accommodation is established.
Impacts to community cohesion, safety, health and wellbeing	Temporary workforce training and management	- Ensure strict Code of Conduct to minimise incidences of drinking and unruly behaviour that could be disruptive to locals and those visiting the area. - All workers to undertake project induction on ways to integrate into the community. This will ensure the temporary workforce are following 'community protocol' through facilitated understanding of local customs, values and concerns.	Table 28, Area of Social Impact: Impacts to near neighbours and broader community, SIMP 03 and 04. SIMP includes management measures to foster social cohesion and minimise conflicts by promoting positive interactions between temporary workforce and residents, e.g. compulsory Project training and enforcement of worker code of conduct, through Project's <i>Accommodation Village Rules</i> document which outlines worker alcohol limits,

			standards of behaviour and managing serious misconduct. Considered in Accommodation Camp Management Plan and Training and Skills Management Plan.
	Community cohesion initiatives	Project to consider hosting 'Hard Hat Days' for the community and tourists to visit site and learn about the construction industry, activities and machinery.	Table 28, Area of Social Impact: Impacts to near neighbours and broader community, SIMP 03 and 04. SIMP includes measures for community engagement and communication including regular provision of Project updates through community events and opportunities.
Labour draw and impacts to local businesses and services	Local business support and opportunity	Include local grocers in catering contract for the project, providing samples of local produce at the worker accommodation could also be considered.	Table 28, Area of Social Impact: Labour draw and impacts to local businesses and services, SIMP 18 and 19. In alignment with the Local Business Engagement Strategy, SIMP sets targets for local workforce participation.
Impacts to housing availability and affordability	Local housing market impact monitoring and benefit sharing	Ensure project workforce is accommodated at worker facilities to avoid negative impact on existing strained tourism accommodation, with increased demand during school holidays, events (such a Tumbafest) and influx of seasonal workers for other industries such as apple picking in Batlow and Tumbarumba.	Table 28, Area of Social Impact: Impacts on housing availability and affordability for locals, SIMP 02 and 01. SIMP sets targets for workforce housed at approved worker accommodation facilities during peak construction periods. Considered in Accommodation Camp Management Plan (ACMP).
Impacts to near neighbours and broader community	Legacy opportunities and community investment and benefits program	To respond to a lack of accommodation across the Snowy Valleys region, which is a major travel barrier, upgrade local accommodation to meet project standards, which can be used during project delivery and in hand leave an enduring	Considered in Community Investment and Benefits Plan and Program and included in Section 1.3.1 in this SIMP. The community will have the opportunity to nominate legacy projects for funding,

		legacy for the local tourism economy. • Tourism associated with apple orchards in Batlow would be significant for the community – The Batlow Cider Trail (Batlow – Wybalena) is seen as a good investment for the project. • Partner with the <u>RDA Country Change Program</u> to help encourage the workers to consider remaining in the regional towns post project delivery. • Legacy opportunities should consider alignment with the following tourism strategies: ▪ <u>Riverina Murray Destination Management Plan (DMP)</u> ▪ <u>NSW Visitor Economy Strategy</u> ▪ <u>Snowy Valleys Tracks and Trails Masterplan</u>	with project priority areas including Community Connection, Care for Country, Local Education and Skills Development, and Local Industry Development.
--	--	---	---

Table 22 - Local business and broader community consultation findings

Social impact area	Mitigation / enhancement theme (s)	Stakeholders' suggested mitigations and enhancements	Where feedback has been considered (this SIMP or other EMPs)
Impacts to near neighbours and broader community	Community engagement and grievance management	• Reinstate a community consultative forum for project delivery.	Table 28, Area of Social impact: impacts to near neighbours and broader community, SIMP 01 and 12. SIMP sets target to host at least two HumeLink Construction Reference Group (HCRG) per year.
		• Support for the establishment of Aboriginal Engagement Reference Group.	Table 28, Area of Social Impact: Impacts to near neighbours and broader community (Cultural awareness), SIMP 09. SIMP sets target to host at least two Aboriginal Engagement Reference Group meetings per year.

		• Ensure mechanisms are put in place for timely and consistent communication with the community. For the business community, utilise the business chambers. • Provide localised communications that detail the impacts each of the towns are likely to experience. • Diversify distribution method for project communications; the website is not preferred, and social media should be considered. • Ensure project communications are not generic and instead informative and simplified for all community members to understand. Interactive webinars suggested, in collaboration with HumeLink East where applicable. • Ensure relevant subject matter experts attend community information sessions and can answer the community's questions. This will manage consultation fatigue and will help minimise resentment towards the project.	Considered in the Community Communications Strategy and Local Business Engagement Strategy.
		• Consider opening a permanent project hub that is accessible to the community during business hours as drop-in sessions are not always an effective method of engagement.	Table 28, Area of Social Impact: Impacts to near neighbours and broader community, SIMP 01 and 12. SIMP includes reference to exploring opportunities to establish project hubs that are accessible to community in key towns.
		• Comply with noise and air quality management plans, including out of hours work.	Considered in Traffic and Transport Management Plan, Construction Noise and Vibration Management Plan, Air Quality Management Plans and Out-of-hours Works Protocol.

	Temporary workforce training and management	Ensure regular drug and alcohol testing for the temporary workforce – loud and unruly behaviour is a concern for the local community.	Considered in the Accommodation Camp Management Plan.
	Legacy opportunities and community investment and benefits plan	- Consider supporting local communities with the development of critical bushfire fire recovery and preparedness plans. - Invest in reliable power for key regional communities, this could be done through the provision of generators or solar panels at community halls. - Consider initiatives for near neighbours who are visually impacted by the project and will receive no compensation. - Development of a community fund to invest in local legacy projects. - Consider how the project can respond to the lack of housing in the area to leave an enduring legacy. - Actively encourage workers to consider relocating to regional NSW so communities can grow, and skills can be retained. Businesses may lose workers to the project; supporting the training and attraction of new workers to the region will offset this impact. Skilled migration noted, in health, education, hospitality and trades. - Invest in tourism accommodation and attractions, upgrades to caravan parks, walking and bikes trails noted. - Consider improvements to local telecommunications.	Considered in Community Investment and Benefits Plan and Program and included in Section 1.3.1 in this SIMP. The community will have the opportunity to nominate legacy projects for funding, with project priority areas including Community Connection, Care for Country, Local Education and Skills Development, and Local Industry Development.
	Temporary workforce and community	- Provision of mental health services for community and landowners to support through project delivery. - Provision of health care, mental support, engagement	Table 28, Area of Social Impact: Impacts to community cohesion, safety, health and wellbeing, SIMP 04 and 14.

	health and wellbeing	and community integration for those working on the project.	SIMP includes management measure to provide mental health services for both residents and workers to address anxiety or stress related to the Project, in addition to at least one partnership, community grants or benefits awarded to support mental health initiatives.
Impacts to community cohesion, safety, health and wellbeing	Community cohesion initiatives	- Implement initiatives and mechanisms to increase worker interaction in the local community, lack of interaction will cause tension in the community. - Project sponsorship of community events and sports. - Consider hosting site visits for the community and local schools to learn about the construction industry, activities and machinery. - Work with the community on initiatives where the workers can be 'welcomed to the community' and shown what the local area can offer.	Table 28, Area of Social Impact: Impacts to community cohesion, safety, health and wellbeing, SIMP 04 and 05. SIMP includes targets for workforce integration including at least one community-based workforce participation initiative implemented in each affected LGA during construction, and a minimum of two community events funded or sponsored during each calendar year.
Impacts to tourism	Construction management for tourism activity and events	Manage the movement of heavy vehicle movements around local cycle routes, they are a local tourist attraction.	Considered in Traffic and Transport Management Plan and Community Communications Strategy.
	Promotion of local events and attractions, and project partnerships	Help boost the tourism industry through the attraction and retention of visitors to the area, this could include project support for local events outside of peak periods.	Table 28, Area of Social Impact: Impacts to tourism and the visitor economy, SIMP 17 and 16.
Access to social infrastructure and services	Social infrastructure management and protocols	- Effective traffic management will be critical to mitigating impacts in regional towns noting: - considered management and communication to	Considered in Traffic and Transport Management Plan.

		towns where project water supply and quarry points are located. - current and future community recreational areas - the <u>mountain bike park</u>, due to open, at Tumbarumba was noted. - clear signage. - management of heavy vehicle movements, especially around schools, churches, libraries and stock movements. - mitigating harm to wildlife.	
	Social infrastructure impact monitoring and benefit sharing	Monitor dilapidation of local roads and ensure fair compensation or upgrade at project completion.	Considered in Traffic and Transport Management Plan.
		Monitor potable water usage and assess the need to upgrade filters to accommodate temporary workers.	Considered in Soil and Water Management Plan and Sustainability Management Plan.
		Provide medical services at the worker accommodation facilities to alleviate pressure on local resources.	Table 28, Area of social Impact: Impacts on access to social infrastructure and services, SIMP 06. SIMP sets targets to monitor worker visits to GP clinics and documented and tested escalation procedure for medical emergencies. Further considered in Accommodation Camp Management Plan and Emergency Response Plan.
		Minimise impact on demand for local produce and goods; concern that the project will impact local shop stock with influx of new workers.	Considered in Local Business Engagement Strategy with reference to cumulative economic impacts. Considered in Local Business Engagement Strategy.
Impacts to housing availability	Local housing market	Monitor % of workforce that is residing in accommodation facilities to assess impact to	Table 28, Area of Social Impact: Impacts on housing

and affordability	impact monitoring and benefit sharing	housing availability and affordability and ensure those that aren't don't pay inflated rental prices, this will price out the locals and increase the cost of living.	availability and affordability for locals, SIMP 02 and 01. SIMP sets targets for workforce housed at approved worker accommodation facilities during peak construction periods. Considered in Accommodation Camp Management Plan (ACMP).
Labour draw and impacts to local businesses and services	Employment programs and development	- In partnership with existing industry bodies, roll out education programs to support local business respond to tenders, as well as their operational processes to prepare them for work on projects such as these. - Support businesses with contract interpretation and literacy so they clearly understand the terms and conditions stipulated under the contract. - Consider trainee, apprenticeship and graduate opportunities to respond to local skills shortages and retain youth regionally. Collaboration and partnerships with <u>Riverina Murray Regional Alliance</u> suggested.	Table 28, Area of Social Impact: Labour draw and impacts to local businesses and services, SIMP 18 and 19. SIMP includes management measures for maximising specialist partnerships (e.g. Chambers of Commerce), training, and informal/formal mentoring programs, in addition to forming partnerships with trusted organisations, such as Workforce Australia and TAFE NSW, that will support a local and diverse workforce. Considered in Local Business Engagement Strategy.
	Local business support and opportunity	- Ensure local business is prioritised for delivery of this project and targets are met. - Ensure transparent feedback loops when businesses have taken time to respond to tenders or sole traders have submitted EOI, whether they have been successful or not. Perception from local businesses that they are expressing interest, but the project is not engaging with them.	Considered in Local Business Engagement Strategy.

		Manage possible poaching of workers from smaller businesses because of higher wages.	Considered in Local Business Engagement Strategy with reference to cumulative economic impacts.
Cumulative social impacts associated with other State significant development projects in the area	Ongoing third-party engagement and review of cumulative project pressures	Manage extraction of local water supply and locations in parallel with other projects.	Considered in Soil and Water Management Plan and Sustainability Management Plan.

Table 23 - Industry and other projects consultation findings

Social impact area	Mitigation / enhancement theme (s)	Stakeholders' suggested mitigations and enhancements	Where feedback has been considered (this SIMP or other EMPs)
Labour draw and impacts to local businesses and services	Local business support and opportunity	Maintain transparency for local business around duration of project (2 years) and that work and wages associated with construction of HumeLink and other projects in the area can be 'short-lived'. This aims to help businesses make smart decisions around business operations and preparing a pipeline of work post project.	Local business transparent and appropriate engagement is considered in Local Business Engagement Strategy.
	Employment and training	In partnership with ICN, roll out a Business Education Series to support business operational processes, this helps the project but also leaves a legacy of knowledge.	Table 28, Area of Social Impact: Labour draw and impacts to local businesses and services, SIMP 18 and 19. SIMP includes management measures for maximising specialist partnerships (e.g. Chambers of Commerce), training, and informal/formal mentoring programs, in addition to forming partnerships with trusted organisations, such as ICN, Workforce Australia and TAFE NSW, that will support a local and diverse workforce.

Cumulative social impacts associated with other State significant development projects in the area	Ongoing third-party engagement and review of cumulative project pressures	- Engage with Councils and industry groups to understand cumulative project pressures, the Riverina Murray Major Infrastructure Projects Roundtable is recommended. - Joint communications with other projects where applicable.	Table 28, Area of Social Impact: Cumulative social impacts with other SSD projects in the area, SIMP 24. SIMP sets targets for ongoing third-party engagement to review cumulative project pressures with council, emergency services and industry stakeholders, in addition to measures for the co-ordination and timing of messaging with other project proponents.
	Collaborative action and effective data management	- To alleviate concerns around semi-skilled labour shortage due to existing market strain and cumulative project impact - especially truck drivers, but may extend to professionals, surveyors, planning and trades (electricians) the following could be considered: - a softening in some parts of the industry, there may be a collaborative approach to providing work for machine operators and truck drivers during soft periods, maintaining wages and keeping them engaged and in the area. Added benefit is local road knowledge and conditional awareness. - utilising and improving courses offered by local learning institutions such as TAFE and Charles Sturt University. Engage with the industry and local government to identify transferable skills and qualifications. Keep local skills local. - provision of skills mapping/register so the region/industry can	Considered in local and regional workforce development considered in Local Business Engagement Strategy. Considered in Training and Skills Management Plan where a Training Skills Needs Analysis (TNA) has been undertaken.

		understand what skills will be required and have a more informed discussion. This will help manage worker poaching concerns that smaller businesses can experience when Tier 1 construction firms come to regional towns with appealing pay packages.	
Housing availability	Local housing market impact monitoring and benefit sharing	- Current housing shortage – there are current medium to long term housing shortages in parts of the impacted region. Understanding the camps will be built, but there are contracting employees utilising accommodation now. It is not expected that all employees/management will reside in the camps. The further reduction in available housing may also impact pricing for those in the rental market or looking to purchase. - Where local government areas have capacity to house workers, this opportunity should be explored – preference is not to house workers in areas with housing shortage concerns. - Temporary housing from the project could be temporarily donated to the councils/community while the housing shortage issue is rectified (especially post fires). - Humelink JV partners to meet with council and industry to identify complexities around accommodation timings (ie. Visy shut) and housing availability rates.	Table 28, Area of Social Impact: Impacts on housing availability and affordability for locals, SIMP 02 and 01. SIMP sets targets for workforce housed at approved worker accommodation facilities during peak construction periods. Considered in Accommodation Camp Management Plan (ACMP).
Access to social	Social infrastructure impact	Road and transport infrastructure – it was identified that a significant volume of	Considered in Traffic and Transport Management Plan.

infrastructure and services	monitoring and benefit sharing	capital equipment materials, water and gravel will be required to construct the lines as well as the temporary accommodation camps. This will place significant pressure on roading infrastructure, actions could include: ▪ The industry and local government continue to maintain and improve roading infrastructure. As such a study is currently being conducted to look at future road infrastructure needs to facilitate future wood flows. The identified roads will be priorities for upgrades and funding. It would make commercial sense for Transgrid and the delivery partners to participate in the project both with data and to consider partial funding. ▪ Road upgrades to facilitate High Productivity Vehicles (HPVs) are important to the industry as it looks to find more efficient ways to move product and improve community safety. Transgrid and its delivery partners would also benefit from such efficiencies.	
Impacts to tourism	Construction management for tourism activity and events	• Heavy Vehicle interaction – it was identified that increased heavy vehicle movements will likely have safety and tourism implications. • Some areas of high vehicle movements that impact forest operations or key tourism locations could be timed appropriately to avoid adverse impacts and interactions.	Table 28, Area of Social Impact: Impacts to near neighbours and broader community, SIMP 01 and 12. SIMP includes management measures to ensure tourism operators are consulted and included in communications. Considered in Traffic and Transport Management Plan.

Impacts to near neighbours and broader community	Legacy opportunities and community investment and benefits program	• Key infrastructure opportunities would be well received in the community especially in relation to communications, fire detection and suppression. These could include sponsored telecommunications towers and fire detection cameras, strategically located water tanks (would be required for water for construction and fire preparedness during construction), upgrades to helipad infrastructure to allow safe night-time operations. • A collective approach to funding the future road need assessment and critical roading infrastructure 'upgrades' (not just repair) would be well received by the community, local government and the industry. Funding for the study and provision of information for better data collection would be considered a fair initial contribution. • Longer-term housing would be considered a beneficial legacy program. The temporary accommodation camps, where possible, relocated within the community after use would provide some relief to the regional housing crisis within the region. The delivery partners may wish to consider a load of such temporary accommodation to the local councils.	Considered in Community Investment and Benefits Plan and Program and included in Section 1.3.1 in this SIMP. The community will have the opportunity to nominate legacy projects for funding, with project priority areas including Community Connection, Care for Country, Local Education and Skills Development, and Local Industry Development.
--	--	---	---

4. SOCIAL BASELINE AND SOCIAL IMPACTS

4.1 OVERVIEW

The HumeLink EIS SIA and the SIA Addendum provide a basis for developing this SIMP.

The SIA reports covered the social locality, or study area, to include nearby communities in the local government areas (LGAs) that are most likely to be impacted by the HumeLink project, including: Wagga Wagga City, Snowy Valleys, Yass Valley, Cootamundra-Gundagai Regional, Upper Lachlan Shire, Goulburn-Mulwaree, and Hilltops.

The SIA reports profiled communities potentially impacted by the Project, gathered baseline data through research, stakeholder interviews, and broad engagement activities, and described existing social changes and issues, potential risks, and opportunities of the project. This was complemented by a suite of technical reports that analysed the potential economic and environmental impacts and benefits of the HumeLink project.

The social baselines for the Wagga Wagga and Snowy Valleys LGAs, as described in the SIA technical reports, are detailed in Table 24 and Table 25. The social baseline is the established level of social and economic conditions before project delivery.

4.2 SOCIAL BASELINE SUMMARY

HLW is situated across the land of Wiradjuri and Ngarigo countries. The social locality for HLW includes communities in the Local Government Areas (LGA) of Wagga Wagga City and Snowy Valleys.

Table 24 below provides an overview of the existing conditions in Wagga Wagga and Snowy Valleys LGAs as specified by the Australian Bureau of Statistics (ABS) 2021 Census data. Baseline data for key communities identified as the most impacted by the HumeLink West Project is captured in Appendix B.

Table 24 - Key socio-economic characteristics of Wagga Wagga and Snowy Valleys LGAs

Demographic Profile	
Community 	At the 2021 Census, the social locality was home to 82,500 people, of which 67,609 resided in Wagga Wagga City LGA and 14,891 resided in Snowy Valleys LGA. At the Census, 6.6% of Wagga Wagga City LGA residents identified as Aboriginal and/or Torres Strait Islander. This was similar to that of the Snowy Valleys LGA, with 6.3%, both noticeably higher than the rest of NSW, at 3.4%.
Workforce and employment 	In Wagga Wagga City LGA, 64.4% of the residents 15 years and over are participating in the labour force, and 60.3% of residents are employed full-time, with 29.7% employed part-time. This is similar to that of Snowy Valleys LGA, with 56.3%, 57.9%, and 31.2%, respectively.

The major industries of employment in Wagga Wagga City LGA are 'hospitals (except psychiatric hospitals)' (5.7%), 'defence' (4.3%), 'other social assistance services' (3.4%), 'primary education' (2.5%) and 'supermarket and grocery stores' (2.4%).

The major industries of employment in Snowy Valleys LGA are 'beef cattle farming' (4.9%), 'log sawmilling' (4.0%), 'supermarket and grocery stores' (3.4%), 'corrugated paperboard and paperboard container manufacturing' (3.1%) and 'other social assistance services' (3.1%).

In Wagga Wagga City LGA 75.2% commute to their place of work by car as driver or passenger, compared to 71.1% in Snowy Valleys LGA and 47.2% in NSW. Motor vehicle ownership is high in the two LGAs, with the average number of vehicles per dwelling in Wagga Wagga City LGA being 1.9 and 2 in Snowy Valleys LGA, compared to 1.8 in NSW.

Aboriginal and Torres Strait Islander Employment

In Wagga Wagga City LGA the Aboriginal and Torres Strait Islander people report that of the community members in the labour force, 9.7% are unemployed, this is equivalent to that of the rest of NSW (9.8%), but lower than Snowy Valleys LGA (12.9%).

Housing



The two LGAs have fewer residents who experience rental stress (28.3% in Wagga Wagga City LGA and 24.7% in Snowy Valleys LGA) than the rest of NSW (35.5%).

Both LGAs also have fewer residents experiencing mortgage repayment stress (9.3% in Wagga Wagga City LGA and 9.6% in Snowy Valleys LGA) than the rest of NSW (17.3%).

Health conditions



Fewer residents indicated that they had long-term health conditions (34.6% in Wagga Wagga City LGA and 35.9% in Snowy Valleys LGA) compared to the rest of NSW (47.9%)

Residents of Wagga Wagga City LGA reported the three dominant conditions being asthma (11.1%), mental health conditions (including depression or anxiety) (10.3%) and arthritis (9.1%).

Residents of Snowy Valleys LGA reported the three dominant conditions being arthritis (12.4%), asthma (10.5%) and mental health conditions (including depression or anxiety) (8.3%).

Social Infrastructure



The two LGAs have a range of social infrastructure servicing the local communities, including airports, emergency services, medical services, community facilities, sports and recreation facilities, and tertiary education facilities.

Table 25 provides a summary of key socio-economic characteristics across the key communities based on the HumeLink SIA technical reports.

Table 25 - Key socio-economic characteristics of key communities

Wagga Wagga City LGA	
Key Communities	Description
Wagga Wagga	Wagga Wagga is situated on Wiradjuri country at the centre of the Riverina region, approximately halfway between Sydney and Melbourne. Wagga Wagga's city centre is located ~10 km (20 minutes by road) from the nearest point of the project footprint, the existing Wagga 330 kV substation. Wagga Wagga railway station connects the city to NSW's railway system's Main Southern railway line. Wagga Wagga Airport has daily flights to Sydney and Melbourne. Wagga Wagga has more than 30 hotel/motel operators and five caravan parks. Therefore, Wagga Wagga serves as a transport hub and hosts a full range of commercial facilities and a large range of medical services, numerous cafes, restaurants, pubs, and vineyards. As of the 2021 Census, Wagga Wagga was home to 49,686 people. In 2021, 62.1% of residents in Wagga Wagga over 15 were participating in the labour force, a significantly higher proportion than the 56.4% in the rest of NSW. Of those residents in the labour force in Wagga Wagga, 4.6% were unemployed, equal to the rest of NSW.
Tarcutta	Tarcutta functioned as the halfway stop and changeover point for truck drivers between Sydney and Melbourne for many years until the Tarcutta bypass was opened in 2011. The township is situated on Wiradjuri country, located approximately 48km southeast of Wagga Wagga. It offers primary educational establishments, a medical centre, sporting facilities, hospitality services, a convenience store and short-term rental accommodation. As of the Census 2021, Tarcutta had 206 people. 51.2% of the residents 15 years and over are participating in the labour force, a considerably lower proportion than the 56.4% of residents in the rest of NSW. The unemployment rate was slightly lower, 3.7%, compared to 4.6% in the rest of NSW. It is estimated that a maximum of 350 construction workers will be housed in the purpose-built Tarcutta accommodation facility and compound (AC03) on private property, 1.5km south-west of Tarcutta.
Snowy Valleys LGA	
Key communities	Description

Batlow

Batlow is a small town in the Snowy Valleys LGA, located between Tumut to the north and Tumbarumba to the south. The project footprint, including the Kunama worker accommodation facility at Green Hills, is about 6 km to the east of the town, 10 minutes by car at the nearest point. Situated in Wiradjuri country, the town of Batlow is a centre for fruit growing, particularly apples. There are several accommodation providers within Batlow, including the Batlow Hotel, the Apple Inn, and Batlow Caravan Park. As of the 2021 Census, Batlow was home to 1,022 people.

In 2021, 48.1% of residents in Batlow over 15 were participating in the labour force, a considerably lower proportion than the 56.4% of residents in the rest of NSW. Of those residents in the labour force in Batlow, 6.3% were unemployed, compared to 4.6% across the rest of NSW.

Tumbarumba

Tumbarumba is a small town in the Snowy Valleys LGA, located on the western edge of the Snowy Mountains, about 20 km west of the project footprint, or 20 minutes by car. Situated in Ngarigo Country, the town is located on Tumbarumba Creek, a tributary of the Murray River. Today, Tumbarumba has locally significant industries in forestry, cattle and sheep farming, wine and berry production, and tourism. Accommodation in Tumbarumba is provided by several hotel/motel operators and the Tumbarumba Caravan Park.

As of the 2021 Census, Tumbarumba was home to 1,505 people. In 2021, 54.4% of residents in Tumbarumba over 15 were participating in the labour force, a lower proportion than the 56.4% in the rest of NSW. Of those residents in the labour force in Tumbarumba, 3.8% were unemployed, compared to 4.8% across the rest of NSW.

Source: Transgrid HumeLink, Environmental Impact Statement (2023) and ABS Census 2021

4.3 ASSESSMENT OF SOCIAL IMPACTS

The HumeLink EIS SIA and SIA Addendum technical reports identified the impacts and opportunities associated with the HumeLink project. The social impacts and opportunities were identified in accordance with the social impact categories outlined in the SIA Guideline (DPHI, 2023). The key social impacts identified are summarised in Table 26 below.

Refer to Appendix C for a detailed list of the social impacts as identified by the HumeLink EIS SIA and the subsequent updates to some of these impacts included in the SIA Addendum. The significance rating of the identified impacts and opportunities was evaluated based on the social risk matrix presented in the SIA Guideline (DPHI, 2023).

Table 26 - Identified social impacts of the HLW project

SIMP ID	Social impact category as per SIA (2023)	Social impact	Social impact rating as per the SIA (2023) and Addendum (2024)	Affected communities/groups and locations
SIMP 01	Way of life	Disruption to the valued quiet rural lifestyle during construction (noise, vibration, traffic).	Medium (-)	Near neighbours of compounds, laydown areas, water supply points, or haulage routes, particularly near Wagga Wagga, Gugaa, Tarcutta, Tumbarumba, Kunama, Batlow, Memorial Avenue & Lower Bago and Adelong areas including shift workers, people with disability or health issues, children and older residents.
SIMP 02	Way of life	Temporary impacts to private renters due to reduced vacancy rates and supply constrained rent increases.	Low (-)	Local residents in rental housing across Wagga Wagga, Tumut and Batlow and surrounding towns—particularly low-income earners, single-parent families, people with disability, and others vulnerable to displacement due to limited rental supply and rising housing costs. These

				towns have constrained long-term rental markets and are unlikely to accommodate non-resident workers outside the Kunama and Tarcutta camps.
SIMP 03	Community	Temporary increase in population due to temporary construction workers.	High (-)	Regional towns and service areas in Wagga Wagga, Tarcutta, Batlow and surrounding
SIMP 04	Community	The arrival of temporary construction workers may impact social cohesion of key communities through: • conflict between community members in support of the project and those against it • distrust and/or wariness of new residents and workers • anxiety of both local residents and non-resident workers at changed situation.	High (-)	townships in the Snowy Valleys and Wagga Wagga LGAs. A range of local residents may be affected by changes to the composition and activity of the local population during construction. This includes shift workers, parents of young children, older residents, people with disability, and those with limited access to community support networks.
SIMP 05	Accessibility	Interruptions or delays to transport and movement due to road closures and change to access routes, including impacts on response times for emergency vehicles.	Medium (-)	Communities along key haulage routes and local road networks, particularly within and around in particularly near Wagga Wagga, Gugaa, Tarcutta, Tumbarumba, Kunama, Batlow, Memorial Avenue & Lower Bago and Adelong areas

				including freight-dependent enterprises, people with disability or mobility constraints, and emergency services reliant on timely road access.
SIMP 06	Accessibility	Temporary increase in demand for social infrastructure associated with increased population from construction workers.	Medium (-)	Local towns with limited social infrastructure capacity, such as Wagga Wagga, Tarcutta, Batlow and surrounds. Particularly affected are residents with chronic health conditions, older people, children, pregnant women, and low-income households reliant on accessible healthcare and community services.
SIMP 07	Accessibility	Temporary increase in demand for goods and services could result in shortages to the local community.	Low (-)	Retail and service centres in Wagga Wagga, Tarcutta, and Batlow and surrounding areas.
SIMP 08	Accessibility	Temporary interruptions to utilities services may cause inconvenience and hinder connections.	Low (-)	Particularly affected are residents on low or fixed incomes - including pensioners, single-parent households, and renters - who may be disproportionately impacted by price inflation or supply disruptions of essential goods and services.

SIMP 09	Culture	The project has the potential to impact both positively and negatively on: - the ability of Aboriginal people to maintain and develop culture. - the sense of trust that Aboriginal people have in the management of matters of cultural heritage.	Medium (-)	Aboriginal people with cultural and historical ties to the landscape—including Registered Aboriginal Parties and Traditional Owners—linked to areas with known or registered Aboriginal cultural heritage, particularly along access tracks and tower easements. Registered Aboriginal cultural heritage has been identified across the full length of the HumeLink West alignment.
SIMP 10	Culture	Potential indirect visual impacts on items of non-Aboriginal heritage significance.	Low (-)	Local residents, community groups, and historians with strong cultural connections to non-Aboriginal heritage in communities such as Batlow, Tumbarumba and Adelong - particularly older residents and volunteers dedicated to preserving local identity and memory through historical landmarks and culturally significant events.
SIMP 11	Surrounding	Impacts to landscape and visual amenity may occur as construction works proceed, contributing to feelings of loss of connection and change in character of the surroundings.	High (-)	Landholders, rural residents and road users in visually prominent areas near construction sites including ridgelines and elevated properties. Older residents and people

				with strong visual or cultural attachment to landscape amenity; road users may also be affected during active construction phases. Areas include Gugaa, Tarcutta, Ellerslie Road, Lower Bago, Kunama, Snubba Road, Batlow, Maragle.
SIMP 12	Health and wellbeing	Construction impacts on community health and wellbeing including: - dust from construction work may impact on people's health across much of the project footprint. - Stress and anxiety from the project during consultation, particularly for those within or near the project footprint, may present a mental health risk.	Medium (-)	Near neighbours of compounds, laydown areas, water supply points, or haulage routes, particularly near Wagga Wagga, Gugaa, Tarcutta, Tumbarumba, Kunama, Batlow, Memorial Avenue & Lower Bago and Adelong areas including shift workers, people with disability or health issues, children and older residents.
		Potential risks to physical health may arise from workplace injuries.	Low (-)	
SIMP 13	Health and wellbeing	Health and wellbeing of construction workers could be compromised through loss of connections and risk behaviours.	Low (-)	Regional towns with limited social infrastructure capacity, such as Wagga Wagga, Tarcutta, Batlow and surrounds. Particularly affected are residents with

				chronic health conditions, older people, children, pregnant women, and low-income households reliant on accessible healthcare and community services.
SIMP 14	Livelihood	Livelihood impacts due to land use adjustments including: • changes to land use adjustments • loss of income, increased stress and subsequent decreased quality life. • reduction in number of agricultural workers.	High (-)	Landowners whose properties are directly affected by easements, tower construction or property access changes. Includes host landholders, rural residents, farmers and households with financial or emotional ties to the land, who may be sensitive to uncertainty, stress, or community disruption.
SIMP 15	Livelihood	Impacts to landowners would occur through loss of productive land as the project would require temporary or permanent alterations to property tenure or ownership arrangements to facilitate construction.	High (-)	
SIMP 16	Livelihood	Potential increased tourism from temporary workers and their guests on weekends.	High (+)	Tourism operators, casual hospitality workers, seasonal event staff, and accommodation providers across Wagga Wagga, Tarcutta, Tumut, Batlow and surrounding townships in the Wagga Wagga and Snowy Valleys LGAs. These impacts are most likely during
SIMP 17	Livelihood	Anticipated increase demand from short-term demand with potential impacts to tourism sector and businesses if these accommodations are	Low (-)	

		occupied by temporary workers during seasonal tourism periods.		tourism peaks and local events when workforce demand overlaps with visitor accommodation needs.
SIMP 18	Livelihood	New jobs would be created providing more opportunities for employment and skill acquisition by locals.	Very high (+)	Local and regional jobseekers across all LGAs where construction, workforce accommodation, or supply chain contracting occurs. This includes young people, women, Aboriginal people, people with disability, culturally and linguistically diverse (CALD) groups, and those in remote or underemployed communities.
SIMP 19	Livelihood	Employment opportunities for Aboriginal people would increase, providing opportunities for skill acquisition.	Very High (+)	Also includes Aboriginal and Torres Strait Islander people - graduates, trainees, jobseekers, and Traditional Owners - seeking opportunities in land care, cultural heritage, or environmental restoration.
SIMP 20	Decision-making systems	Acquisitions and leases causing stress from uncertainty about changes to property and dwellings with potential for landowner to feel their decision-making systems have been compromised.	High (-)	Landowners whose properties are directly affected by easement acquisitions, tower construction, or changes to property access. Also includes communities across the alignment that have participated in multiple rounds of engagement or are subject to overlapping development activity.

				Impacted groups may include landholders who live or work on affected properties, or rely on them for agricultural production, family livelihood, or community identity. Other groups may include older residents, carers, people with limited digital access, or individuals unfamiliar with complex planning or acquisition processes.
SIMP 21	Cumulative (Accessibility)	The construction of multiple large projects over the same timeframe, creating a cumulative shortage of both short-term and long-term accommodation.	Not assessed	Local residents in rental housing across Wagga Wagga, Tumut and Batlow and surrounding towns—particularly low-income earners, single-parent families, people with disability, and others vulnerable to displacement due to limited rental supply and rising housing costs. These towns have constrained long-term rental markets and are unlikely to accommodate non-resident workers outside the Kunama and Tarcutta camps.
SIMP 22	Cumulative (Way of life)	Increased construction vehicle movements from multiple large projects over the same timeframe, producing cumulative noise and dust	Not assessed	Communities and landholders situated along haulage corridors used by multiple infrastructure projects—particularly in areas near Wagga

		impacts along common haulage routes and contributing to road wear, damage, and deterioration.		Wagga, Gungahlin, Tarcutta, Tumbarumba, Kunama, Batlow, Memorial Avenue & Lower Bago and Adelong. Impacted groups include rural landholders and local communities with limited buffer zones, older residents, shift workers, and families with young children—who may be more sensitive to increased dust, traffic noise, and cumulative disruption.
SIMP 23	Cumulative (Way of life)	Increased construction vehicle movements from multiple large projects over the same timeframe or consecutive timeframes, producing cumulative traffic delays and changes to the way people move in and around localities. These disruptions may also impact local businesses and industries – such as forestry and freight operators – that rely on efficient road access for their operations.	Not assessed	Road networks and industrial zones affected by construction traffic—particularly in and around key access-dependent industries such as forestry and freight. Impacted groups include local industries and workforce groups that rely on dependable transport routes, such as freight operators, forestry workers, and logistics companies. Regional road users, including commuters, school buses, and emergency services, may also be affected.
SIMP 24	Cumulative (Decision-making systems)	Loss of agency and declining trust in engagement	Not assessed	Communities across the alignment that have experienced multiple rounds of

		processes due to cumulative stressors.		engagement and may be affected by cumulative development pressure. Impacted groups include residents involved in repeated consultation activities, especially in areas of overlapping projects. Vulnerable groups may include people with limited digital access, older residents, carers, people experiencing stress or disengagement, or those less familiar with formal engagement processes
--	--	--	--	---

5. MANAGING AND MONITORING SOCIAL IMPACTS

5.1 OVERVIEW

This Section describes the framework to monitor, evaluate and publicly report on the effectiveness of the management and enhancement measures described in this SIMP and any social impacts of the HumeLink West Project during the construction phase.

The purpose of the framework is to:

- Respond to HumeLink EIS monitoring and compliance conditions and the MCoA B61(h) on monitoring the effectiveness of the mitigation and enhancement measures as described in this SIMP
- Outline the internal process for monitoring key performance indicators of the SIMP implementation, and identify corrective action if management measures are ineffective
- Outline the external reporting framework through which key stakeholders receive information on SIMP implementation and progress

5.2 MONITORING PROCEDURES AND TOOLS

The procedures for analysing and comparing the results of monitoring and surveys against baseline, predicted social impacts and previous monitoring results are listed in Table 27 below.

Table 27 - Monitoring procedures and tools

Procedures and tools	Description
Changes in local and regional demographics	The Australian Bureau of Statistics (ABS) conducts a census of the Australian population every five years. The census provides a comprehensive snapshot of the country's economic, social, and cultural makeup. HLWJV will review the census data when released to identify and assess changes to the local and regional social baseline of the key communities surrounding the HLW footprint and potential changes in social impacts because of the HLW operations. The next Australian census will be conducted in August 2026.
HumeLink West compliance database	HLWJV has developed a comprehensive compliance database to record and track all conditions of statutory approvals and commitments made in various environmental assessment documents and management plans. The compliance database is reviewed regularly, with responsibilities assigned and timeframes for implementing actions identified.
HumeLink West Environmental Monitoring Program	HLWJV implements a comprehensive environmental monitoring program to assess the HLWJV performance against the performance criteria, establish trends and

	identify the need for any additional management or mitigation measures. Environmental monitoring locations used to assess the environmental performance of the HLWJV construction activities are detailed in the various Project Environmental Management Plans.
HumeLink West Interface and Third-Party Management Plan and Community Communication Strategy	HLW will interface with several stakeholders. These include but are not limited to: • Forestry Corporation of NSW • HumeLink East. • The Snowy 2.0 Transmission Connection project. • Essential Energy • Transport for New South Wales • Wagga Wagga Airport • Local Councils • VNI West • Project Energy Connect East • Department of Defence • Airservices Australia • CASA • Transgrid's Operational teams for Wagga Wagga Substation and the existing easements. • Utilities providers and road network authorities The HumeLink West Interface Management Plan has identified these stakeholders as potentially requiring increased management as part of HLW construction activities to ensure working conflicts are managed and mitigated through a system of communication. This will include any potential social impacts arising out of works within these interface areas. A Community Communication Strategy (CCS) has been developed for HLW in accordance with MCoA Part A - Administrative Conditions A24 and A25, to provide mechanisms to facilitate communication between Transgrid, the HLWJV, the relevant councils, and the local community on the construction-related and environmental matters. The CCS also addresses the key construction issues that are likely to affect the community, such as traffic, property access, noise and vibration, out-of-hours work, new or changed construction activities, and landscaping.

Yearly Independent Survey	As MCoA B61(h)(ii) requires, HLWJV will conduct a yearly independent survey of the community's attitudes about the HLW to monitor sentiment and revise this SIMP as needed. The survey will aim to capture relevant feedback on community experiences and satisfaction with the management of social and environmental impacts. The selection of survey content will be informed by the types of social impacts anticipated in different areas and construction phases. To support consistent monitoring and enable meaningful comparison over time, the following social indicators will be used across both the annual and pulse check surveys (see below), as relevant to the context: • Satisfaction with engagement and communication processes • Perceived disruptions (e.g. traffic, dust, noise) or benefits (e.g. local jobs, investment) • Attitudes toward workforce presence and its impact on community cohesion • Perceptions of project responsiveness and mitigation effectiveness • Sense of personal wellbeing, safety, or quality of life during construction These indicators reflect key themes identified through community engagement and the Project's social impact assessment and provide a foundation for consistent tracking of social outcomes. Where appropriate, the survey may be stratified by location or community type to reflect different levels of construction activity. Results will be compared against baseline data and previous findings to support community reporting, track trends, and guide refinements to engagement and mitigation strategies.
Check Pulse Surveys	In high-impact areas – such as around construction compounds, haulage route, or sites with sustained activity – the Project will adopt a layered approach to community sentiment monitoring to support adaptive management of social impacts. This approach includes Check Pulse Surveys. Check Pulse Surveys will be short-form, targeted surveys undertaken during key construction milestones or periods of heightened activity (e.g. commencement of haulage, extended night works, compound establishment near residential areas). These surveys are designed to proactively identify emerging social impacts and gauge community satisfaction with communication and mitigation efforts. Pulse Check Surveys will:

	• Be triggered by specific construction activities likely to result in increased disruption • Be designed to assess relevant social indicators such as perceived noise, safety, access, communication effectiveness, or amenity loss • Be delivered via outbound calls, brief online tools, or short interviews at drop-in sessions • Use locality-based or stratified sampling where appropriate • Feed into monthly reporting and be used to inform timely mitigation or enhancement responses. Examples of how Pulse Check Surveys may be applied during specific construction activities are provided in Appendix D. These illustrate how the surveys will be targeted to particular areas, stakeholder groups, and likely social impacts to support proactive and adaptive management.
Key Stakeholder Review Program	HLWJV will review and, if necessary, revise this SIMP in response to material negative changes to local or regional social issues and trends that either Wagga Wagga Council or Snowy Valleys Councils attribute to the HLW through consultation and the affected or exacerbated identified social impacts. HLWJV will also proactively engage with stakeholders to seek to maximise the benefits of the project. In accordance with the CCS, regular meetings will be held to monitor and discuss project performance, upcoming works, and any planned high-risk activities.
HumeLink West workforce monitoring	HLWJV will maintain a record of its workforce's residential location for the purpose of using the data to assess potential pressure on community infrastructure.
Independent audit	In accordance with MCoA C13 and C14 HLWJV is required to commission an Independent Audit of the development in accordance with the Independent Audit Post Approval Requirements (2020) or as updated from time to time and published on the Department's website. HLWJV is required to make each Independent Audit Report, and response to it, publicly available (as per MCoA C15(ix)) and within 60 days of submission to the Planning Secretary
Recording community complaints as they relate to social issues	Critical recording and complaints management mechanisms include a dedicated complaints and grievance management procedure as described in the HLWJV HumeLink West

	Community and Stakeholder Engagement Plan and the CCS, with key components outlined below: • 24-hour, 7-day-a-week community and employee information telephone line. • Complaints notification forms to assist employees/contractors in recording complaints. • Protocols for receiving, investigating, and responding to complaints. • Process for conflict resolution. • All complaints are electronically logged into the Customer Relationship Management (CRM) system (Salesforce), reviewed internally by the HLWJV, reported to key Transgrid personnel, and reported on the project website monthly.
Communications Register	All community inquiries and complaints related to the construction activities will be referred to the 24-hour community information line (1800317 367). A postal address (PO BOX A1000, Sydney South, NSW 1235) and email address (humelink@transgrid.com.au) has been provided for receipt of complaints and enquiries. The telephone number, email address and postal address and will be published in project communication collateral circulated in the local area prior to the commencement of construction activities and is provided on the HLW website. Records of all complaints received will include the following details: • Date and time of the complaint. • Method by which the complaint was made. • Any personal details of the complainant. • NOTE: no personal details of the complainant will be made public. • The nature of the complaint • Action taken in relation to the complaint and any follow-up. • If no action is taken, reasons why. This information will be included in a Communications Register, with Salesforce, and made available to the Minister on request. Attempts will be made to resolve all complaints in accordance with the CCS:

	- Complaints received via email will be acknowledged within 4 business hours. - Complaints received via phone will be acknowledged within 2 hours of the next business day. - All complaints will be assessed and responded as soon as possible or within 10 business days. - All complaints will be closed off in the stakeholder database. At all times the stakeholder will be kept informed of when they will receive a response. The SIMP will apply an adaptive approach to ensure that corrective actions are applied in consultation with the appropriate project staff to allow modifications and improvements in the management of any social issues resulting in community complaints.
Individual Property Management Plans (PMPs)	The HWJV must comply with each PMP when arranging access for preparatory works and site establishment, through to main construction. Compliance with PMPs is enforced through land access approvals for works which include a detailed briefing on access and property related considerations for subcontractors and the construction teams. Landowners are briefed on each stage of works and are followed up after each phase is completed to ensure it meets PMP commitments and expectations. PMP implementation is monitored by HumeLink West Land Access Officers.

5.3 MONITORING FRAMEWORK

Effective monitoring of SIMP implementation relies on clearly identifying the data needed to assess performance against established KPIs, along with assessing the data sources, collection frequency, and responsibilities. These components are detailed in Table 28. The monitoring framework is expected to be fully operational within three months of receiving CEMP approval.

Appendix E provides an integrated overview of the monitoring framework, aligning key indicators and performance targets under each social impact theme to support both implementation and compliance obligations. The summary also highlights the points of intersection between SIMP management measures and other interfacing management plans across the broader Project.

A core feature of the framework is its adaptive management approach. Monitoring tools- including rapid feedback mechanisms such as Pulse Check Surveys and community complaints – serve as early detection systems akin to Trigger Action Response Plans (TARPs). These tools allow the HLWJV to proactively identify and address emerging social risks or areas where mitigation measures may need to be strengthened.

Table 28 - HumeLink West SIMP monitoring framework.

SIMP ID	Social impact	Affected communities/ groups and locations	Timing / construction phase	Summary of mitigation / management measures	Indicator / target	Method (data and source)	Monitoring and reporting frequency	Responsibility	Desired outcome	Related plans (if applicable)
Area of social impact: Impacts to near neighbours and broader community										
SIMP 01 SIMP 12	Disruption to the valued quiet rural lifestyle during construction (noise, vibration, traffic). Construction impacts on community health and wellbeing including: - dust from construction work may impact on people's health across much of the project footprint. - stress and anxiety from the project during consultation, particularly for those within or near the project footprint, may present a mental health risk.	Near neighbours of compounds, laydown areas, water supply points, or haulage routes, particularly near Wagga Wagga, Gugaa, Tarcutta, Tumbarumba, Kunama, Batlow, Memorial Avenue & Lower Bago and Adelong areas including shift workers, people with disability or health issues, children and older residents.	Enabling works and civil works phases, particularly during compound establishment and haulage.	Implement targeted and tailored engagement activities in accordance with Table 3 of the CCS. Including tailored measures for near neighbours and landowners such as: - A dedicated Community Place Managers for the Snowy Valleys and Wagga Wagga LGAs. - Individual Property Management Plans (PMPs). - Face-to-face engagement, including door knocks and property visits - Provision of respite options during periods of sustained intrusive noise or vibration, where applicable. - Timely notifications of impactful works using opt-in communication channels tailored to	Conduct at least two engagement activities per year in each LGA. All residents and businesses within a 500m radius are notified at least seven days in advance of impactful works. ≥ 95% of stakeholder and community enquiries to the 24/7 community line and community inbox are responded to within five business days. ≥ 95% of complaints are responded to within 24 hours, with monitoring of repeat complaints to evaluate effectiveness of initial response. Host at least two HumeLink Construction Reference Group (HCRG) per year.	Data: Number and type of stakeholder engagement activities conducted; attendance records; participant feedback from community surveys and short-form "pulse checks"; call logs (times, durations, enquiry types, responses); number and timing of notifications issued; complaints register details (response times, resolutions, repeat occurrences). Source: CCS engagement mechanisms including the 24/7 community line, drop-in sessions, Community Place	Monthly reporting. Pulse checks monthly in active work zones. Yearly community attitudes survey Monitor feedback trends from near neighbours and broader community separately to identify locality-specific issues. Use community engagement records to adapt communication frequency and channels where needed.	Community and Stakeholder Engagement Manager	Stakeholders and the community are engaged in an open and transparent process. Landowners and nearby neighbours are aware of the Project schedule and support to manage impacts. Engage and build on the relationships of the impacted communities, stakeholders, Registered Aboriginal Parties and LGAs to minimise local	Community Communications Strategy (CCS)

Uncontrolled when Printed

Social Impact Management Plan

	potential risks to physical health may arise from workplace injuries. Refer to SIMP 13 for workforce related and health and wellbeing impacts.			stakeholder preferences (e.g. email, SMS, printed letters, phone calls). For the broader community: - A 24/7 Community Information Line and Community Inbox for all enquiries and complaints. - A range of accessible communication tools is used, including large-format signage, easy-to-read printed newsletters, translated materials (if required), and online channels such as the Project website and social media. - Community drop-in sessions, including regular 'coffee and chat' events, are held to update residents and capture feedback. Consider opportunities to establish project hubs that are accessible to community in key towns. - Complaints management process. Host a regular in person forum, the HumeLink Construction Reference Group (HCRG), for interested stakeholders to learn about the project and provide feedback.		Manager interactions, pulse-style interviews and follow-up calls, complaints register, and community attitudes surveys.			and regional disruption.	
SIMP 05	Interruptions or delays to transport and movement due to road closures and change to access routes, including impacts on response times for emergency vehicles.	Communities along key haulage routes and local road networks, particularly within and around in particularly near Wagga Wagga, Gungahlin, Tarcutta, Tumbarumba, Kunama, Batlow, Memorial Avenue & Lower Bago and Adelong areas including freight-dependent enterprises, people with disability or mobility constraints, and emergency services reliant on timely road access.	Enabling and civil works phases — particularly during haulage of materials, access track upgrades, and compound establishment	Implement clear signage and public communication about road closures and detours. Work closely with local traffic authorities to optimise detour routes and reduce delays. Coordinate with emergency services to ensure timely access to areas during construction. Develop and promote alternative transport options (e.g., worker shuttle bus etc.) Implement a flexible schedule for heavy vehicle movements (including curfews) where possible,	Distribute notifications at least 7 days ahead of transport disruptions. Provide 100% of planned traffic impacts to WWCC and SVC to publish on Traffic NSW: https://www.livetraffic.com/ At least one meeting with Emergency Services per month during construction. Conduct road dilapidation surveys of all major roads used by the Project.	Data: Number of meetings scheduled and held with emergency services, attendance records from each meeting and topics discussed and outcomes from meetings, total number of complaints received regarding delays, time taken to respond to each complaint and	Quarterly	Community and Stakeholder Engagement Manager Traffic Manager	The Project will minimise disruption to road user by effectively managing road closures, detours, and traffic flow during construction activities.	Traffic and Transport Management Plan (TTMP) Community Communications Strategy (CCS)

				conduct regular traffic monitoring and assessments to adjust strategies if necessary. Ensure tourism operators are consulted and included in communications. Ensure compliance with the traffic volumes, access, and routes specified in the EIS (TTIA), Transport and Traffic Management Plans. Any other post-consent management plans or strategies with TfNSW.		resolution status of each complaint Source: Meeting minutes and agendas, attendance logs, follow-up correspondence summarising discussions, complaints register, CCS contact channels (24/7 line, drop-ins, email).				
SIMP 11	Impacts to landscape and visual amenity may occur as construction works proceed, contributing to feelings of loss of connection and change in character of the surroundings.	Landholders, rural residents and road users in visually prominent areas near construction sites including ridgelines and elevated properties. Older residents and people with strong visual or cultural attachment to landscape amenity; road users may also be affected during active construction phases. Areas include Gugaa, Tarcutta, Ellerslie Road, Lower Bago, Kunama, Snubba Road, Batlow, Maragle.	Throughout construction, with greatest impacts during structure erection and stringing, visual restoration addressed during demobilisation and site rehabilitation.	Transgrid to consult with near neighbours where HumeLink West is predicated to have a moderate to high visual impact and investigate opportunities for screening vegetation. Transgrid to continue to work with landowners and near neighbours to avoid, minimise and mitigate impacts, as well as advocate for a strongly for a consistent, fair, NSW Government policy on visual impacts to neighbouring properties. Percentage of disturbed areas that have been revegetated within a specified timeframe after construction activities are complete. Consider the Project's ecological impacts to increase support to local wildlife carers. Community engagement with receptors and broader stakeholders, in line with the CCS and techniques described SIMP 01 and 12 management strategies.	All residencies predicted to have a moderate to high impact will be assessed for visual screening or other mitigation options. 0 non-compliance events during construction that could cause amenity impacts. Establish dialogue with at least one local environmental group (e.g. Landcare or wildlife carers) in each LGA to help monitor Project's environmental restoration/offset work.	Data: completion of vegetation screening for moderate to high visually impacted near neighbours, area of land that has been successfully revegetated, environmental compliance records, engagement outcomes, complaints. Source: Social investment records, reporting from grant recipients on project implementation and outcomes. Source: environmental monitoring reports, environmental management plans, site inspection records and photographs to document revegetation progress, survey outcomes, complaints register, meeting minutes, and CCS community feedback channels (e.g. complaints line, Community Place Managers, community attitudes survey).	Weekly during the revegetation period (to ensure timely tracking of progress). Monthly reports, thereafter, summarising the success of revegetation efforts and any challenges faced.	Environmental Manager Environment Manager, Transgrid Community	The Project adequately manages and enhances aesthetic values in the social locality.	Biodiversity Management Plan (BMP)

Area of social impact: Impacts to near neighbours and broader community (Cultural awareness)										
SIMP 09	The project has the potential to impact both positively and negatively on: - the ability of Aboriginal people to maintain and develop culture. - the sense of trust that Aboriginal people have in the management of matters of cultural heritage.	Aboriginal people with cultural and historical ties to the landscape—including Registered Aboriginal Parties and Traditional Owners—linked to areas with known or registered Aboriginal cultural heritage, particularly along access tracks and tower easements. Registered Aboriginal cultural heritage has been identified across the full length of the HumeLink West alignment.	Throughout construction — particularly during vegetation clearing, ground disturbance, and access track works; cultural heritage management continues through site rehabilitation.	Aboriginal people are actively engaged in preserving and strengthening their culture through opportunities for managing and protecting cultural heritage. Incorporate Aboriginal cultural values into Project planning and execution, including toolbox and workforce inductions. Minimise land use impacts through culturally informed land management strategies. Facilitate community consultations to ensure Aboriginal voices guide the project's development. Engage with existing Aboriginal and Torres Strait Islander community groups, including the Mawang Gaway and the Aboriginal Interagency Group. Implement educational programs on cultural preservation for the workforce and stakeholders. Monitor cultural heritage impacts throughout the Project lifecycle and adapt plans as needed.	≥ 95% workforce completion rate for cultural heritage training and toolbox inductions. Host at least two Aboriginal Engagement Reference Group meetings per year. In consultation with Aboriginal communities or representative groups, deliver at least three opportunities to interpret/enhance heritage value within the project area. 0 non-compliance of the safeguarding of identified cultural heritage sites through appropriate mitigation measures (e.g. buffer zones, restricted access).	Data: Feedback surveys from community consultations, workforce surveys event participation records, workforce participation in cultural training. Source: environmental compliance records), engagement records, ISC credit summary forms, community attitudes survey.	Monthly: Reporting on progress and achievement	Aboriginal Engagement Advisor Sustainability Advisor	The Project supports and strengthens Aboriginal Cultural Heritage.	Community Communications Strategy (CCS) Heritage Management Plan (HMP) Local Business Employment Strategy (LBES)
SIMP 10	Potential indirect visual impacts on items of non-Aboriginal heritage significance.	Local residents, community groups, and historians with strong cultural connections to non-Aboriginal heritage in communities such as Batlow, Tumbarumba and Adelong - particularly older residents and volunteers dedicated to preserving local identity and memory through historical landmarks and culturally significant events.	During ground disturbance and civil works phases.	Work with local and Aboriginal Indigenous communities to document and protect cultural sites and practices. Develop public awareness campaigns about the significance of local cultural heritage. Provide funding or resources to community-led cultural heritage preservation initiatives. Commit to sustainable practices that minimise disruption to both Aboriginal and non-Aboriginal cultural landscapes.	At least two initiatives to enhance connection to country per year, during construction, for example, cultural immersion tours, participation in significant Indigenous events, and artefact handling and/or return-to-country engagement processes collaborating with the relevant Local Aboriginal Land Councils (LALCs).	Data: Number of initiatives description of each initiative including objective, activities, participant feedback, participation rates of workforce members in each initiative. Source: event records and attendance logs, feedback surveys from participants, engagement records from consultations with	Monthly	Aboriginal Engagement Advisor	The Project promotes the protection and celebration of both Aboriginal and non-Aboriginal cultural heritage, ensuring that land use changes do not disrupt cultural identities or practices.	Local Business Employment Strategy (LBES)

						local Indigenous leaders.				
Area of social impact: Impacts to community cohesion, safety, health and wellbeing										
SIMP 03 SIMP 04	Temporary increase in population due to temporary construction workers. The arrival of temporary construction workers may impact social cohesion of key communities through: - conflict between community members in support of the project and those against it - distrust and/or wariness of new residents and workers - anxiety of both local residents and non-resident workers at changed situation. Refer to SIMP 13 for workforce related and health and wellbeing impacts.	Regional towns and service areas in Wagga Wagga, Tarcutta, Batlow and surrounding townships in the Snowy Valleys and Wagga Wagga LGAs. A range of local residents may be affected by changes to the composition and activity of the local population during construction. This includes shift workers, parents of young children, older residents, people with disability, and those with limited access to community support networks.	From early enabling works through to civil works.	Community engagement and communication including regular provision of Project updates through community events and opportunities. Cultural Awareness Training for workers that is to enhance their awareness of local customs, values, and concerns. Dedicated Community Engagement Officers to mediate potential conflicts and address grievances from both the community and workers. Setup and management of a 24/7 community information 1800 number. Develop and enforce a code of conduct, the HumeLink West 'Accommodation Village Rules' document, that outlines expected behaviours of workers within the community. Provide mental health services for both residents and workers to address anxiety or stress related to the Project. Promote clear policies to prevent discrimination or harassment within the project workforce and community. Invest in local community projects by allocating a portion of the project budget for funding community cohesion programs or initiatives. Facilitate workforce participation in local community events and activities where appropriate (e.g. sporting or volunteering initiatives), to support workforce integration. Maintain access to confidential, culturally appropriate mental health and telecommunications services.	≥ 70% of residents feel well-informed about the Project and are neutral or positive about the presence of temporary workers in the locality. Minimum two community events funded or sponsored during each calendar year. At least one community-based workforce participation initiative implemented in each affected LGA during construction. Maintain ≥ 95% workforce awareness of Code of Conduct obligations, based on onboarding or refresher training tracking.	Data: Number of community meetings or forums held, number of complaints related to worker behaviour, Amount of funding allocated to community cohesion projects Source: participation records, community attitudes survey outcomes, complaints register, community benefits tracking register and feedback collected via CCS mechanisms such as the 24/7 community information line, Community Place Managers, and drop-in sessions. Workforce onboarding and training records to track workforce participation in toolboxes, mental health services, and local community initiatives. Records of participation in local events (e.g. community BBQs, sporting groups, volunteer programs). Partner feedback from mental health or community wellbeing providers.	Monthly reporting during peak construction periods, particularly in high-impact localities. Summary reporting in quarterly reviews. Pulse checks with residents in towns hosting or adjacent to workforce accommodation facilities during peak workforce periods across active work zones	Training Manager People and Culture Manager Community and Stakeholder Manager	Foster social cohesion and minimise conflicts by promoting positive interactions between temporary construction workers and residents, ensuring mutual understanding, trust, and a harmonious coexistence.	Accommodation Camp Management Plan (ACMP) Community Communication Strategy (CCS) Training and Skills Management Plan (TSMP)

				Reinforce behavioural expectations through regular worker toolbox briefings and supervision in worker accommodation and local townships. Maintain security at the laydown and worker accommodation facilities to minimise incidents of theft.						
Area of social impact: Impacts on access to social infrastructure and services										
SIMP 06 SIMP 13	Temporary increase in demand for social infrastructure associated with increased population from construction workers. Health and wellbeing of construction workers could be compromised through loss of connections and risk behaviours.	Regional towns with limited social infrastructure capacity, such as Wagga Wagga, Tarcutta, Batlow and surrounds. Particularly affected are residents with chronic health conditions, older people, children, pregnant women, and low-income households reliant on accessible healthcare and community services.	Throughout construction, particularly during civil works and peak workforce periods, when accommodation capacity and health service use may overlap.	Provision of on-site medical support through appropriately trained first aid personnel, supported by clear escalation procedures to nearby healthcare services if required. Ensure workforce accommodation sites are equipped with first aid facilities and that trained staff are available during operational hours. Implement a workforce wellness program, including preventative health initiatives and access to mental health support. Implement the project's Health and Safety Manual that outlines policies and procedures the project will out in place to sustain a health and resilient workforce, encompassing both physical and mental health of workers.	100% workforce accommodation sites have designated first aid facilities and trained personnel available during operational hours and paramedics available on call after hours. ≥ 80% workforce completion of health and emergency services induction training (e.g. when to use the dedicated telehealth service, when to call 000, or when to seek GP care). All sites maintain a documented and tested escalation procedure for medical emergencies. ≥ 95% of workforce are engage in at least one wellness initiative implemented by the contractor during each construction year.	Data: number of wellness initiatives offered and participation rates of the workforce in each initiative. Source: worker attendance records and feedback from participants on the initiatives – effectiveness and areas of improvement. Data: workforce medical data Source: medical services provider data, health and safety KPI dashboard and Synergy (incident management procedure and tool).	Monthly Pulse checks with local residents and service providers in project-affected townships (SIMP 06) Pulse checks with workforce housed at the worker accommodation facilities (SIMP 13)	People and Culture Manager Senior Health and Safety Manager	The Project does not impact access to social infrastructure and services for locals.	Accommodation Camp Management Plan (ACMP) Emergency Response Plan (ERP)
SIMP 07 SIMP 08	Temporary increase in demand for goods and services could result in shortages to the local community. Temporary interruptions to utilities services may cause inconvenience and hinder connections.	Retail and service centres in Wagga Wagga, Tarcutta, and Batlow and surrounding areas. Particularly affected are residents on low or fixed incomes — including pensioners, single-parent households, and renters — who may be disproportionately impacted by price inflation or supply disruptions of	Ongoing during civil and main works phases, particularly during peak workforce periods and holiday seasons when local supply chains are already stretched.	Engage local suppliers and prioritise contracts with local businesses to stabilise supply and prices. Encourage workforce integration by promoting temporary workforce spending in the community to boost local economy. Educate workforce and encourage responsible consumption practices	No reported shortages of key goods and services during the Project period due to construction of HLE. ≥ 70% of businesses and local residents report satisfaction with economic impact in Annual Community Attitudes Survey, regarding access to and affordability of local goods and services	Data: community attitudes survey, complaints or feedback from Council, Business Chambers or other key stakeholders. Source: engagement records and attendance logs, community attitudes	Monthly: reporting Yearly: Community attitudes survey Pulse checks with local residents and service providers in project-affected townships.	Community and Stakeholder Manager Workforce Development and Industry Participation Manager	The temporary workforce's increased demand for goods and services supports economic growth without negatively impacting residents' access to affordable and quality goods and services	Community Communications Strategy (CCS) Local Business Engagement Strategy (LBES)

		essential goods and services.		among the temporary workforces.		survey outcomes, feedback submitted via CCS tools (e.g. 24/7 community information 1800 number, Community Place Manager discussions).				
SIMP 14 SIMP 15	Livelihood impacts due to land use adjustments including: - changes to land use adjustments. - loss of income, increased stress and subsequent decreased quality of life. - reduction in number of agricultural workers Impacts to landowners would occur through loss of productive land as the project would require temporary or permanent alterations to property tenure or ownership arrangements to facilitate construction.	Landowners whose properties are directly affected by easements, tower construction or property access changes. Includes host landholders, rural residents, farmers and households with financial or emotional ties to the land, who may be sensitive to uncertainty, stress, or community disruption.	From early enabling works through to civil works, with long-term stress potentially emerging during access arrangements, demobilisation, and rehabilitation.	Implementation of community benefit sharing initiatives that is informed by engagement with local LGAs and stakeholder groups and provides long-term value. Establish partnerships between local mental health services and the contractor, to benefit both construction workforce and landowners. Implement Property Management Plans (PMPs) to minimise land use impacts. Dedicated community liaison officer and 24/7 Community information 1800 number).	At least one partnership, community grants or benefits awarded to support mental health initiatives. 0 non-compliance with property management plans when accessing project-affected properties during construction ensuring maintained access to community infrastructure and services for affected residents during construction ≤ 5 complaints per quarter from primary producers about project construction related impacts.	Data: number of community benefit sharing initiatives implemented, amount of funding allocate for each initiative and its intended outcomes. Source: social investment records, reporting on initiative implementation and outcomes. Data: compliance with PMPs, complaints and community feedback from impacted landowners and near neighbours. Source: community attitudes survey outcomes, complaints register, and CCS reporting mechanisms (e.g. Community Place Manager liaison, 24/7 community information 1800 number), verification checklist, site access approval forms located on TeamBinder and the project Share Drive, PMP compliance further monitored via Salesforce.	Quarterly	Community and Stakeholder Engagement Manager Property and Interface Manager	The Project makes best efforts to avoid or minimise any activities causing adverse stress and anxiety for the community including affected landowners.	Community Communications Strategy (CCS) Property Management Plans (PMPs) Land and Property Access Management Plan (LPAMP)

Area of social impact: Impacts on housing availability and affordability for locals										
SIMP 02 SIMP 21	Temporary impacts to private renters due to reduced vacancy rates and supply constrained rent increases. The construction of multiple large projects over the same timeframe, creating a cumulative shortage of both short-term and long-term accommodation. Refer to SIMP 17 & 16 for cumulative impacts associated with other SSD projects in the area in relation to tourism and the visitor economy.	Local residents in rental housing across Wagga Wagga, Tumut and Batlow and surrounding towns—particularly low-income earners, single-parent families, people with disability, and others vulnerable to displacement due to limited rental supply and rising housing costs. These towns have constrained long-term rental markets and are unlikely to accommodate non-resident workers outside the Kunama and Tarcutta camps.	Primarily during enabling and early civil works (2025–2027), if peak workforce demand exceeds capacity of temporary accommodation camps or if short-term stays are sought in regional town centres.	The establishment of worker accommodation facilities at Kunama and Tarcutta to minimise the impact on rental market. Engage with stakeholders such as local councils and tourist operators to understand cumulative pressures on housing and accommodation markets from other projects, and devise methods to control for these as necessary. This may involve early and coordinated accommodation booking or agreements with specific accommodation providers to cater for the workforce that won't be residing in temporary workforce accommodation camps. Minimise displacement of local residents and businesses due to increased competition for accommodation by conducting regular surveys to assess the perceptions of the local community. Provide regular updates on workforce accommodation arrangements, including the anticipated and actual proportions of workers living off-site, through public-facing channels such as community updates or newsletters	Workforce accommodation at Tarcutta and Kunama operational prior to peak demand period. ≥ 90% of the non-local workforce housing in approved worker accommodation facilities during main construction works. Evidence of pulse check surveys during peak workforce periods across active work zones. Concerns identified and used to inform ongoing mitigation (qualitative tracking via pulse checks)	Data: workforce participation data, feedback from local residents, businesses and accommodation providers, documentation of discussion and outcomes from stakeholder and community meetings. Source: workforce histogram, engagement records, community attitudes survey outcomes, CCS reporting mechanisms (e.g. Community Place Manager liaison, 24/7 community information 1800 number, complaints register.	Monthly Pulse checks with residents in towns hosting or adjacent to workforce accommodation facilities during peak workforce periods across active work zones (SIMP 02 and 21)	People and Culture Manager Community and Stakeholder Engagement Manager	The Project does not impact housing affordability and availability for locals.	Accommodation Camp Management Plan (ACMP) Community Communications Strategy
Area of social impacts: Impacts to tourism and the visitor economy										
SIMP 16 SIMP 17	Potential increased tourism from temporary workers and their guests on weekends. Anticipated increase demand from short-term demand with potential impacts to tourism sector and businesses if these accommodations are occupied by temporary workers during seasonal tourism periods.	Tourism operators, casual hospitality workers, seasonal event staff, and accommodation providers across Wagga Wagga, Tumut, Batlow and surrounding townships in the Wagga Wagga and Snowy Valleys LGAs. These impacts are most likely during tourism peaks and local events when workforce demand overlaps with visitor accommodation needs.	During peak regional tourism periods that overlap with temporary workforce demand Monitoring and mitigation to be prioritised around major events (e.g. Henty Field Day, Wagga Wagga Show, Festival of W, Cider Fest,	Regular liaison with Council and event organisers to understand upcoming events. Modify activities to accommodate the requirements of special events, such as Forestry attractions and events. Carry out activities in a way that minimises any interface or disruption to special events or the planning and preparation for special events.	0 complaints from temporary accommodation providers or tourism bodies relating to vacancy shortfalls due to the Project. Accommodation providers and tourism stakeholders satisfaction maintained or improved during overlapping peak periods. Quarterly engagement with Destination Networks and local councils to discuss emerging tourism issues and identify opportunities for tourism-aligned investment.	Data: number of complaints received from temporary accommodation providers and tourism bodies regarding vacancy issues, meeting records. Source: engagement and complaints records, meeting and feedback from	Monthly Pulse checks with local short-term accommodation providers and Destination Networks during major events attracting visitors.	Community and Stakeholder Engagement Manager	The Project minimises impacts on temporary accommodation providers during major tourist events and peak seasons and major events across all LGAs affected by the Project. Increased local spend from non-resident workers	Community Communication Strategy (CCS) Accommodation Camp Management Plan (ACMP)

			TumbaFest and Agricultural shows).	Attend any meeting relating to special events or the planning and preparation for special events as required and requested by Transgrid. Collaborate with local tourism operators to ensure key events are not adversely impacted by accommodation shortages by 'dynamic scheduling' to release the rooms required to support these events. Coordinate communication strategies with LGA tourism services, Visitor Information Centres, and Destination NSW networks (e.g. Southern and Riverina Murray) for transparency with potential visitors, including online communication channels. Provide visitor-facing project information through signage, local visitor centres, and online platforms to support awareness and minimise disruption. Provide information on local recreation areas, events and tourism activities at the worker accommodation facilities to encourage activity in the local area. This will include 'Town Induction Packs' to the project workforce, developed in collaboration with the community and stakeholders. Facilitate transport to and from the worker accommodation facilities on worker R&R days to foster local spending by the project workforce.	At least one visitor-facing communication initiative implemented per LGA (e.g. local town 'Induction Packs' for Wagga Wagga and Snowy Valleys LGAs)	tourism bodies and local councils, available visitor economy data from sources such as CommBank iQ or Localis, where accessible through Destination Networks, to track seasonal spending trends and visitor profiles, CCS communication tools including complaints register, event feedback forms, and Visitor Centre engagement records, evidence of tailored induction packs.			and project representatives has provided short-term benefits to the visitor economy in LGAs.	
Area of social impact: Labour draw and impacts to local businesses and services										
SIMP 18 SIMP 19	New jobs would be created providing more opportunities for employment and skill acquisition by locals. Employment opportunities for Aboriginal people would increase, providing	Local and regional jobseekers across all LGAs where construction, workforce accommodation, or supply chain contracting occurs. This includes young people, women, Aboriginal people, people with disability, culturally and linguistically diverse (CALD) groups, and those in remote or	Throughout the full construction period — beginning during enabling works and workforce mobilisation (and continuing through peak workforce phases during	Pre-employment training and skills programs, internships, and engagement forums to enhance workforce diversity and community involvement. Form partnerships with trusted organisations, such as ICN, Workforce Australia, TAFE NSW, Destination Southern NSW, RDA, Australian Network for Disabilities (AND), The	Develop employment strategies that ensure success for HLW targets for local workforce participation: - Local Participation HumeLink West Delivery Contract target 5% of procurement and employment spend — target per HumeLink	Data: workforce participation and local spend data, social investment records. Source: TG Social Impact Reporting	Monthly Pulse checks with selected employment and training intermediaries (e.g. ICN, Workforce Australia providers)	Workforce Development and Industry Participation Manager	The Project has a diverse workforce that offers equitable opportunities for local people, including underrepresented groups, and supports long-	Local Business Employment Strategy (LBES)

Uncontrolled when Printed

Social Impact Management Plan

	opportunities for skill acquisition.	underemployed communities. Also includes Aboriginal and Torres Strait Islander people—graduates, trainees, jobseekers, and Traditional Owners—seeking opportunities in land care, cultural heritage, or environmental restoration.	civil works, tower erection, and stringing.	Clontarf Foundation, Australian Spatial Analytics (ASA), Multicultural Council of Wagga Wagga that will support a local and diverse workforce. Ensure the Project provides flexible employment roles (e.g. remote roles, part-time). Ensure local workforce participation expectations are embedded in procurement processes for subcontractors and subconsultants. This includes requiring contractors and suppliers to demonstrate how they will support local employment outcomes through their own hiring practices. Project and worker implementation of the HumeLink West UGL and CPB Reconciliation Action Plan (RAP). Enhance benefits for local businesses through capacity building initiatives, pre-procurement briefings, and simplified pathways to bid for work packages, with a focus on regional SMEs and Aboriginal owned businesses. Provide dedicated trainee, apprenticeship, SBAT and graduate opportunities. Maximise use of specialist partnerships (e.g. Chambers of Commerce), training, and informal/formal mentoring programs.	West Delivery Contract nominated by Transgrid - Local Participation project target 10% of procurement and employment spend - target per HumeLink West Delivery Contract nominated by Transgrid - Introduce employment strategies and sources that will ensure success for HLWJV's target of 4% Aboriginal and Torres Strait Islander employment on HLW UGL CPB Reconciliation Action Plan (RAP) target - Support stakeholder procurement practices that strive towards HLWJV's Stretch RAP procurement target of 5% to be Aboriginal and Torres Strait Islander businesses. Advance future talent through at least 10 members of the workforce to be employed through work experience placements, and 5 employees as graduate placements. Achieve progress against the HumeLink West Community Programs including: - Award of x10 'She Can Too Scholarships' valued at \$15, 000 each to support female students from low socio-economic backgrounds overcome financial barriers and access important resources to improve academic performance. - Establish x 5 Trainees targeting School Based Trainees in year 11 and 12 and unemployed youth	Portal and monthly client report.			term community benefits.	
--	--------------------------------------	--	---	--	--	-----------------------------------	--	--	--------------------------	--

					under 25 years of age. Traineeships including but not limited to: Cert III Business Administration, Cert IV Workplace Health and Safety, Cert II Civil Construction. - Enhance youth mobility and access to jobs in regional NSW through funding up to x628 1 hour driving lessons and up to x60 Safe Driving Courses for Year 11 and 12 students across high schools within the HumeLink West project alignment. - Enrol 16 participants in the OHTL work readiness program to address skill shortages in overhead transmission line works and to train the next generation of line workers to service the pipeline of works in the renewable sector.					
Area of social impact: Cumulative social impacts with other SSD projects in the area										
SIMP 20	Acquisitions and leases causing stress from uncertainty about changes to property and dwellings with potential for landowner to feel their decision-making systems have been compromised.	Landowners whose properties are directly affected by easement acquisitions, tower construction, or changes to property access. Also includes communities across the alignment that have participated in multiple rounds of engagement or are subject to overlapping development activity. Impacted groups may include landholders who live or work on affected properties, or rely on them for agricultural production, family livelihood, or community identity. Other groups may include older residents, carers, people with limited digital access, or individuals unfamiliar with complex planning or acquisition processes.	From early enabling works through to civil works, with long-term stress potentially emerging during access arrangements, demobilisation, and rehabilitation.	Develop and implement an Individual Property Management Plan (PMP) for each affected landowner, in consultation with them. PMPs outline specific construction and operational protocols for each property, address individual concerns, and ensure clear, tailored communication about project activities. PMPs also define agreed access arrangements, biosecurity measures, and dispute resolution pathways, helping landowners retain control and reduce stress and uncertainty.	100% completion of PMPs prior to commencement of works on relevant property.	Data: Independent Community Attitudes Survey, Post-engagement feedback forms and workshop evaluations Source: Community Attitudes Survey results, survey baseline and year-on-year comparative data, post-engagement feedback received via CCS engagement tools (drop-in sessions, forums, direct feedback).	Monthly	Property and Interface Manager Community and Stakeholder Engagement Manager	Landowners feel respected, informed, and supported throughout acquisition and leasing processes, with clear communication that preserves autonomy and confidence in decision-making	Property Management Plans (PMP)

SIMP 24	Loss of agency and declining trust in engagement processes due to cumulative stressors.	Communities across the alignment that have experienced multiple rounds of engagement and may be affected by cumulative development pressure. Impacted groups include residents involved in repeated consultation activities, especially in areas of overlapping projects. Vulnerable groups may include people with limited digital access, older residents, carers, people experiencing stress or disengagement, or those less familiar with formal engagement processes.	Pre-construction and early enabling works when planning fatigue, stress, and confusion about overlapping infrastructure activities are highest. Ongoing through to civil works.	Implement CSS to rebuild trust that considers localised engagement plans for LGA's and urban centres as appropriate. Coordinate messaging and timing with other project proponents, such as participation in joint working groups or forums to identify overlapping impacts and coordinate mitigation responses with other SSD projects or key sectors. Use independent facilitation for high-sensitivity engagement where appropriate. Provide visible feedback loops showing how community input has shaped project outcomes.	≥70% report satisfaction in the Annual Community Attitudes Survey. Stable or improved results in trust-related survey metrics in the Annual Community Attitudes Survey.	Data: Independent Community Attitudes Survey, Post-engagement feedback forms and workshop evaluations Source: Community Attitudes Survey results, survey baseline and year-on-year comparative data, post-engagement feedback received via CCS engagement tools (drop-in sessions, forums, direct feedback).	Monthly reporting Yearly community attitudes survey	Community and Stakeholder Engagement Manager	Rebuild trust and improve perceptions of fairness and transparency in engagement processes by demonstrating responsiveness, coordination, and respect for community input	Community Communications Strategy (CCS)
SIMP 22	Increased construction vehicle movements from multiple large projects over the same timeframe, producing cumulative noise and dust impacts along common haulage routes and contributing to road wear, damage, and deterioration.	Communities and landholders situated along haulage corridors used by multiple infrastructure projects—particularly in areas near Wagga Wagga, Gungahlin, Tarcutta, Tumbarumba, Kunama, Batlow, Memorial Avenue & Lower Bago and Adelong. Impacted groups include rural landholders and local communities with limited buffer zones, older residents, shift workers, and families with young children—who may be more sensitive to increased dust, traffic noise, and cumulative disruption.	During peak haulage periods for overlapping projects, particularly during earthworks and tower delivery phases.	Implement the Interface Management Plan to coordinate with HumeLink West, other adjacent projects, utility providers, emergency services and local councils, this includes participation in joint working groups or forums to identify overlapping impacts and coordinate mitigation responses with other SSD projects or key sectors. Coordinate haulage with other project representatives.	Road dilapidation surveys conducted for all local roads used by the project ≥ 95% of complaints are responded to within 24 hours with monitoring of repeated issues, and in co-ordination with other SSD project in the area if required.	Data: Total number of complaints received, time taken to respond to each complaint and resolution status of each complaint, construction haulage data, outcomes of dilapidation surveys Source: Complaints register, baseline road condition surveys and follow up surveys, council records, traffic movement data	Monthly reporting	Community and Stakeholder Engagement Manager Property and Interface Manager	Minimised disruption to local traffic, business operations, and access through coordinated haulage, responsive communication, and traffic planning that accounts for local needs and industry dependencies	Traffic and Transport Management Plan (TTMP) Community Communications Strategy (CCS)
SIMP 23	Increased construction vehicle movements from multiple large projects over the same timeframe or consecutive timeframes, producing cumulative traffic delays and changes to the way people move in and around localities. These disruptions may also impact local businesses and industries – such as forestry and freight	Road networks and industrial zones affected by construction traffic—particularly in and around key access-dependent industries such as forestry and freight. Impacted groups include local industries and workforce groups that rely on dependable transport routes, such as freight operators, forestry	Throughout construction — with the most significant impacts during interface peak periods when major haulage overlaps occur across project.	Implement the Interface Management Plan to coordinate haulage with other adjacent projects, local councils, utility providers, emergency services, and industry stakeholders, this includes participation in joint working groups or forums to identify overlapping impacts and coordinate mitigation responses with other SSD projects or key sectors.	At least one interface coordination meeting held per quarter with adjacent projects, utilities, emergency services and industry stakeholders (i.e. Softwoods Working Group). At least 70% of surveyed businesses and industry stakeholders report satisfaction with road access and disruption management	Data: Interface coordination meeting records, TMP compliance audits, stakeholder engagement logs and industry feedback, complaints register and response logs Sources: Engagement records with	Monthly reporting Yearly community attitudes survey	Community and Stakeholder Engagement Manager	Minimised disruption to local traffic, business operations, and access through coordinated haulage, responsive communication, and traffic planning that accounts for local needs and	Interface and Third-Party Management Plan (ITPM) Traffic and Transport Management Plan (TTMP) Community Communications Strategy (CCS)

Uncontrolled when Printed

Social Impact Management Plan

	operators – that rely of efficient road access for their operations.	workers, and logistics companies. Regional road users, including commuters, school buses, and emergency services, may also be affected.		Develop and implement Traffic Management Plans (TMPs) in collaboration with local councils and transport authorities. Engage with affected industries (e.g. forestry, freight) to understand access and timing needs and minimise operational delays Share updates on road closures, delays, and alternative routes with the public and commercial operators. Monitor and address complaints relating to traffic and haulage disruptions.	during peak construction periods. 100% of planned traffic disruptions are communicated to affected stakeholders at least 7 days in advance.	councils and industry, complaints register			industry dependencies.	
--	--	---	--	---	--	--	--	--	------------------------	--

5.3.1 TRIGGER ACTION RESPONSE PLAN

Key performance indicators (KPIs) have been developed to assess how effectively the SIMP is being implemented and the extent to which the HLWJV commitments and approval conditions are being fulfilled. The KPIs being monitored are specifically designed to track implementation progress of the SIMP itself, not the social impacts arising from the Project.

A Trigger Action Response Plan (TARP) is a structured mechanism used to monitor, respond to, and manage social impacts as they arise during project delivery. Should any trends, social issues and impacts be identified through monitoring, such as increased stakeholder complaints regarding a particular topic, the HLWJV will review the actions being undertaken and revise this SIMP as appropriate.

Appendix E outlines specific thresholds (triggers), relevant to this SIMP, for key social indicators, and pre-defined actions to be taken if those thresholds are met or exceeded.

Figure 2 - Trigger Action Response Plan

	Trigger	Action	Response	Responsibilities
Normal Event	KPI met or on track to be met	Continue monitoring, reporting and evaluation process	Respond to monitoring results	HumeLink West Joint Venture (HW JV)
Trigger Event	KPIs are not met. Changes to relevant regulatory or statutory requirements. Significant change to construction activities methods. Feedback from regulators or independent audit recommendations.	Notify DPHI via the Major Projects website portal after HW JV becomes aware of an incident. Subsequent notifications and reports to be submitted in accordance with the Conditions of Approval Make independent audits publicly available within 60 days of submission to the Planning Secretary.	Comply with any requirement/s of the Planning Secretary arising from the Department's assessment. Within 6 weeks of the review decision, the revised SIMP must be submitted to the Planning Secretary for approval	HumeLink West Joint Venture (HW JV) Planning Secretary

6. REVIEW AND IMPROVEMENT

Procedures for reviewing and improving the implementation of the SIMP are outlined, with a focus on adaptive management measures designed to respond to emerging issues or changing project conditions; tools and procedures to report on outcomes are also described. Clear accountabilities ensure that actions are tracked, responsibilities are assigned, and continuous improvement is embedded in the Plans delivery.

6.1 ADAPTIVE MANAGEMENT MEASURES

Adaptive management is a procedure for implementing management while learning about which management actions are most effective at achieving specified objectives. Per the SIA Guideline (DPHI, 2023), monitoring and adaptive management should aim to protect and enhance the social environment throughout the life of a project.

HLWJV will continue to investigate and implement ways to improve the Project's social environmental performance over time.

Continual improvement of social environmental performance shall be achieved through:

- **Review and adjustment of management measures:** if management measures are not achieving desired outcomes, they will be reviewed and adapted. This may involve changing existing measures or introducing new actions to more effectively respond to emerging social impacts.
- **Regular monitoring:** monitoring will assess both the implementation and effectiveness of management measures. This process will involve monitoring performance against this Plan's defined indicators and targets. Where monitoring shows the intended social outcomes are not being achieved, management responses will be adapted as necessary.
- **Evaluation and reporting:** the success of adaptive management measures will be assessed on a regular basis through quarterly reporting, helping ensure the Plan's goals are achieved over the duration of project delivery.
- **Stakeholder feedback and engagement:** The HumeLink West Community Communications Strategy (CCS) outlines a range of communication tools and community feedback mechanisms that will be employed in the SIMP. CCS mechanisms – including complaint management, community surveys, Place Manger interactions, and other engagement activities – will be systematically monitored and used to inform the ongoing adaptive management of social impacts. These are listed in Table 5, 6 and 9 in the [CCS](#). These tools provide valuable insights into emerging community concerns, perceptions, and experiences during construction, enabling the HLWJV to proactively refine mitigation measures and respond to evolving needs. Feedback will be reviewed regularly and escalated as required to inform project planning, site-specific responses, and broader management strategies captured within the SIMP.
- **Revision of strategies, plans and programs as per MCoA C2** (outlined in Table 29)

Table 29 - Revision of strategies, plans and programs as per MCoA C2

Condition	Description
<i>C2. The Proponent must review and, if necessary, revise the strategies, plans or programs required under this approval to the satisfaction of the Planning Secretary within 3 months of the:</i>	
a) the submission of an incident report under condition C10;	As per MCoA C2, within three months following any incident, non-compliance or investigation of a complaint being completed, HLWJV will complete a review of strategies, plans and programs, including the effectiveness of the SIMP, that is management and mitigation measures implemented on site. If necessary, HLWJV will implement additional management or mitigation measures to ensure that the incident or non-compliance does not continue or reoccur, or the complaint has been adequately addressed. This regular review process is designed to ensure that performance and impacts are adequately measured, providing a sense of security to all stakeholders. In accordance with MCoA C2, C13 and C14 HLWJV is required to commission an Independent Environmental Audit of the development in accordance with the Independent Audit Post Approval Requirements (2020) published on the Department's website. HLWJV is required to make each Independent Audit Report, and response to it, publicly available within 60 days of submission to the Planning Secretary.
b) the of an Independent Audit under condition C14	
c) any modification of the conditions of this approval; or	
d) the issue of a direction of the Planning Secretary under condition A3 which requires a review.	

Where amendments to this SIMP are made due to the evaluation process, HLWJV will ensure transparency by notifying the HumeLink Construction Reference Group (HCRG), Aboriginal Engagement Reference Group, Wagga Wagga and Snowy Valleys Councils and Registered Aboriginal Parties of the relevant changes and documenting stakeholder feedback as part of the SIMP amendment.

HLWJV will provide the revised SIMP to the DPHI for approval within three months of the revision, as per MCoA C2 and make the approved amended SIMP publicly available on the HumeLink West website and by hard copy on request, keeping all stakeholders informed.

6.2 REPORTING AND RESPONSIBILITIES

A quarterly monitoring report will be prepared to inform the community on the implementation of the SIMP and the effectiveness of the management measures. The report will include:

- **Tracking of social commitments:** an update on how the Project is performing against key social objectives, such as job creation, local industry development and initiatives to connect with local community.
- **Insights from stakeholder and community interactions:** a snapshot of engagement activities carried out over the quarter, including issues raised by community and stakeholders, actions taken to respond, and how their perspectives have helped guide project decisions.
- **Updates to social impact measures:** details on any revisions or newly introduced management measures identified during the reporting period.

Effective reporting on the SIMP relies upon all internal relevant stakeholders meeting data collection and reporting requirements. The three tiers of reporting are outlined in Table 30, along with the purpose and frequency of each tier.

It will be the responsibility of the HLW Community Investment and Benefits Lead to prepare the quarterly report.

Table 30 - The three tiers of reporting

Reporting tiers	Purpose	Frequency
Tier 1: Internal reporting	Capture data from all HLWJV teams, contractors, and subcontractors to ensure accurate data collation and assessment as part of the internal monitoring process.	Monthly
Tier 2: Reporting to Transgrid	The relevant HLWJV teams are responsible for reporting to Transgrid on HLW's ongoing social performance. The HLWJV will regularly report to Transgrid on progress and any key social matters.	Quarterly
Tier 3: Reporting to the community	Inform the community about the SIMP implementation via the HLW project website.	Quarterly

	The quarterly report will be publicly available on the HLW website.	
--	---	--

All personnel working on the project, including but not limited to staff, construction workers, subcontractors, consultants and personnel involved in construction works, are responsible for the project's key performance indicators. They must adhere to the project requirements communicated through the project inductions, toolbox talks and pre-start meetings.

The SIMP will be made available to all personnel and subcontractors via the HLW document control management system. Copies of the SIMP will be placed on the HumeLink website. The document is uncontrolled when printed.

The following information repositories store all HLWJV policies, standards, registers, activity-specific documents, operational procedures, forms, and templates:

- The Project SharePoint, which is accessible to all HLWJV employees.
- The Project TeamBinder (digital collaboration platform), accessible to all subcontractors.
- On-site hard copies will be distributed to HLW workers.

6.2.1 REPORTING PROCEDURES AND TOOLS

The tools for publicly reporting on the effectiveness of the measures included in this SIMP and any social impacts of the HLW are listed in Table 31 below.

Table 31 - Reporting procedures and tools

Procedures and tools	Description
HumeLink West website	HLWJV will make the following information publicly available on the project website: • A quarterly monitoring report (as per Condition of Approval B61 (h) ((vi)) • Environmental assessment reports required to be publicly available under the conditions of approval. • Copies of all current statutory approvals, as relevant • Approved strategies, plans and programs required to be publicly available under the conditions of approval • Complaints register, which is to be updated monthly

HumeLink Construction Reference Group (HCRG) meetings	The HCRG is a forum to discuss the project and the outcomes of monitoring programs. It would operate in accordance with the Department of Planning and Environment (DPE) Community Consultative Committee Guideline for State Significant Projects (June 2023). The HCRG meets a minimum twice a year and consists of representatives from Snowy Valleys and Wagga Wagga local councils, the community and HLWJV. Minutes of the meetings will be made available on the HLW website.
Aboriginal Engagement Reference Group (AERG)	To ensure ongoing and meaningful consultation with the Aboriginal community throughout the life of the HLW, the HLWJV will establish an AERG. The AERG will include representatives from the Aboriginal and Torres Strait Islander community and will meet twice a year to discuss priority issues, project opportunities and suitable engagement approaches. Topics discussed will include but are not limited to reviewing any heritage-related works carried out by HLWJV over the previous six months and any works proposed over the coming six months (including field surveys and site recording) as well as the effectiveness of the mitigation measures. After each AERG meeting, detailed minutes will be recorded and distributed to all AERG members. This will ensure everyone is fully informed about the discussions and decisions.
Incident notification and reporting	As required by MCoA A19 And C10, following HLWJV becoming aware of any incident, HLWJV will notify the Department within 24 hours of becoming aware of an incident. The notification must be made via the NSW planning portal (Major Projects) and address details of the incident including: • date, time and location;

	• a brief description of what occurred and why it has been classified as an incident; • a description of what immediate steps were taken in relation to the incident; and • identifying a contact person for further communication regarding the incident.
Non-compliance notification	As required by MCoA C11, within seven days of becoming aware of a non-compliance, HLWJV must notify the Department of the non-compliance. The notification must be in writing and must be submitted via the NSW planning portal (Major Projects). The notification must identify the development (including the development application number and name), set out the condition of this consent that the development is non-compliant with, why it does not comply, the reasons for the non-compliance (if known), and what actions have been undertaken, or will be undertaken, and when, to address the non-compliance. Note: A non-compliance which has been notified as an incident does not need to also be notified as a non-compliance.

7. REFERENCES

- [Social Impact Assessment \(SIA\) – Technical Report 7 \(HillPDA, June 2023\)](#)
- [Social Impact Assessment Addendum – Technical Report 7 \(HillPDA and Aurecon, 2024\)](#)
- [EIS Main Report – Section 6 Engagement \(August 2023\)](#)
- [EIS Amendments – Appendix D Engagement Outcomes Report \(May, 2024\)](#)
- [HumeLink Submissions Report \(May, 2024\)](#)
- [Transgrid HumeLink Amendment Report – Appendix B – Updated Mitigation Measures](#)
- [Social Impact Assessment Guidelines \(DPHI, 2023\)](#)
- [Undertaking Engagement Guidelines for State Significant Projects \(DPHI, 2023\)](#)

APPENDIX A – QUALIFICATIONS OF PEER REVIEWER

Peer Review Statement

I, Angela Peace, certify that I have undertaken a peer review of the HumeLink West Social Impact Management Plan (SIMP) as a suitably qualified and experienced social impact assessment practitioner.

In my opinion, the SIMP adequately addresses the relevant requirements of the NSW Minister's Conditions of Approval and is consistent with the NSW Social Impact Assessment Guideline (2023). This statement reflects my independent review of the Plan's structure and compliance and does not imply authorship or detailed endorsement.

Peer Reviewer – Qualifications and Memberships

- Bachelor of Arts (Communications)
- Graduate Certificate in Social Change and Development (ongoing, High Distinction in Social Science Research Methods)
- Member, International Association of Impact Assessment
- Member, International Association of Public Participation
- Member, Environment Institute of Australia and New Zealand

Experience

The peer reviewer has over 20 years of professional experience in community engagement and social research, including social impact assessment and management. She is trained in social science methodologies and has demonstrated SIA capability across government, private and education sectors.

She has led and reviewed SIAs and SIMPs for projects in the extractive industries, renewable energy, social infrastructure, and transport infrastructure, including State Significant Developments in NSW. Her work is grounded in participatory engagement practices and tailored to the needs of diverse stakeholders and communities.

Date: 23 July 2025

Angela Peace

APPENDIX B - EXISTING SOCIO-ECONOMIC CONTEXT

HLW is situated across the land of Wiradjuri and Ngarigo, countries. It is identified by the combined boundaries of the Wagga Wagga City and Snowy Valleys LGAs, which contain or are close to the project footprint.

The following key communities are identified as the most impacted by the HLW. These communities are:

LGA	Key Communities
Wagga Wagga City LGA	Wagga Wagga
	Tarcutta
Snowy Valleys LGA	Batlow
	Tumbarumba
	Adelong
	Tumut
	Maragle

Demographic information has been sourced from the Transgrid. HumeLink, Environmental Impact Statement (2023), Wagga Wagga City Council and Snowy Valleys Strategic Plans and ABS Census 2021.

Wagga Wagga City LGA

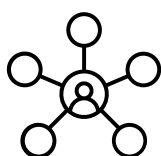
Wagga Wagga City LGA is located in the Riverina region of Southern New South Wales, approximately 450km south-west of the Sydney CBD and 460km north of Melbourne CBD. The area is home to 67,609 residents of which 6.6% of the residents identifies as Aboriginal and/or Torres Strait Islander. With its diverse and growing community, the Wagga Wagga LGA is considered an important agricultural, military and transport hub for Australia.

Community Strategy



The Community Strategic Plan for the LGA focus on sustainable growth through community leadership and collaboration, building a safe and healthy community, growing the economy, creating community place and identity and ensuring the built and natural environments are considered in the process.

Social Infrastructure



The LGA has a range of social infrastructure servicing the local communities, including an airport, emergency services (including 1 ambulance station, 2 SES facilities and 31 bush fire stations), medical services (including 6 general hospitals and 2 community medical centres), community facilities (including 27 community centres and 1 library), sport and recreation facilities (including 7 sports centres, 45 sports courts, 62 sport fields and 4 swimming pools) and tertiary education facilities (including 4 TAFE Colleges and 2 universities).

Demographic Profile

Workforce and employment



64.4% of the residents 15 years and over, are participating in the labour force, and 60.3% of residents are employed full-time, with 29.7% employed part-time. The major industries of employment are 'hospitals (except psychiatric hospitals)' (5.7%), 'defence' (4.3%), 'other social assistance services' (3.4%), 'primary education' (2.5%) and 'supermarket and grocery stores' (2.4%).

75.2% commute to their place of work by car as driver or passenger, compared to 47.2% in NSW. The average number of motor vehicles per dwelling is 1.9, compared to 1.8 in NSW.

Housing



28.3% of residents within the LGA experience rental stress (rent repayments greater than 30% of household income), with 9.3% of experience mortgage repayments stress (mortgage repayments greater than 30% of household income). Both noticeable lower compared to the rest of NSW (35.5% and 17.3% respectively).

Health



34.6% of residents within the LGA report having long-term health conditions, with the three dominant conditions being asthma (11.1%), mental health condition (including depression or anxiety) (10.3%) and arthritis (9.1%).

Wagga Wagga

Wagga Wagga is the largest inland city in NSW and is located by the banks of the Murrumbidgee River. The city was originally established as a river crossing on the route between Melbourne and Sydney and now serves as the region's major centre, with a population of 49,686 people, of these, 7% identifies as Aboriginal and/or Torres Strait Islander.

The city offers a full range of commercial, hospitality and short-term accommodation facilities, medical services and educational establishments e.g. the Riverina Institute of TAFE NSW, RAAF Base Wagga and the Army Recruit Training Centre Kapooka.

Whilst the recently expanded Wagga Wagga Base Hospital has capacity to service the medical needs of the local population, as well as temporary construction workers associated with the project, the general medical practices and specialist medical services are at capacity with some services experiencing waiting periods up to 12 months and residents travelling to Sydney and Canberra or using telehealth to access the required support.

The city centre is located approximately 10 km north-west from the nearest point of the project footprint, the existing 330Kv substation. It is expected that the purpose-built HLW Tarcutta accommodation facility and compound (AC03) will cater for the majority of the increased temporary-worker accommodation demand, and hence will not add additional pressure on the Wagga Wagga rental housing and temporary accommodation market.

Demographic Profile Wagga Wagga

Workforce and employment



62.1% of the residents 15 years and over, are participating in the labour force, and 59.4% of residents are employed full-time, with 31% employed part-time. The major industries of employment are 'hospitals (except psychiatric hospitals)' (6.1%), 'other social assistance services' (3.8%), 'supermarket and grocery stores' (2.7%), 'primary education' (2.7%) and 'aged care residential services' (2.5%).

Language

85.2% households report English as the only language used at home, with 9.7% of households using a non-English language.

The 5 dominant non-English languages reported are: Kurdish (1.4%), Malayalam (0.6%), Arabic (0.6%), Mandarin (0.6%) and Punjabi (0.4%).

Tarcutta

Tarcutta is a small township established in 1890 during the goldrush. Today the township is home to 206 residents of which 6.8% identifies as Aboriginal and/or Torres Strait Islander. For many years the town functioned as the halfway stopping and changeover point for truck drivers until the Tarcutta bypass was opened in 2011. The township offers primary educational establishments, a medical centre, sporting facilities, hospitality services, a convenience store and short-term rental accommodation.

It is estimated that a maximum of 520 HLW construction workers will be housed in the purpose-built Tarcutta accommodation facility and compound (AC03) on private property, 1.5km south-west of Tarcutta.

Demographic Profile Tarcutta

Workforce and employment

51.2% of the residents 15 years and over, are participating in labour force, and 56.5% of residents are employed full-time, with 29.4% employed part-time. The major industries of employment are 'aged care residential services' (9%), 'non-residential building construction' (6.4), 'meat processing' (5.1%), 'preschool education' (5.1%) and 'sheep farming (specialised)' (5.1%).

Language

85.9% households report English as the only language used at home, with 3.6% of households using a non-English language.

There are no data available for what non-English languages are used in the township.

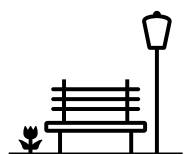
Snowy Valleys LGA

The Snowy Valleys LGA is located in the Southwest Slopes region of New South Wales and home to 14,891 residents of which 6.3% identifies as Aboriginal and/or Torres Strait Islander. Several townships within the Snowy Valleys LGA were established in the 1850s aided by gold mining, timber production and improved access, the main township is Tumut, located in the northern part of the Snowy Valleys LGA. The LGA is predominantly rural with a population density of 1.67 persons per km².

The LGA is host to much of the power generation for Snowy Hydro and has one of the biggest softwood plantations in the Southern Hemisphere.

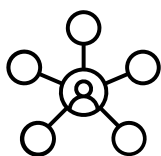
Community Strategy

The Community Strategic Plan for the LGA focus on creating a strong and vibrant community supported by services that encourage health, wellbeing and identity, diverse economy to support community longevity, vibrancy and a sustainable future, protection of the natural environment, sustainable infrastructure, open and transparent partnership with community, civic leadership and organisational governance.



The Community Strategic Plan further identifies the community's desire to attract tourism and visitors, have a strong pedestrian and bicycle friendly network and ensure the area has well-presented infrastructure and better recreation facilities.

Social Infrastructure



The LGA has a range of social infrastructure servicing the local communities, including an airport, emergency services (including 3 ambulance stations, 3 SES facilities and 30 bush fire stations), 3 community medical centres, community facilities (including 51 community centres and 5 libraries), sport and recreation facilities (including 2 sports centres, 18 sport courts, 22 sport fields and 3 swimming pools) and 1 TAFE College.

Demographic Profile

Workforce and employment



Approximately half (56.3%) of the residents 15 years and over, are participating in the labour force, and 57.9% of residents are employed full-time, with 31.2% employed part-time. The major industries of employment are 'beef cattle farming' (4.9%), 'log sawmilling' (4.0%), 'supermarket and grocery stores' (3.4%), 'corrugated paperboard and paperboard container manufacturing' (3.1%) and 'other social assistance services' (3.1%).

71.1% commute to their place of work by car as driver or passenger, compared to 47.2% in NSW. The average number of motor vehicles per dwelling is 2, compared to 1.8 in NSW.

Housing



24.7% of residents within the LGA experience rental stress (rent repayments greater than 30% of household income), with 9.6% of experience mortgage repayments stress (mortgage repayments greater than 30% of household income). Both noticeable lower compared to the rest of NSW (35.5% and 17.3% respectively).

Health



35.9% of residents within the LGA report having long-term health conditions, with the three dominant conditions being arthritis (12.4%), asthma (10.5%) and mental health condition (including depression or anxiety) (8.3%).

Batlow

Batlow is a small township established in 1854 during the goldrush. Today the township is home to 1,022 residents of which 5.4% identifies as Aboriginal and/or Torres Strait Islander. The township offers primary and secondary educational establishments, a medical centre, a library, sporting facilities, hospitality services, a convenience store and short-term rental accommodation.

The Memorial Avenue compound (C14) is located on the eastern outskirts of Batlow, with 20m distance to the closest sensitive receiver.

It is estimated that a maximum of 420 HLW construction workers will be housed in the purpose-built Green Hills accommodation facility and compound (AC07) on private property, 6.5km west of Batlow.

Demographic Profile Batlow

Workforce and employment



48.1% of the residents 15 years and over, are participating in the labour force and 55.8% of residents are employed full-time, with 30.3% employed part-time. The major industries of employment are 'apple and pear growing' (7.9%), 'log sawmilling' (7.9), 'packaging services' (4.5%) and 'hospitals (except psychiatric hospitals)' (4.5%).

Language

82.7% households report English as the only language used at home, with 9.6% of households using a non-English language.

The 5 dominant non-English languages reported are: Mandarin (2.1%), Thai (2%), Finnish (1.1%), German (0.4%) and Slovene (0.4%).

Tumbarumba

Established in the late 1850s during the goldrush, Tumbarumba is a small township located on the western edge of the Snowy Mountains, with the Kosciuszko National Park to the south-east. Today the town is home to 1,505 residents, of which 7.4% identifies as Aboriginal and/or Torres Strait Islander. The township offers medical, commercial retail and hospitality services, primary and secondary education facilities and short-term rental accommodation.

Demographic Profile Tumbarumba

Workforce and employment



Approximately half (54.4%) of the residents 15 years and over, are participating in the labour force and 59.5% of residents are employed full-time, with 28.6% employed part-time. The major industries of employment are 'log sawmilling' (12.6%), 'local government administration' (6.0), 'secondary education' (4.7), 'hospitals (except psychiatric hospitals)' (3.8%) and 'correctional and detention services' and 'hospitals' (3.4%).

Language

91.3% households report English as the only language used at home, with 5% of households using a non-English language.

The 5 dominant non-English languages reported are: French (0.4%), Tagalog (0.3%), Greek (0.3%), Mandarin (0.3%) and Spanish (0.2%).

Adelong

Adelong is a small town on the banks of the Adelong Creek, located on the Snowy Mountains Highway. Today the town is home to 856 residents, of which 4.7% identifies as Aboriginal and/or Torres Strait Islander. The township offers primary education facilities, short-term rental accommodation and hospitality services.

Demographic Profile Adelong

Workforce and employment



54.1% of the residents 15 years and over, are participating in the labour force and 55.2% of residents are employed full-time, with 30.4% part-time. The major industries of employment are 'corrugated paperboard and paperboard container manufacturing' (6.2%), 'log sawmilling' (4.3%), 'road freight transport' (4.3%), 'forestry' (3.5%) and 'supermarket and grocery stores' (3.3%).

Language

91.2% of households report English as the only language used at home, with 5.1% of households using a non-English language.

Tumut

Tumut is a town located in the foothills of the Snowy Mountains, around the confluence of Tumut River, Goobarragandra River and Gilmore Creek, approximately 4km east of the project footprint. The town is home to 6,518 residents, of which 7.8% identifies as Aboriginal and/or Torres Strait Islander. The town hosts a Snowy Valleys Council office, NSW TAFE Tumut, and a variety of shops, restaurants, cafes and hardware stores.

Demographic Profile Adelong

Workforce and employment



56.3% of the residents 15 years and over, are participating in the labour force and 56.4% of residents are employed full-time, with 33% part-time. The major industries of employment are 'corrugated paperboard and paperboard container manufacturing' (5.3%), 'supermarket and grocery stores' (4.8%), 'other social assistance services' (4.6%), 'aged care residential services' (3.4%) and 'local government administration' (2.8%).

Language	87.9% of households report English as the only language used at home, with 7% of households using a non-English language.
----------	---

Maragle

Maragle is a rural locality 19km south-east of Tumbarumba. The Maragle 330kV switching station will be established here, and it is also the location of future Maragle 500/300kV substation carried out under the approved Snowy 2.0 Transmission Connection Project (SSI-9717).

Demographic Profile Maragle

Population and age



At the 2021 ABS census 84 people resided in the area, of which 60.8% were males and the median age was 57.

Language

No data available for language spoken within Maragle.

APPENDIX C – SOCIAL IMPACT AND OPPORTUNITIES ASSESSMENT

In 2023, a Social Impact Assessment (SIA) was developed as part of the Environmental Impact Statement (EIS) process covering the whole HumeLink project (East and West). This SIA assessed and rated potential social impacts associated with the proposed project, along with mitigation measures. As the project evolved, an Amendment Report (AR) was submitted in May 2024 reflecting changes in the project, including a revised project footprint, the construction of additional temporary workforce accommodation, and other revisions. As a result, the SIA assessment, rating and mitigation measures were updated to specifically address these amendments to the project.

Table 32 outlines the social impacts identified in the Social Impact Assessment (SIA) that informed the HumeLink Environmental Impact Statement (2023). Table 33 outlines the updated social impacts included in the SIA Addendum, which informed the HumeLink EIS AR (2024).

Table 32 - Social impacts identified in HumeLink SIA (2023)

SIA (2023) report section	Social impact	LGA	Impacted stakeholders	Unmitigated risks	Mitigated risks	SIMP SI ID
Way of life						
7.1.1	Temporary impacts to private renters due to reduced vacancy rates and supply constrained rent increases.	Wagga Wagga, Snowy Valleys	Residents and visitors, (especially in Snowy Valleys LGA)	• Likelihood: possible • Magnitude: moderate • Significance: medium (negative)	• Likelihood: unlikely • Magnitude: moderate • Significance: medium (negative)	SIMP 02
7.1.2	Disruption to the valued quiet rural lifestyle during construction (noise, vibration, traffic).	Wagga Wagga, Snowy Valleys	Adjacent residents, businesses, visitors	• Likelihood: possible • Magnitude: minor • Significance: medium (negative)	• Likelihood: possible • Magnitude: minor • Significance: medium (negative)	SIMP 01
Community						
7.2.1	Temporary increase in population due to temporary construction workers.	Wagga Wagga, Snowy Valleys	Current residents and businesses	• Likelihood: almost certain • Magnitude: minor • Significance: medium (negative)	• Likelihood: almost certain • Magnitude: minor • Significance: medium (negative)	SIMP 03

7.2.2	Change to social cohesion due to the arrival of temporary construction workers through: • Conflict between community members in support of the project and those against it. • Distrust and/or wariness of new residents and workers. • Anxiety of both local residents and non-resident workers at changed situation.	Wagga Wagga, Snowy Valleys	Residents, businesses	• Likelihood: possible • Magnitude: moderate • Significance: medium (negative)	• Likelihood: unlikely • Magnitude: moderate • Significance: medium (negative)	SIMP 04
Accessibility						
7.3.1	Interruptions or delays to transport and movement due to road closures and change to	Wagga Wagga, Snowy Valleys	Residents, business, visitors	• Likelihood: possible • Magnitude: moderate	• Likelihood: possible • Magnitude: minor • Significance: medium (negative)	SIMP 05

	access routes, including impacts on response times for emergency vehicles.			• Significance: medium (negative)		
7.3.2	Temporary increase in demand for social infrastructure associated with increased population from construction workers.	Wagga Wagga, Snowy Valleys	Residents	• Likelihood: likely • Magnitude: moderate • Significance: high (negative)	• Likelihood: possible • Magnitude: minor • Significance: medium (negative)	SIMP 06
7.3.3	Temporary increase in demand for goods and services could result in shortages to the local community.	Wagga Wagga, Snowy Valleys	Residents, businesses, visitors	• Likelihood: likely • Magnitude: moderate • Significance: medium (negative)	• Likelihood: possible • Magnitude: minor • Significance: low (negative)	SIMP 07
2.3.4	Temporary interruptions to utilities may cause inconvenience and hinder connections.	Wagga Wagga, Snowy Valleys	Residents, businesses, visitors	• Likelihood: possible • Magnitude: moderate • Significance: medium (negative)	• Likelihood: possible • Magnitude: minor • Significance: medium (negative)	SIMP 08
Culture						
7.4.1	The project has the potential to impact both	Wagga Wagga, Snowy Valleys	Local Aboriginal communities	• Likelihood: possible • Magnitude: moderate	• Likelihood: unlikely • Magnitude: moderate	SIMP 09

	positively and negatively on: - ability of Aboriginal people to maintain and develop culture. - the sense of trust that Aboriginal people have in the management of matters for cultural heritage.			Significance: medium (negative)	Significance: medium (negative)	
7.4.2	Potential indirect visual impacts on items of non-Aboriginal heritage significance.	Wagga Wagga, Snowy Valleys	Residents, businesses, visitors	Likelihood: unlikely Magnitude: minor Significance: low (negative)	Likelihood: unlikely Magnitude: minor Significance: low (negative)	SIMP 10
Health and wellbeing						
7.5.1	Construction impacts on community health and wellbeing including:	Wagga Wagga, Snowy Valleys	Residents, businesses	Likelihood: possible Magnitude: minor Significance: medium (negative)	Likelihood: unlikely Magnitude: minor Significance: low (negative)	SIMP 12

	- dust from construction work may impact people's health across much of the project. - Stress and anxiety from the project during consultation, particularly for those within and near the project footprint, may present a mental health risk. - Potential risks to physical health may arise from workplace injuries.					
7.5.2	Health and wellbeing of workers could be compromised through loss of connections and risk behaviours.	Wagga Wagga, Snowy Valleys	Construction workers	Likelihood: likely Magnitude: moderate Significance: high (negative)	Likelihood: possible Magnitude: moderate Significance: medium (negative)	SIMP 13
Surroundings						

7.6.1	Impacts to landscape and visual amenity may occur as construction works proceed, contributing to feelings of loss of connection and change in the character surrounds.	Wagga Wagga, Snowy Valleys	Residents, businesses, visitors	• Likelihood: almost • Magnitude: moderate • Significance: high (negative)	• Likelihood: likely • Magnitude: moderate • Significance: high (negative)	SIMP 11
Livelihoods						
7.7.1	New jobs would be created providing more opportunities for employment and skill acquisition by locals.	Wagga Wagga, Snowy Valleys	Residents	• Likelihood: almost certain • Magnitude: moderate • Significance: high (positive)	• Likelihood: almost certain • Magnitude: major • Significance: very high (positive)	SIMP 18
7.7.2	Employment opportunities for Aboriginal people would increase, providing opportunities for skill acquisition.	Wagga Wagga, Snowy Valleys	Local Aboriginal communities	• Likelihood: possible • Magnitude: major • Significance: high (positive)	• Likelihood: likely • Magnitude: major • Significance: high (positive)	SIMP 19
7.7.3	Impacts to landowners would occur through loss of productive land as the project would require temporary or permanent alterations to property tenure or	76 private landowners	Residents, private landowners	• Likelihood: almost certain • Magnitude: moderate • Significance: high (negative)	• Likelihood: likely • Magnitude: moderate • Significance: high (negative)	SIMP 15

	ownership arrangements to facilitate construction.					
7.7.4	Potential increased tourism from temporary workers and their guests on weekends.	Wagga Wagga, Snowy Valleys	Business (tourism)	• Likelihood: possible • Magnitude: moderate • Significance: medium (positive)	• Likelihood: likely • Magnitude: moderate • Significance: high (positive)	SIMP 16
	Anticipated increased demand for short-term accommodation with potential negative impacts to tourism sector and businesses if these accommodations are occupied by temporary workers during seasonal tourism periods.	Wagga Wagga, Snowy Valleys	Business (tourism), visitors	• Likelihood: likely • Magnitude: moderate • Significance: medium (negative)	• Likelihood: possible • Magnitude: moderate • Significance: medium (negative)	SIMP 17
7.7.5	Livelihood impacts due to land use adjustments including: • changes to land uses or temporary	Wagga Wagga, Snowy Valleys	Residents, businesses, private landowners	• Likelihood: likely • Magnitude: minor • Significance: medium (negative)	• Likelihood: likely • Magnitude: minor • Significance: medium (negative)	SIMP 14

	interruptions to practices in primary production. • loss of income, increased stress and subsequent decreased quality of life. • reduction in number of agricultural workers.					
Decision making system						
7.8.1	Acquisitions and leases causing stress from uncertainty about changes to property and dwellings with potential for landowners to feel their decision-making systems have been compromised.	Wagga Wagga, Snowy Valleys	Private landowners	• Likelihood: almost certain • Magnitude: major • Significance: very high (negative)	• Likelihood: almost certain • Magnitude: major • Significance: very high (negative)	SIMP 20

Table 33 - Updated social impacts identified in SIA Addendum (2024)

SIA Addendum (2024) report section	Social impact	SIA (2023) mitigated social significance rating	Amended project mitigation social significance rating
Way of life			
7.1.1.1	Reduced availability of short-term accommodation for private renters and tourists due to take up from construction workers.	Medium (negative)	Low (negative)
7.1.1.2	Disruption to the valued quiet rural lifestyle during construction (noise, vibration, traffic).	Medium (negative)	Medium (negative)
Community			
7.1.2.1	Population changes from temporary construction workforce	Medium (negative)	High (negative)
7.1.2.2	Change to social cohesion due to the arrival of temporary construction workers through: • Conflict between community members in support of the project and those against it. • Distrust and/or wariness of new residents and workers. • Anxiety of both local residents and non-resident workers at changed situation.	Medium (negative)	High (negative)

Accessibility			
7.1.3.1	Interruptions or delays to transport and movement due to road closures and change to access routes, including impacts on response times for emergency vehicles.	Medium (negative)	Medium (negative)
7.1.3.2	Temporary increase in demand for social infrastructure associated with increased population from construction workers.	Medium (negative)	Medium (negative)
7.1.3.3	Temporary increase in demand for goods and services could result in shortages to the local community.	Low (negative)	Low (negative)
7.1.3.4	Temporary interruptions to utilities may cause inconvenience and hinder connections.	Medium (negative)	Low (negative)
Culture			
7.1.4.1	The project has the potential to impact both positively and negatively on: Ability of Aboriginal people to maintain and develop culture.	Medium (negative)	Medium (negative)

	The sense of trust that Aboriginal people have in the management of matters for cultural heritage.		
7.1.4.2	Potential indirect visual impacts on items of non-Aboriginal heritage significance.	Low (negative)	Low (negative)
Health and wellbeing			
7.1.5.1	Construction impacts on community health and wellbeing including: - dust from construction work may impact people's health across much of the project. - Stress and anxiety from the project during consultation, particularly for those within and near the project footprint, may present a mental health risk.	Low (negative)	Medium (negative)
	Potential risks to physical health may arise from workplace injuries.	Low (negative)	Low (negative)
7.1.5.2	Health and wellbeing of workers could be compromised through loss of connections and risk behaviours.	Medium (negative)	Low (negative)

Surroundings			
7.1.6.1	Impacts to landscape and visual amenity may occur as construction works proceed, contributing to feelings of loss of connection and change in the character surrounds.	High (negative)	High (negative)
Livelihoods			
7.1.7.1	New jobs would be created providing more opportunities for employment and skill acquisition by locals.	Very high (positive)	Very high (positive)
	Employment opportunities for Aboriginal people would increase, providing opportunities for skill acquisition.	High (positive)	Very high (positive)
7.1.7.2	Impacts to landowners would occur through loss of productive land as the project would require temporary or permanent alterations to property tenure or ownership arrangements to facilitate construction.	High (negative)	High (negative)
7.1.7.3	Potential increased tourism from temporary workers and their guests on weekends.	High (positive)	High (positive)
	Anticipated increased demand for short-term accommodation with potential negative impacts to tourism sector and businesses if these accommodations are occupied by temporary workers during seasonal tourism periods.	Medium (negative)	Low (negative)

7.1.7.4	Livelihood impacts due to land use adjustments including: • changes to land uses or temporary interruptions to practices in primary production. • loss of income, increased stress and subsequent decreased quality of life. • reduction in number of agricultural workers.	Medium (negative)	High (negative)
Decision making systems			
7.1.8	Acquisitions and leases causing stress from uncertainty about changes to property and dwellings with potential for landowners to feel their decision-making systems have been compromised.	High (negative)	High (negative)

Table 34 - Cumulative impacts

Social impact	Related projects	SIMP SI ID
Cumulative (Way of life)	- Energy Connect (NSW – Eastern Section) (SSI-9172452) - Gregadoo Solar Farm (SSD-8825) - Inland Rail – Albury to Illabo (SSI-10055) - Victoria to NSW Interconnector West (VNI West) (subject to approval) (SSI-172887208) - Jeremiah Wind Farm (subject to approval) (SSD-22472709) - Rye Park Wind Farm Crookwell 3 Wind Farm (SSD-6693) - Snowy 2.0 – Main Works (SSI-9687) - Snowy 2.0 –Transmission Connection Project (SSI-9717) - Inland Rail – Illabo to Stockinbingal (SSI-9406) - Riverina Redevelopment Joint Venture	SIMP 21
The construction of multiple large projects over the same timeframe, creating a cumulative shortage of both short-term and long-term accommodation.		
Increased construction vehicle movements from multiple large projects over the same timeframe, producing cumulative noise and dust impacts along common haulage routes and contributing to road wear, damage, and deterioration.		SIMP 22
Increased construction vehicle movements from multiple large projects over the same timeframe or consecutive timeframes, producing cumulative traffic delays and changes to the way people move in and around localities. These disruptions may also impact local businesses and industries – such as forestry and freight operators – that rely on efficient road access for their operations.		SIMP 23

Cumulative (Decision-making systems)		SIMP 24
Loss of agency and declining trust in engagement processes due to cumulative stressors.		
Cumulative (Livelihoods)		SIMP 25
Increased pressure on local labour markets, businesses, and regional economies due to concurrent major infrastructure and industry projects.		

APPENDIX D – EXAMPLE APPLICATION OF PULSE CHECK SURVEYS

Table 35 provides illustrative examples of how Pulse Check Surveys may be applied to support adaptive management during specific construction activities. Surveys are designed to align with anticipated social impacts and are targeted to relevant stakeholder groups or localities.

Table 35 - Examples of how Pulse Check Surveys may be applied

Construction Activity	Target Area / Stakeholder Group	Survey Focus (Social Indicators)	Example Survey Questions
Start of peak haulage	Residents and businesses along haul route (e.g. Gundagai)	Traffic disruption, safety, noise, amenity	"Have you noticed increased traffic or changes in road safety near your property?" "Has dust or noise increased since haulage commenced?"
Night works commence	Residents near compound	Sleep disturbance, lighting impacts, awareness of timing	"Did you receive advance notice of night works?" "Are the night works affecting your sleep or comfort?"
Compound establishment near town boundary	Near neighbours within 500 m	Amenity impacts, visual/noise disturbance, engagement effectiveness	"Has the activity around the new compound affected your day-to-day life?" "Do you feel adequately informed about what's happening?"
Works adjacent to school zone	School staff, parents, and community facility users	Access, traffic safety, construction timing concerns	"Has access to the school or drop-off area changed?" "Do you have safety concerns due to nearby works?"
Worker accommodation and increased non-resident workforce presence	Residents in towns hosting or adjacent to workforce accommodation facilities	Community cohesion, safety perceptions, anxiety or wariness of new arrivals	"Do you feel any change in community atmosphere since the arrival of construction workers?" "Do you have any concerns about safety or changes in your local area?" "Have interactions with workers or project personnel affected your sense of community or wellbeing?"

Note: The examples above are illustrative only. Pulse Check Surveys will be tailored to the location, stakeholder group, and construction activity, and may be delivered via outbound calls, online tools, or informal interviews during drop-in sessions or site visits.

The use of these surveys complements the engagement mechanisms outlined in the Community Communications Strategy (CCS), including personalised engagement with near neighbours, targeted briefings, and feedback channels such as the 24/7 information line.

Findings from Pulse Check Surveys will be used to inform ongoing engagement activities and adaptive mitigation responses, in accordance with the CCS and the SIMP's adaptive management process.

APPENDIX E – SUMMARY MONITORING FRAMEWORK AND TARPS

As captured in Section 1.3, the forms part of a series of Environmental Management Plans (EMPs) for the HumeLink West Project. Table 36 presents an integrated overview of key indicators used to monitor social impacts, along with corresponding responsibilities and links to relevant management plans. The consolidated summary is designed to aid implementation and maintain compliance by alignment the SIMP's monitoring approach with overarching project documentation.

Baseline values for trend-based indicators in this monitoring framework are established using data collected during pre-construction or early enabling works, unless otherwise specified. For indicators relating to community attitudes and satisfaction, baseline data will be derived from the first round of pulse check surveys and the Annual Community Attitudes Survey, expected in late 2025. Performance thresholds (e.g. workforce training completion, engagement activities, compliance) are monitored against absolute targets and do not require a comparative baseline.

Table 36 - Monitoring Framework

Key Indicator	Target	Frequency	Timing/construction	Monitoring and Responsibility	Linked SIMP IDs	Linked Plans and Documents	Metric/Data Source	Baseline Reference
Area of Social Impact: Impacts to near neighbours and broader community								
Number of engagement activities conducted in each LGA	At least 2 per year in each LGA	Annually	Enabling works and civil phases, particularly during compound establishment and haulage	Community & Stakeholder Engagement Manager	SIMP 01, SIMP 12	Community Communications Strategy	Quantitative / engagement activity log (i.e. Salesforce)	No baseline required; absolute engagement target commitment.
Notifications issued to residents and businesses within 500m of impactful works	100% issued at least 7 days in advance	Quarterly			SIMP 01, SIMP 12	Community Communications Strategy	Quantitative/ engagement activity log (i.e. Salesforce)	No baseline required; absolute engagement target

								Commitment
Calls or enquiries to the 24/7 community line and community inbox are answered	≥ 95% of enquiries are provided a response to phone and email enquiries within 5 business days .	Quarterly			SIMP 01, SIMP 12	Community Communications Strategy	Quantitative/ engagement activity log (i.e. Salesforce)	Initial calls/email logs (from HumeLink West (UGL-CPB JV) start of contract works).
Complaints responded to and tracked for repeated occurrences	≥ 95% of complaints are responded to within 24 hours with monitoring of repeat issues	Monthly + pulse checks in advance in active work zones			SIMP 01, SIMP 12	Community Communications Strategy	Quantitative/ engagement activity log (i.e. Salesforce/ complaints register)	Initial complaint log via register (from HumeLink West (UGL-CPB JV) start of contract works).
Number of HumeLink Construction Reference Groups held	At least 2 per year	Annually	Throughout full construction period – beginning during enabling works and workforce mobilisation, and continuing through peak workforce		SIMP 01, SIMP 12	Community Communications Strategy	Quantitative / engagement activity log (i.e. Salesforce)	No baseline required, absolute engagement target commitment.

Uncontrolled when Printed

Social Impact Management Plan

			phases during civil works, tower erection, and stringing					
Road condition monitoring	Road dilapidation surveys conducted for all local roads used by the project	Prior to use by annual and then post use by project heavy vehicles	During enabling and civil works phases – particularly during haulage of materials, access track upgrades, and compound establishment	Traffic Manager	SIMP 05	Traffic and Transport Management Plan	Quantitative / pre and post construction road dilapidation surveys	Pre-construction dilapidation surveys (2025).
Notifications issued ahead of transport disruptions	Provided at least 7 days in advance	Monthly	Throughout construction phase – with peak impacts during temporary road closures and traffic rerouting events	Community & Stakeholder Engagement Manager	SIMP 05	Community Communications Strategy	Quantitative / engagement activity log (i.e. Salesforce)	No baseline required, compliance tracking.
Number of planned traffic impacts in WWCC and SVC published on Traffic NSW	Provide 100% of planned traffic impacts to publish to Traffic NSW: https://www.livetraffic.com/	Monthly		Traffic Manager	SIMP 05	Traffic and Transport Management Plan	Quantitative / engagement activity log (i.e. Salesforce)	No baseline required, compliance tracking.
Emergency Services coordination	At least one meeting with Emergency Services per month	Monthly			SIMP 05	Traffic and Transport Management Plan	Quantitative/ engagement activity log (i.e. Salesforce)	No baseline required, absolute engagement target

			upgrades, and compound establishment					commitment.
Number of moderate-high visual impact residences assessed for screening or mitigation	100% of residences predicted to have a moderate to high visual impact assessed for screening or other mitigation options.	Monthly	Throughout construction, with greatest impacts during structure erection and stringing, visual restoration addressed during demobilisation and site rehabilitation	Transgrid Environment Manager	SIMP 11	Biodiversity Management Plan	Quantitative/ Engagement activity log (i.e. Salesforce)	No baseline required, absolute target.
Number of non-compliance events during construction	0 non-compliance events during construction that could cause amenity impacts	Monthly + pulse checks in active work zones		Environment Manager	SIMP 11	Biodiversity Management Plan	Quantitative / non-compliance reports	No baseline required, compliance tracking.
Engagement with local environmental groups per LGA	Dialogue established with at least one local environmental group (e.g. Landcare or wildlife carers) in each LGA and discussion of potential partnerships for the Project's environmental restoration work	Annually			SIMP 11	Biodiversity Management Plan	Quantitative / engagement activity log (i.e. Salesforce)	No baseline required, absolute engagement target commitment.

Area of Social Impact: Impacts to near neighbours and broader community (Cultural awareness)								
Workforce completion rate for cultural heritage training and toolbox inductions	≥ 95% of workforce complete training	Monthly	Throughout construction – particularly during vegetation clearing, ground disturbance, and access track works; cultural heritage management continues through site rehabilitation.	Aboriginal Engagement Advisor	SIMP 09	Training and Skills Management Plan	Quantitative (i.e. training tracker and sign in sheets)	No baseline required, absolute target.
Number of Aboriginal Engagement Reference Group meetings	At least 2 per year	Annually			SIMP 09	Local Business Engagement Strategy	Qualitative / engagement activity log (i.e. Salesforce)	No baseline required, absolute engagement target commitment
Safeguarding of identified cultural heritage sites	0 non-compliance for the safeguarding of identified cultural heritage sites through appropriate mitigation (e.g. buffer zones, restricted access)	Monthly			SIMP 09	Heritage Management Plan	Quantitative / non-compliance reports	No baseline required, absolute target.
Identification of Heritage values and opportunities to interpret and enhance values	In consultation with Aboriginal communities or representative groups, deliver at least 3 opportunities to interpret/enhance	Annually	During ground disturbance and civil works phases; education and cultural programs to be implanted throughout	Sustainability Advisor	SIMP 09	Sustainability Management Plan	Quantitative / IS credit summary forms	No baseline required, absolute target.

	heritage values within the project area.		construction					
Cultural heritage initiatives delivered per year	At least 2 per year (e.g cultural immersion tours, participation in significant Indigenous events, and artefact handling and/or return-to-Country engagement processes collaborating with the relevant Local Aboriginal Land Councils (LALCs))	Annually		Aboriginal Engagement Advisor	SIMP 10	Local Business Engagement Strategy	Quantitative / engagement activity log (i.e. Salesforce)	No baseline required, absolute engagement target commitment.
Area of Social Impact: Impacts to community cohesion, safety, health and wellbeing								
Community sentiment toward temporary workers	≥ 70% of residents feel well-informed about the Project and are neutral or positive about the presence of temporary workers in the locality.	Annually + pulse checks with residents in towns hosting or adjacent to workforce accommodation facilities during peak workforce periods across active work zones	From early enabling works through to civil works.	Community & Stakeholder Engagement Manager	SIMP 03, SIMP 04	Community Communications Strategy	Qualitative and quantitative / Annual Community Attitudes Survey and pulse checks	Baseline to be established through first Community Attitudes Survey in late 2025.

Community investment	Minimum 2 community events funded or sponsored during each calendar year	Annually		Community Investment and Benefits Lead	SIMP 03, SIMP 04	Community Investment and Benefits Plan	Qualitative / engagement activity log (i.e. Salesforce)	No baseline required, absolute engagement target commitment.
Workforce participation in local activities	At least 1 community-based workforce participation initiative implemented in each affected LGA during construction	Annually		Community & Stakeholder Engagement Manager	SIMP 03, SIMP 04	Community Communications Strategy	Qualitative / engagement activity log (i.e. Salesforce)	No baseline required, absolute engagement target commitment.
Code of Conduct awareness	Maintain ≥ 95% workforce awareness of Code of Conduct obligations	Quarterly		Training Manager	SIMP 03, SIMP 04	Training and Skills Management Plan	Quantitative (i.e. training tracker and sign in sheets)	No baseline required, absolute target.
Area of Social Impact: Impacts on access to social infrastructure and services								
First aid and emergency preparedness	100% of workforce accommodation sites have designated first aid facilities and trained personnel available during operational hours and paramedics on call after hours	Monthly		Senior Health and Safety Manager	SIMP 06	Accommodation Camp Management Plan	Quantitative / non-compliance reports	No baseline required. absolute target.

Emergency escalation protocols	All sites maintain a documented and tested escalation procedure for medical emergencies	Monthly	Throughout construction, particularly during civil works and peak workforce periods, when accommodation capacity and health service use may overlap		SIMP 06	Emergency Response Plan	Quantitative / non-compliance reports	No baseline required, absolute target.
Percentage of workforce who have completed health and emergency services induction training	≥ 80% of workforce completion of health and emergency services induction training (e.g. when to use the dedicated telehealth services, when to call 000, or when to seek GP care).	Monthly			SIMP 06	Emergency Response Plan	Quantitative (i.e. training tracker and sign in sheets)	No baseline required, absolute target.
% of workforce engaged in wellness initiatives	≥ 95% of workforce are engaged in at least 1 wellness initiative implemented by the Project per year	Annually		People and Culture Manager	SIMP 13	Local Business Employment Strategy	Quantitative / engagement activity log (i.e. Salesforce)	No baseline required, absolute target.
Shortages of key goods/services reported	No reported shortages of key goods and services during construction	Monthly	Ongoing during civil and main works phases, particularly during peak workforce periods and holiday seasons when local supply chains are already	Community & Stakeholder Engagement Manager	SIMP 07, SIMP 08	Community Communications Strategy	Qualitative and quantitative / Annual Community Attitudes Survey and pulse checks	Baseline to be established through first Community Attitudes Survey in late 2025.
Feedback on economic impact	≥ 70% of businesses and local residents report satisfaction with	Annually + pulse check ins			SIMP 07, SIMP 08	Community Communications		

	economic impact in Annual Community Attitudes Survey, regarding access to and affordability of local goods and services		stretched			Strategy		
Community mental health initiatives	At least 1 partnership, community grants or benefits awarded to support mental health initiatives	Annually	From early enabling works, with long-term stress potentially emerging during access arrangements, demobilisation, and rehabilitation		SIMP 14, SIMP 15	Community Investment and Benefits Plan	Qualitative / engagement activity log and social investment records	No baseline required, absolute target.
PMP implementation	0 non-compliance with PMPs when accessing project-affected properties during construction ensuring maintained access to community infrastructure and services for affected residents during construction	Monthly	From early enabling works through to civil works, demobilisation and rehabilitation	Property and Interface Manager	SIMP 14, SIMP 15	Land and Property Access Management Plan	Quantitative / access approval records on TeamBinder, and project Share Drive	No baseline required, compliance tracking.

Level of satisfaction among primary producers regarding construction impacts on agricultural operations	≤ 5 complaints per quarter from primary producers about project construction related impacts	Monthly		Community & Stakeholder Engagement Manager	SIMP 14, SIMP 15	Community Communications Strategy	Quantitative/ engagement activity log (i.e. Salesforce/ complaints register)	Initial complaint log via register (from UGL-CPB start of contract works).
Area of Social Impact: Housing affordability and availability for locals								
Workforce accommodation facilities established and operational	Workforce accommodation facilities at Tarcutta and Kunama operational prior to peak demand period	Prior to relevant peak demand	Primarily during enabling early civil works, if peak workforce demand exceeds capacity of temporary accommodation camps or if short-term stays are sought in regional town centres	People & Culture Manager	SIMP 02, SIMP 21	Accommodation Camp Management Plan	Quantitative / accommodation camps occupancy reports	No baseline required, compliance tracking
% of workforce housed in approved worker accommodation	≥ 90% of the non-local workforce housed in approved worker accommodation facilities during main construction works	Monthly			SIMP 02, SIMP 21	Accommodation Camp Management Plan	Quantitative / accommodation camps occupancy reports	No baseline required, absolute target.
Pulse check surveys conducted during peak workforce periods	Evidence of pulse check surveys during peak workforce periods across active work zones	Pulse checks in active work zones		Community & Stakeholder Engagement Manager	SIMP 02, SIMP 21	Community Communications Strategy	Qualitative / engagement activity log (i.e. Salesforce), pulse check survey results	Baseline to be established via initial pulse checks (late

							with trend tracking	2025)
Community concern regarding displacement and housing stress captured and tracked	Concerns identified and used to inform ongoing mitigation (qualitative tracking via pulse checks)	Pulse checks in active work zones			SIMP 02, SIMP 21	Community Communications Strategy	Qualitative / engagement activity log (i.e. Salesforce), pulse check surveys, complaints register	Baseline to be established via initial pulse checks (late 2025)
Area of Social Impact: Impacts to tourism and the visitor economy								
Complaints from temporary accommodation providers or tourism bodies	0 complaints from temporary accommodation providers and tourism bodies relating to vacancy shortfall due to the Project	Pulse checks during peak regional tourism periods + monthly reporting	During peak regional tourism periods that overlap with temporary workforce demand. Monitoring and mitigation to be prioritised around major events (e.g. Henty Field Day, Wagga Wagga Show, Festival of W, Cider Fest, TumbaFest and Agricultural shows)	Community & Stakeholder Engagement Manager	SIMP 16, SIMP 17	Community Communications Strategy	Quantitative/ engagement activity log (i.e. Salesforce/ complaints register)	Initial complaint log via register (from UGL-CPB start of contract works).
Local tourism business and accommodation provider feedback	Accommodation provider and tourism stakeholder satisfaction maintained or improved during overlapping peak periods	Pulse checks during peak regional tourism periods + monthly reporting			SIMP 16, SIMP 17	Community Communications Strategy	Qualitative / pulse check surveys, business/industry engagement records, and engagement activity log (i.e.	Baseline to be established through initial pulse checks (late 2025).

							SalesForce)	
Engagement with Destination Networks and relevant representatives at local councils	Quarterly engagement meetings held	Quarterly			SIMP 16, SIMP 17	Community Communications Strategy	Qualitative / engagement activity log (i.e. SalesForce)	No baseline required, absolute engagement target commitment.
Visitor-facing communication initiative per LGA	At least one visitor-facing communications initiative annually (e.g. local town 'Induction Packs' for Wagga Wagga and Snowy Valleys LGAs)	Annually			SIMP 16, SIMP 17	Community Communications Strategy	Qualitative / engagement activity log (i.e. SalesForce)	No baseline required, absolute target.
Area of Social Impact: Labour draw and impacts to local business and services								
Local workforce participation	Delivery contract target 5% of procurement and employment spend Project target 10% of procurement and employment spend	Monthly during construction	Throughout the full construction period – beginning during enabling works and workforce mobilisation (and continuing through peak workforce phases during civil works, tower erection, and stringing	Workforce Development and Industry Participation Manager	SIMP 18, SIMP 19	Local Business Engagement Strategy	Quantitative / workforce participation and spend data	No baseline required, absolute target.
Aboriginal participation	4% Aboriginal and Torres Strait Islander employment on HLW UGL CPB	Monthly during construction			SIMP 18, SIMP 19	Local Business Engagement Strategy	Quantitative / workforce participation and	No baseline required, absolute

	Reconciliation Action Plan (RAP) target						spend data	target.
	Support stakeholder procurement practices that strive towards Stretch HLW UGL CPB RAP target of 5% to be Aboriginal and Torres Strait Islander business.							
Advance future workforce	At least 10 members of the workforce employed through work experience placements, and 5 employees as graduate placements	Monthly during construction			SIMP 18, SIMP 19	Local Business Engagement Strategy	Quantitative / workforce training and employment records	No baseline required, absolute target.
Support local people to access local education, training, and employment pathways through the Project	Advance future talent through at least 10 members of the workforce to be employed through work experience placements, and 5 employees as graduate placements.	Monthly			SIMP 18, SIMP 19	Local Business Engagement Strategy	Quantitative / workforce training and employment records, social investment records	No baseline required, absolute target.

	Achieve progress against the HumeLink West Community Programs including: • Award of x10 'She Can Too Scholarships' valued at \$15, 000 each to support female students from low socio-economic backgrounds overcome financial barriers and access important resources to improve academic performance. • Establish x 5 Trainees targeting School Based Trainees in year 11 and 12 and unemployed youth under 25 years of age. Traineeships including but not limited to: Cert III Business							
--	--	--	--	--	--	--	--	--

	Administration, Cert IV Workplace Health and Safety, Cert II Civil Construction. - Enhance youth mobility and access to jobs in regional NSW through funding up to x628 1 hour driving lessons and up to x60 Safe Driving Courses for Year 11 and 12 students across high schools within the HumeLink West project alignment. - Enrol 16 participants in the OHTL work readiness program to address skill shortages in overhead transmission line works and to train the next							
--	---	--	--	--	--	--	--	--

	generation of line workers to service the pipeline of works in the renewable sector.							
Area of Social Impact: Cumulative social impacts with other SSD projects in the area								
PMP completion	100% completion of PMPs prior to commencement of works on relevant property	Monthly	From early enabling works through to civil works, with long term stress potentially emerging during access arrangements, demobilisations, and rehabilitation	Property and Interface Manager	SIMP 20	Individual Property Management Plan	Quantitative / access approval records on TeamBinder, and project Share Drive	No baseline required, absolute target.
Road condition monitoring	Road dilapidation surveys conducted for all local roads used by the project	Prior to use by annual then post use by project	During enabling and civil works phases – particularly during haulage of materials, access track upgrades, and compound establishment	Traffic Manager	SIMP 22	Traffic and Transport Management Plan	Quantitative / pre and post construction road dilapidation surveys	Pre-construction dilapidation surveys (2025).

Complaint handling	≥ 95% of complaints are responded to within 24 hours with monitoring of repeat issues, and in co-ordination with other SSD projects in the area if required.	Monthly	Throughout the full construction period – beginning during enabling works and workforce mobilisation (and continuing through peak workforce phases during civil works, tower erection, and stringing	Community & Stakeholder Engagement Manager	SIMP 22	Community Communications Strategy	Quantitative/ engagement activity log (i.e. Salesforce/ complaints register)	Initial complaint log via register (from UGL-CPB start of contract works).
Satisfaction with engagement	≥ 70% report satisfaction in the Annual Community Attitudes Survey	Annually	Pre-construction and early enabling works when planning fatigue, stress and confusion about overlapping infrastructure activities are highest. Ongoing through to civil works.		SIMP 24	Community Communications Strategy	Quantitative / Community Attitudes Survey	Baseline established through first Community Attitudes Survey in late 2025.
Trust perception improvement	Stable or improved results in trust-related survey metrics	Annually			SIMP 24	Community Communications Strategy		
Interface coordination events	At least one interface coordination meeting held per quarter with adjacent projects, utilities, emergency services and industry stakeholders (i.e.	Quarterly	During peak haulage periods for overlapping projects, particularly during earthworks and town delivery phases	Property and Interface Manager	SIMP 23	Interface and Third-Party Management Plan	Quantitative / engagement activity records (i.e. Salesforce)	No baseline required, absolute engagement target commitment.

	Softwoods Working Group)							
Business and stakeholder satisfaction	At least 70% of surveyed businesses and industry stakeholders report satisfaction with road access and disruption management during peak construction periods	Annually + pulse checks during interface peak periods	Throughout construction – with the most significant impacts during interface peak periods when major haulage overlaps occur across the project.	Community & Stakeholder Engagement Manager	SIMP 23	Community Communications Strategy	Quantitative/ Community Attitudes Survey	Baseline established through first Community Attitudes Survey in late 2025.
Notification of traffic disruptions	100% of planned traffic disruptions are communicated to affected stakeholders at least 7 days in advance	Monthly			SIMP 23	Community Communications Strategy	Quantitative / engagement activity log (i.e. Salesforce)	No baseline, compliance tracking.

Trigger Action Response Plans (TARPs)

TARPs have been established for a select set of social impact risks where clear thresholds, rapid escalation protocols, and structured response actions are necessary to prevent or mitigate significant outcomes. These risks are typically characterised by:

- Ability to be clearly measured and tracked through defined indicators (e.g. volume of complaints, instances of non-compliance);
- A high likelihood of intensifying if not promptly addressed (e.g. disruptions to traffic or noise, or pressures on local housing);
- A connection to specific project obligations, including requirements for community notifications and response timeframes.

Not all social impacts lend themselves to this form of structured escalation. Broader and more qualitative issues – such shifts in community sentiment,

protection of cultural heritage values, or evolving workforce trends – are more appropriately managed through ongoing monitoring, stakeholder engagement, and adaptive management processes. While these are still included in the SIMP’s monitoring and evaluation framework, they are not governed by TARP protocols. Table 37 identifies the social issues assigned a TARP and provides cross-references to the associated SIMP IDs.

Table 37 - Trigger Action Response Plan

Trigger	Threshold	Action	Responsible Party	Linked SIMP ID(s)
Number of complaints received on communication, dust, noise or traffic	≥ 3 complaints per month on the same issue	Review complaint themes, escalate to site manager, implement additional mitigation (e.g. increased watering, reschedule of noisy works)	Community & Stakeholder Engagement Manager	SIMP 01, SIMP 05, SIMP 12, SIMP 22, SIMP 23, SIMP 12
Negative pulse check feedback in active work zones	≥ 25% of respondents express dissatisfaction	Adjust engagement approach, hold follow-up drop-in sessions, provide targeted update on progress or changes	Community & Stakeholder Engagement Manager	SIMP 01, SIMP 07, SIMP 04
Community or council reports emergency service delays	Any verified incident of delay	Immediate review of traffic controls, initiate coordination meeting with Emergency Services	Traffic Manager	SIMP 05
Short-term accommodation providers report displacement during peak events	≥ 2 complaints during event periods	Contact accommodation providers and Destination Networks to verify; release rooms via dynamic scheduling; provide public	Community & Stakeholder Engagement Manager	SIMP 03, SIMP 06, SIMP 02, SIMP 17

		update		
Increase in reporting housing stress or rental market pressure in townships	≥ 3 complaints per month relating to housing stress or rental market pressure, or formal notification or request from local council, accommodation providers or community service organisation	Engage local council housing team; update CCS; review camp occupancy and offsite stays	People and Culture Manager	SIMP 03, SIMP 06, SIMP 02
Construction workforce behaviour complaints	≥ 2 behavioural complaints per month in same township	Review incident(s), reinforce Code of Conduct, conduct toolbox refresher, liaise with local leaders	People and Culture Manager	SIMP 04

APPENDIX F - INTERFACING MANAGEMENT PLANS

HumeLink West - Social Impact Management Plan

Appendix F

- Land and Property Access Plan
- Sustainability Management Plan
- Training and Skills Management Plan
- Community Investment and Benefits Plan
- Emergency Response Plan
- Interface and Third-Party Management Plan

HumeLink West Land and Property Access Management Plan



Document Information	
Project Name	HumeLink West
Client	Transgrid
Document Number	HLW-HLJV-PRW-STC-PLN-000001
Issue Date	01/05/2024
Revision	00
Status:	Issued for Construction
Author / Position	Killian Makurumidze

Revision History					
Revision No	Date	Revision Detail/Status	Author	Reviewer	Approver
A	15/12/2023	Draft	Killian Makurumidze	Peter Cassuben	Alan Foote
B	30/01/2024	For Review after Comment Close out	Killian Makurumidze	Peter Cassuben	Alan Foote
C	27/02/2024	For Review after Comment Close out	Killian Makurumidze	Peter Cassuben	Alan Foote
D	11/04/2024	For Review after Comment Close out	Killian Makurumidze	Peter Cassuben	Alan Foote
00	01/05/2024	Issued for Construction	Killian Makurumidze	Peter Cassuben	Alan Foote

Table of Contents

Acknowledgement	3
Abbreviations, acronyms, and definitions.....	3
1. Introduction.....	5
1.1 Purpose and objectives.....	5
2. Project Description	5
2.1 Project Scope	5
2.2 Regulatory and environmental approvals.....	6
3. Land And Property Access Management	7
3.1 Roles and responsibilities.....	7
3.2 Land and property access management team and responsibilities.....	8
3.3 Land and property access manager/representative	8
3.4 Submission and review of the land and property access management plan	9
4. Property Management Plans	9
4.1 General principles	9
4.2 Construction planning requirements under PMPs	9
4.3 Communication and consultation.....	9
The HLWJV property and CSE team will:	9
4.4 Updating property management plans	10
4.5 Management of property records.....	10
4.6 Property dilapidation survey requirements.....	10
4.6.1 Preconstruction dilapidation surveys.....	10
4.6.2 Dilapidation surveys of buildings and structures.....	11
4.6.3 Post-construction dilapidation surveys and property make good	11
4.6.4 Landholder requirements.....	11
4.7 Livestock.....	12
4.8 Cropping	12
4.9 Vegetation	12
4.10 Compaction.....	12
4.11 Gravel, sand, and quarry resources.....	12
5. Land And Property Access Guidelines	13
5.1 General.....	13
5.2 Employer guidelines for communicating with landowners and the community	13
5.3 Requirements to access land for preliminary activities	14
5.4 Requirements for accessing land for construction activities.....	14
5.5 Requirements on exiting the property	14
5.6 Procedures for handling damage and complaints	15
6. Biosecurity Controls.....	15
6.1 General.....	15
6.2 Properties under quarantine	15
6.3 Noxious weeds	16

Acknowledgement

The HLWJV recognises that Aboriginal People are the First People of our country, that for over sixty thousand years Aboriginal people managed and cherished the land and waters of the countries upon which we work.

The HLWJV acknowledges and respects the continuing contribution of the Traditional Custodians of the lands on which we work, the Wiradjuri and Ngarigo peoples, and recognises their continuing connection to land, water, and communities in which we operate.

We understand and acknowledge that Aboriginal and Torres Strait Islander People play a role within our wider organisation, we pay our respects to Elders past, present, and emerging. The HLWJV commits and supports the communities in which the project is located with employment opportunities and partnerships with local Aboriginal and Torres Strait Islander enterprises.

Abbreviations, acronyms, and definitions

Term	Definition
Access	Entering land for the purpose of inspection or work
Biosecurity	Procedures or measures designed to protect the population against harmful biological or biochemical substances
CPB	CPB Contractors Pty Ltd
CD	Construction Director
CM	Construction Manager
CMT	Construction Management Team
Contractor	Humelink West JV (HLWJV)
CSE	Community and Stakeholder Engagement
Disinfecting	Using specialised cleansing techniques that destroy or prevent growth of organisms capable of infection
DPE	NSW Department of Planning and Environment
EIS	Environmental Impact Statement
Employer	Transgrid
HSE	Health, Safety and Environment
HumeLink	A major HV infrastructure project involving the construction of approximately 350 km of new 500kV Transmission Lines connecting Wagga Wagga, Maragle, and Bannaby, and including new and upgraded substation infrastructure.
HumeLink West	HumeLink West is one half of the HumeLink Project. HumeLink West includes the design and construction of new 500kV transmission lines between the existing Wagga Wagga substation and the new Gugaa substation, from the new Gugaa substation to the t-point near Batlow, from the t-point to a new Maragle Substation, and from the t-point to an interface tower approximately 8 km north of the t-point. HumeLink West also includes the design and construction of the new Gugaa and Maragle substations, and the augmentation of the existing Wagga Wagga substation, and rebuild of the existing transmission line L51 for approximately 2 km.
Humelink West JV (HLWJV)	JV between UGL and CPB
LAC	Land Access Coordinator
LPAMP	Land and Property Access Management Plan
NSW	New South Wales

Term	Definition
One HSE Culture	The One HSE Culture is about how UGL, and the wider CIMIC group, integrate and align a common set of behaviours into everything we do so it is part of our day-to-day leadership practice. Research in our industry sectors has helped identify certain behaviours that are particularly important in creating our desired culture. This knowledge has been used to identify the behaviours that underpin our One HSE Culture. The application of One HSE Culture helps us achieve our quality, safety, environmental and operational objectives, with the safety of our people being our number one priority at all times.
PD	Project Director
PM	Project Manager
The project	HumeLink West
TfNSW	Transport for New South Wales
UGL	UGL Engineering Pty Ltd

1. Introduction

1.1 Purpose and objectives

This Land and Property Access Management Plan defines the processes and procedures that will be used by HLWJV to meet the Land and Property Access Management Plan (LPAMP) requirements (detailed in Appendix F of the Employer's Management Requirements) throughout delivery of Transgrid's HumeLink West Transmission Line Project.

This document serves as a framework for efficient management of land and property access across the alignment, avoiding or mitigating potential adverse impacts through early respectful engagement to understand the interests and needs of the individual landholders. In addition, this plan will ensure that the HLWJV implements processes to manage and coordinate property access across the entire site to minimise, detect, mitigate, and rectify damage to property as a result of the construction activities.

Transgrid's HumeLink project (HumeLink) is a new 500 kilovolt (kV) electricity transmission line which will connect Wagga Wagga, Bannaby and Maragle. HumeLink includes the development, construction, and operation of approximately 360 km of electricity transmission lines, upgrading two substations at Maragle and Bannaby and building a new substation near Wagga Wagga. This Land and Property Access Management Plan (LPAMP) was developed to support the HumeLink West section of this project.

HLWJV's property team has the responsibility of putting in place the required processes, coordination of access requests and access/property enquiries, the engagement of individual landowners as required and to take all reasonable steps to ensure that access is in line with the land access rights and conditions of the Property Management Plans that access is not delayed and that the impact on landowners is minimised and mitigated.

The property team will work closely with HLWJV's Community and Stakeholder Engagement (CSE) team who will have the task of ensuring that all land access notifications to landholders are issued in a timely manner, and in line with the Employer's Requirements, taking into account, the conditions of the individual property management plans and landholder agreements.

2. Project Description

2.1 Project Scope

HumeLink consists of HumeLink West, comprising 129 km of 500 kV transmission lines and 3 substations, and HumeLink East with 234 km of 500 kV transmission lines and 1 substation.

With some 3.0 gigawatts of capacity, HumeLink will tap the expanded Snowy Hydro Scheme and other renewable energy projects through Project Energy Connect and the South West Renewable Energy Zone to improve energy collection and distribution to households and businesses across the eastern states.

The HumeLink West project comprises the Maragle 500kV substation works, the new Gugaa 500/330kV substation, the Wagga 330kV substation augmentation, 118 km of 500kV double circuit transmission line (Maragle Interface Point to Gugaa), and 11 km of 500kV double circuit transmission line (Gugaa to Wagga).

Infrastructure required at the interface point to enable the connection of HumeLink West and East transmission lines, including the interface tower and associated facilities, is part of the HumeLink East project. HumeLink East also includes the new 234 km 500kV double circuit transmission line connecting the HumeLink West interface point with a 500kV substation at Bannaby, as shown in the map below.

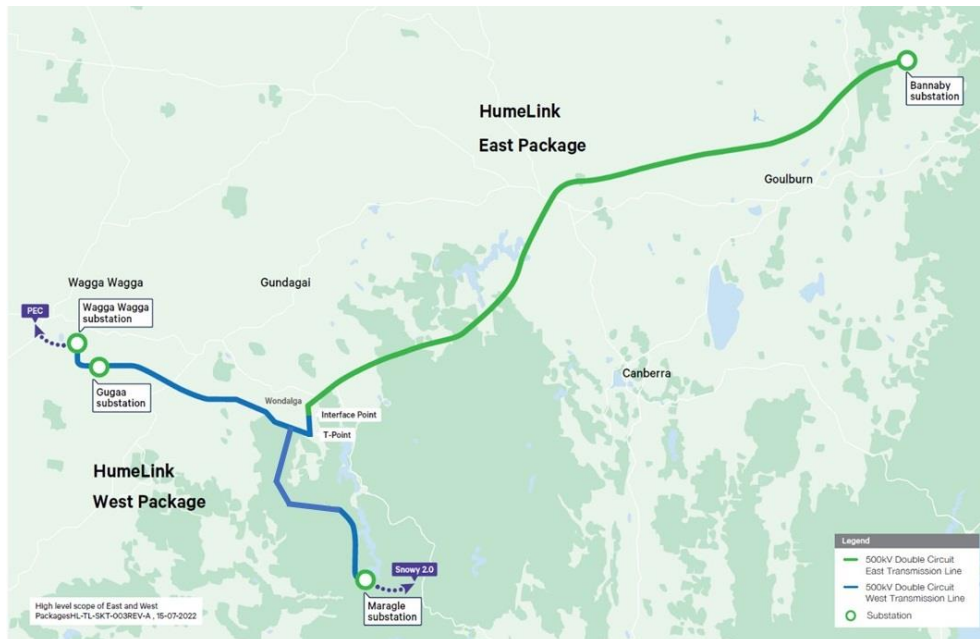


Figure 1 HumeLink West proposed transmission lines (in blue) and substations and HumeLink East (in green)

Key delivery milestones of the HumeLink project include:

- Construction and operation of approximately 360 km of new double circuit 500kV transmission lines including associated infrastructure between Wagga Wagga, Bannaby and Maragle
- Construction of a new substation at Gregadoo (Gugaa 500kV substation) approximately 11 km south-east of the existing Wagga substation (Wagga 330kV substation)
- Demolition and rebuilding of a section of around 2 km of Line 51 as a double circuit 330kV transmission line connecting into the Wagga substation
- Modification of the existing Wagga substation and Bannaby substation (Bannaby 500kV substation) for the new transmission line connections
- Connection of transmission lines to the future Maragle substation (Maragle 500kV substation) approved under the Snowy 2.0 Transmission Connection Project
- Provision of an optical repeater telecommunications hut and associated connections to existing local electrical infrastructure
- Establishment of new and/or upgraded temporary and permanent access tracks
- Provision of construction compounds, worker accommodation facilities, utility connections and/or relocations, brake and winch sites and helipad/helicopter support facilities.

2.2 Regulatory and environmental approvals

Federal and state government regulations require all major infrastructure projects, such as HumeLink, to undergo a robust environmental assessment before approval is considered.

On 11 February 2022, Transgrid submitted a Scoping Report to the NSW Department of Planning and Environment (DPE) for HumeLink that presents a preliminary assessment of the potential impacts from the project. These will be further assessed in the Environmental Impact Statement (EIS).

DPE reviewed the Scoping Report and on 15 March 2022 issued the Planning Secretary's Environmental Assessment Requirements (SEARs). The SEARs set out issues that must be addressed in the EIS.

HumeLink has been declared Critical State Significant Infrastructure (CSSI) under the NSW Environmental Planning and Assessment Act 1979 and an EIS is required to support an application to the NSW Minister for Planning. The EIS will assess the economic, environmental, and social impacts of the project and will help the community and other key stakeholders better understand the project and its impacts so they can make informed submissions or decisions about the Project's merits.

The Commonwealth Government has also determined that HumeLink is a 'controlled action' under the Environment Protection and Biodiversity Conservation Act 1999 as it has the potential to result in significant impacts on matters of national environmental significance (MNES). The project will be assessed under a bilateral agreement between NSW and the Commonwealth governments. Only one EIS will be prepared but a decision is required from both the NSW and the Commonwealth governments.

The EIS was placed on public exhibition on 30 August 2023 and Transgrid are presently preparing a Response to Submissions and an Amendment Report to be submitted to the Department in May 2024.

To read the current SEARs, documents submitted to DPE, and formal responses from the department to Transgrid, visit the department's webpage. New 500kV double circuit transmission line connecting the augmented Bannaby 500kV substation to the interface point

3. Land And Property Access Management

3.1 Roles and responsibilities

Land and property access is fundamental to the delivery of the HumeLink West transmission line project which requires early geotechnical and other site investigations at some 350 transmission tower sites, the construction and/or upgrade of numerous access tracks, the establishment of laydown areas and two worker accommodation villages sites before full-scale project construction begins in January 2025.

Transgrid will take the lead regarding all initial landholder engagements and will be responsible for reaching agreement on all land access rights with each individual landholder identified on the Site Access Schedule. The handover of the property access management responsibilities from the Employer's land access officers to the HLWJV's property team will be documented as per item 6.2(c) of Appendix F – Management Requirements.

The HLWJV team with the primary responsibility of managing the requirements and objectives of the Land and Property Access Management Plan is the HumeLink West JV Property Team which includes the Property and Interface Manager, two Land Access Coordinators, and the Project Engineer – Interface where such assistance may be required by the team.

The HLWJV property team will be supported by a HLWJV Community and Stakeholder Engagement (CSE) team who will be site based. The CSE team's Community Relations Management Lead may, when required will be invited to meetings with landholders as part of the consultation and engagement process. The CSE team and the Community Relations Management Lead's primary involvement will be to facilitate the timely and effective issuing of all the required notifications in line with the Employer's requirements and providing project specific communication to landholders ahead of the commencement of all construction activities. The CSE team will also be tasked with providing administrative support to the property team and ensuring that accurate records of all communications and interactions with landholders are kept and submitted to the Employer.

The Property and Interface Manager will be the HLWJV's Property Access Manager who will be responsible for all access coordination requests, the overall engagement and communication with all impacted landowners. The HLWJV property team understands its obligation for communicating with landowners on all matters relating to its construction activities as outlined in the Community and Stakeholder Engagement Management Plan, the Land and Property Access Management Plan, the Interface and Third-Party Management Plan, Property Management Plans and Landowner Agreements.

The land access coordinators will be responsible for the consultation, engagement and arranging meetings with landowners to discuss property access, timing of scheduled construction activities and any proposed stock relocations. In addition, the land access coordinators will negotiate and seek the Employer's approvals to document any changes to the individual property management plans, negotiate reasonable compensation for loss of income due to cropping constraints and consult with the landholder on the removal and felling of trees.

The HLWJV Property Management Team will primarily be responsible for:

- Property Management
- Land Access / Biosecurity controls
- Dilapidation reports

- Land and Property Access Management Plan
- Landowner Interfaces
- Property Management Plans
- Site Access Schedules
- Property agreements
- Access coordination
- Communication with landowners

3.2 Land and property access management team and responsibilities

A HLWJV Property Management Team has been established to provide responsibilities and to manage all access requests.

The Property and Interface Manager reporting to the HLWJV's Construction Director leads the HLWJV property team and the Construction Director in turn reports to the Project Director. The primary goals of the property team are to ensure that the project teams are granted access to the site in consultation and in agreement with the landowners, to ensure adherence with all property access conditions, access rights of the Employer and Property Management Plans to avoid project delays and to ensure the timely and successful delivery of the project.

The structure of the HumeLink West Property Management Team is provided below.

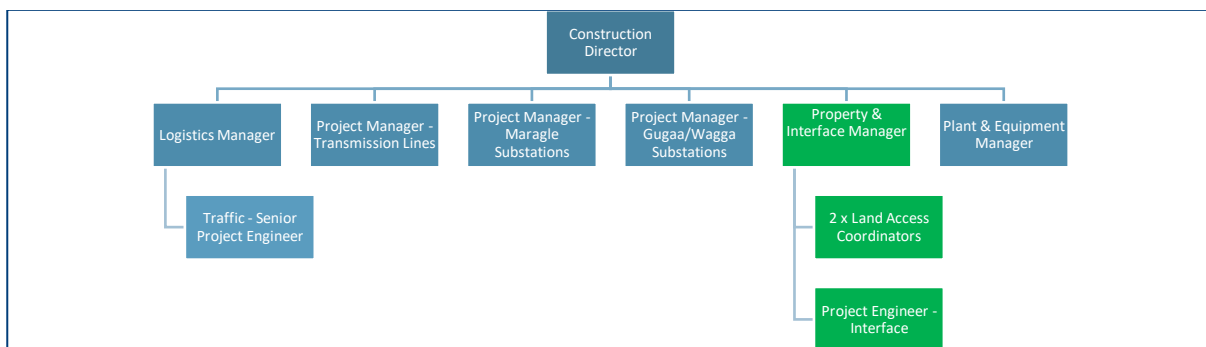


Figure 2 Property and Interface Team structure

3.3 Land and property access manager/representative

The Contractor's nominated Property Access Manager is the HLWJV's Property and Interface Manager, whose details are as follows:

Killian Makurumidze

Location: Level 7, 40 Miller Street, North Sydney, 2060

Email: killian.makurumidze@ugllimited.com

Mobile: +61 473 061 059

Property Team Email: hlw_property@ugllimited.com.

The Property and Interface Manager will be assisted by two Land Access Coordinators and the Project Engineer – Interface.

The Land Access Coordinators will assist with the landowner consultation and engagement, communication, receiving and attending/arranging all access requests, the maintenance of property access documentation and site records. The Project Engineer – Interface will assist the property team if and when required. In addition, the HLWJV property team will be responsible for updating the property management plans in consultation with the landowners and the client's Representative.

The HLWJV's Property and the Community Engagement and Stakeholder teams will work collaboratively to ensure that the level of consultation, engagement and communication with landowners is timely and aligned to the Employer' Requirements. The property team will be required to engage and consult with landowners and the CSE team will be required to issue project specific communication notifications on works scheduling to the impacted property/landowners prior to the commencement of any construction.

To enhance its communication methods with landowners and stakeholders, the HLWJV property team will share their names, business cards with email and mobile contact details and the property team shared email box address for ease of reach and communication.

HLWJV's plan is to locate the land access coordinators as near as possible to the site for easy access by the project teams and landowners on all access related matters.

3.4 Submission and review of the land and property access management plan

The HLWJV shall submit its Land and Property Access Management Plan within 100 days of the execution date. The plan will be reviewed and updated quarterly until the date of practical completion of the works.

4. Property Management Plans

4.1 General principles

Access to each property impacted by the construction activities either directly or indirectly will be managed through the Employer's Property Management Plans (PMP) which will be attached to the property's fully executed Contract. A PMP will be specific to every property on which the construction activity will occur or where access to the site may be required. HLWJV is responsible for implementing the terms of the PMP and the PMP documents the specific matters to be managed during the course of the construction activities including requests for site investigations/surveys, early/enabling works, construction, rehabilitation obligations and defects rectification activities.

The following are the details included in the Employer's PMPs

- Property details, including ownership details, addresses, contact details, specific areas impacted by the construction activity, land use, soil types, potential stability/erosion issues, carrying capacity and land operations
- Biosecurity matters documenting the minimum standards for biosecurity controls, treatments, inspections, and certifications required prior to entry
- Property access requirements – notification periods and methods, specific access conditions and description of access tracks/roads permitted for use
- Key infrastructure existing on/at the property (e.g., gates, fencing, grids, utilities, tracks and roads, drainage, water crossings, watering infrastructure, vegetation, earthwork features etc.)
- Identified property reinstatement obligations
- Site plans showing the area impacted by the construction activities and any identified "no go" areas
- Pre and post dilapidation reports carried out by the HLWJV, endorsed by the landowner which will be provided to the Employer prior to the commencement of the construction activities.

4.2 Construction planning requirements under PMPs

Before the commencement of construction activities, the HLWJV's property and CSE teams will:

- Provide the landholder with an overview of the construction program, type, and timing of major activities as well as materials and equipment likely to be used and the details around property restoration and clean up
- Consult with the landholder regarding likely impacts of the works on the property given season and use of the land at the time of the proposed works and agree on practical solutions to ensure the ongoing operations of the property are unimpeded
- Discuss the remediation of the property that may be required post-construction

4.3 Communication and consultation

The HLWJV property and CSE team will:

- Provide 60 days' notice prior to construction activities first commencing on the property or as prescribed in the relevant executed Option Deed and/or PMP.

- Work collaboratively with the landholder to ensure they remain aware of ongoing activities and manage any issues that may arise
- Promptly advise the landholder in writing of any significant changes to the works program during the construction period
- Immediately notify the landholder of any damage caused to the landholder's property and if authorised by the landholder, rectify the damage without delay or if the damage cannot be rectified, pay reasonable compensation to the landholder

4.4 Updating property management plans

The HLWJV property management team with the support of the CSE team, will be responsible for implementing the PMPs. A PMP may be amended/updated with agreement with the landowner and such amendments and supporting agreements with the landowner will need to be provided to the Employer. Any amended or updated PMPs will need to be provided to the Employer. Records of all interactions with landowners will be uploaded to Employer's Consultation Manager/PPS and TSS, the client's electronic property management register. A PMP will remain in effect until the landowner signs off on the reinstatement of the areas impacted by the construction activities.

4.5 Management of property records

The HLWJV property management team with support from the CSE team will be responsible for the management of the Employer's property agreements and site records. The HLWJV property team will have custody of all electronic copies of the final PMPs and the fully executed option deeds and access to both documents will be restricted to the HLWJV's property team, CSE team, the Environmental Approvals Manager, and the Environmental Manager. Balance of the project team will on request and depending on the need, be provided with redacted copies of these documents.

4.6 Property dilapidation survey requirements

4.6.1 Preconstruction dilapidation surveys

Prior to the commencement of the construction activities, HLWJV shall carry out pre-construction ground and infrastructure dilapidation surveys to record the existing condition of infrastructure which could be impacted by the works. Surveys will be carried out prior to construction activities to assess the susceptibility of critical structures, buildings or utility services to damage or unacceptable changes or alterations as a result of the works. Infrastructure to be surveyed includes buildings and other structures, agricultural infrastructure, roads, access driveways, fences, gates, service infrastructure, parks and other publicly accessible areas and utility services.

All pre-construction ground and infrastructure dilapidation surveys are to be carried out in accordance with the Contract and Employer's Requirements and where relevant with the agreement of the landowner, occupier, or utility service owner.

Below is an outline of the process for carrying out pre-construction dilapidation surveys:

- HLWJV notifies Employer of proposed surveys prior to notifying owners
- HLWJV provides utility service owners/landowner/occupier with two alternative dates for completion of the survey
- If owner/occupier/utility service owner does not provide HLWJV with sufficient access for the within 21 Business Days of the latest date in the HLWJV notice, HLWJV shall share a copy of the notice with Employer's Representative and a signed statement advising that other party has not provided sufficient access

The HLWJV's detailed dilapidation report will at a minimum include, dated photographs of the pre-construction conditions of all the ground infrastructure with a summary of the condition of each item.

4.6.2 Dilapidation surveys of buildings and structures

The HLWJV's dilapidation survey reports of buildings and structures that may be damaged (e.g., from blast vibration) shall at a minimum record the following and include dated photographs

- Major features of the buildings and developments including location, type, construction, age, and present condition including any defects or damage
- Type of foundations including columns, walls and retaining structures
- An assessment of the susceptibility of the building to further movement or stress

Existing levels of aesthetic damage are to be recorded in accordance with the assessment of "Building Damage Classification" by Burland et al, 1977 and Boscardin and Cording, 1989 or another similar or equivalent assessment method to the satisfaction of the Employer's Representative.

In addition, the dilapidation survey shall be completed in accordance with AS4349 'Inspection of Buildings' and satisfy the following requirements:

- a photograph is required of the roof, floor, and walls of each room of the building;
- a photograph is required of each external wall and visible part of roof;
- a photograph is required of fencing around the buildings;
- any visible defects and cracks are to be documented in the building inspection report;
- any cracks are to be measured with a crack width gauge and assigned a damage classification as per AS4349.1;
- the resolution of the photographs shall be suitable for a 1 A4 page; and
- maximum of two photographs per A4 page in the report.

Dilapidation surveys shall be carried out by an independent and appropriately qualified and experienced assessor for the specific property being assessed.

4.6.3 Post-construction dilapidation surveys and property make good

The HLWJV shall perform a post construction dilapidation on each property or item previously subject to a pre-construction dilapidation survey within three (3) months of the completion of the relevant construction activity.

- HLWJV shall ensure that the post-construction dilapidation surveys are performed to the same standards as the pre-construction dilapidation survey
- Post construction surveys reports shall include a determination of the cause of any monitored change or damage identified since the pre-construction or previous construction survey and the HLWJV's proposed remedial work.

If any damage is found to have been caused by the HLWJV's activities, the HLWJV shall

- Provide the landholder with a proposal setting out the remedial action required
- Obtain the relevant landholder's acceptance of the compensation, repair or reinstatement work and release from future claims and actions
- Undertake the agreed actions
- Be wholly responsible for any make good costs

4.6.4 Landholder requirements

The HLWJV's property and CSE teams will be required to consult and engage with the landholders as follows, prior to any construction activity commencing:

- At least two months before pre-construction to determine appropriate management of livestock to minimize impact on livestock and farming operations
- Provide landholder with at least one (1) week notice to move livestock from paddocks impacted by construction activities and Employer will reimburse reasonable relocation costs unless a greater notice period has been agreed in the PMP.
- Consult landowners to agree reasonable compensation for loss of income due to cropping constraints caused by the construction process, unless otherwise a greater notice period has been agreed in the PMP.

- Consult landholders regarding removal and felling of trees to determine reasonable and practical options for management of the felled timber in line with environmental safety constraints and trees to be left onsite, unless otherwise agreed in the PMP
- Determine if soil compaction occurs as a result of the works (unless agreed otherwise) and reinstate the impacted area to a similar or better than the pre works condition

Whilst on the property the HLWJV shall

- Use existing gates/grids and tracks where practical and agreed with the landholder
- During works and on completion, ensure that all access tracks, gates/grids, and roads are kept in a good state of repair and stock proof and dust suppression control measures shall be implemented. Dust control measures will be covered in the CEMP.
- Ensure vehicles do not travel in excess of 40 kph
- Not bring dogs or any other animal onto the property
- Present for inspection if requested vehicles and machinery on arrival, unless otherwise agreed in the PMP

4.7 Livestock

The HLWJV property team will consult with the landholder at least two (2) months pre-construction to determine appropriate management of livestock to minimize impact on livestock and farming operations. If livestock need to be moved from paddocks for construction purposes, the JV will provide the landholder with a least one (1) weeks' notice. The Employer and the HLWJV will reimburse reasonable costs for livestock relocation.

Reporting requirements in the event of death or injury to livestock will be covered under the notification process in the HSE plan. Incidents involving livestock will also be recorded in Synergy and will be notified within 48 hours per requirements of Appendix F.

4.8 Cropping

The Employer and the HLWJV property team will consult with the landholder to agree reasonable compensation for loss of income due to cropping constraints caused by the construction process/activities, unless otherwise agreed in the PMP and/or Executed Option Deed.

4.9 Vegetation

The Employer and the HLWJV property team will consult with the landholder as follows:

- Prior to construction regarding the removal or felling of trees and determine reasonable and practical options for the management of the felled timber in line with environmental and safety constraints
- Where trees are required to be removed or pruned to determine appropriate measures for removing stumps or retaining trunks at a visible height for safety purposes, unless otherwise agreed in the PMP
- Regarding trees to be left on site (off easement) for firewood

4.10 Compaction

If soil compaction occurs as a result of the construction process (and unless otherwise agreed with the landholder), the Employer and the HLWJV will reinstate the impacted land to a condition that is the same or better than the pre- construction condition

4.11 Gravel, sand, and quarry resources

The Employer and HLWJV will

- Consult with the landholder regarding the use of the landholder's water, gravel, sand, and quarry resources for construction purposes
- Negotiate in good faith and on commercial terms with the landholder regarding the use of resources

5. Land And Property Access Guidelines

5.1 General

The HumeLink Land and Property Access Management requirements are described in detail under Schedule 2 – Employer’s Requirements – Appendix F Management Requirements. Schedule 2 requires the HLWJV to proactively manage and coordinate access requirements and mitigate the impact of the construction activities on all landowners.

The HumeLink West Project will cross approximately 104 land holdings impacting approximately 79 landowners and/or occupiers. Prior to possession of the site being provided to the HLWJV, the Employer is responsible for providing access to the easement, and for making introductions to landowners as required for the performance of early site works activities.

The Employer will take the lead regarding all landholder engagements and will be responsible for reaching agreement on all land access rights with each individual landholder identified on the Site Access Schedule. The handover of the property access management from the Employer’s land access officers to the HLWJV’s property team shall be documented by the parties per item 6.2(c) of Appendix F – Management Requirements.

Once possession of the site is received by the HLWJV, or at another time as agreed by the Employer, the HLWJV will commence direct engagement with property owner to inform them of upcoming construction activities and timings, to answer questions and/or concerns and to collect property information relevant to the particular land parcels.

The HLWJV may be responsible for the acquisition of land that is additional to the land identified in the Site Access Schedule. Any such Extra Land acquired by the HLWJV that is required to support the operation and maintenance of the project shall be transferred to the Employer at zero cost. All other Extra Land not required at the completion of the project shall be handed back to the landowner in accordance with the terms of the relevant lease or licence agreement.

All interactions with landowners and any other stakeholders will be documented, and records will be maintained in the HLWJV’s electronic records. The HLWJV property and CSE team will copy its correspondence, information, interactions, and data exchanged with landowners with the Employer’s Representative electronically. Where provided by the Employer, the HLWJV team will upload such information and correspondence directly onto the Employer’s records management system. The Property and Interface Manager shall be responsible for ensuring that the appropriate engagement with all impacted owners occurs, and that an accurate register of site access requirements/approvals is maintained and adhered to.

5.2 Employer guidelines for communicating with landowners and the community

HLWJV personnel planning or undertaking land and property access activities will need to understand and adhere to the protocols mandated by Transgrid and the requirements of this Land and Property Access Management Plan and interfacing plans including the Community Engagement and Stakeholder Management Plan, the Interface and Third-Party Management Plan, and any legally binding agreements including individual landholder Property Management Plans, Landowner Agreements, or compulsorily acquired easements.

The Employer places the safety of its staff, delivery partners and members of the public as its priority when accessing land for construction activities. In this regard, the Employer has advised the HLWJV that it will:

- Work with impacted communities in a meaningful, accountable, responsive, and equitable way
- Treat landowners with respect and negotiate property acquisitions in a fair way

All communication with impacted landowners and communities by the HLWJV and its nominated delivery partners will be on the following basis:

- It must be timely, clear, courteous, and empathetic
- Messaging by HLWJV employees and delivery partners/sub-contractors must be within their area of responsibility, based on publicly available information

- Questions or issues beyond the employee or delivery partner's remit must be escalated for a follow-up response through the HLWJV's Land and Access Coordinators, the Property and Interface Manager or the Community Relations Management Lead (CRML)
- All communications must reflect Transgrid's Major Project Land Access Guidelines (Sections 1& 2) which will be rolled out to HLWJV employees and sub-contractor employees in the training and induction sessions.

5.3 Requirements to access land for preliminary activities

Where the Employer has not acquired legal authority to access land/property on which the activity is proposed the following is required:

- Consent of the landowner will be obtained by the HLWJV's property team in advance
- The documented conditions of access will be provided by the HLWJV property team to HLWJV Employees, sub-contractors, third parties and Interface Contractors
- The Biosecurity controls/management plan and agreed mitigations measures to be followed will be provided by the HLWJV property team including the need to keep a record of the date and time stamped photographs to demonstrate vehicle wash down compliance with specific controls
- Minimum notification timelines to the landowner in advance of the access date will be as follows:
 - One (1) week prior to entry
 - Again 24 hours prior to entry

Access onto Public Land will require consultation with the relevant local authority and in many such circumstances, it will be appropriate that the Employer exercises its rights to access public land under s45, the Electricity Act 1995 which will require a 40-day notice period prior to the access date.

5.4 Requirements for accessing land for construction activities

Prior to any construction activity commencing on private land, The Employer requires a statutory or property right (in the form of an easement, lease, or license) to access the land. It is a requirement that the Employer's and the HLWJV's employees, sub-contractors, third parties and Interface Contractors must comply with the terms of such access agreements, any landowner's access protocols and/or property management plan.

The minimum notification timelines to the landowner in advance of the access date will be as follows:

- One (1) week prior to entry
- Again 24 hours prior to entry

Access onto Public Land for construction activities will require consultation with the relevant local authority and in many such circumstances, it will be appropriate that the Employer exercises its rights to access public land under s45, the Electricity Act 1995 which will require a 40-day notice period prior to the access date.

Note – no construction activity can commence on private or public land until the Employer has a legal right to access the land and the landowner has been notified

5.5 Requirements on exiting the property

All materials and equipment will need to be safely stored in the agreed locations and check that no damage has been done to the landowner's property, assets, and stock. The following actions will need to be carried out prior to exiting the property:

- Gates will need to be left as found at the time of access or as agreed with the landowner and take a photo
- Update Employer's database to confirm any interactions with the landowner, and evidence of having met the biosecurity and access conditions of the land holding
- Provide the landowner with confirmation of exiting the property
- Provide the Employer with confirmation, including any evidence of exiting the property

5.6 Procedures for handling damage and complaints

All damage to the property must be advised to the landowner as soon as is practical and a joint inspection must be carried out to agree on the remediation actions or arrange a future meeting to resolve the issue and agree on a remediation plan. If the matter is unable to be resolved the following actions will need to be carried out:

- Report the incident to the HLWJV's land access coordinator (property team) and prepare and complete an incident report
- HLWJV's land access coordinator (property team) will engage the landowner with the support of the CSE team where required to resolve the issue and agree on a remediation plan and a summary of the incident report
- HLWJV's Land access coordinator (property team) will inform the Employer within 48 hours and subsequently provide the Employer with the summary of the incident report and upload report to the site records

If the landowner and the HLWJV property team are unable to reach agreement on the remediation plan or summary of the incident, the matter will be escalated to the Employer's Place Manager and/or Land Access Officer for a resolution.

6. Biosecurity Controls

6.1 General

Biosecurity controls are critical to many of the landholders and must be complied with and the HLWJV and its delivery partners will need to have regard to the [Biosecurity Procedure, Environmental Guidance Note-Biosecurity](#) and any site-specific biosecurity protocols or Property Management Plans. Properties have been assigned a biosecurity risk rating (high, medium, or low) and there are specific controls for both planned and emergency work for each of the three risk ratings.

In addition, the HLWJV and its delivery partners will:

- Comply with the Employer's "Come Clean-Go Clean" mandatory hygiene and biosecurity protocols as a minimum standard. The Employer, in consultation with the landholder will also establish specific mitigation measures over and above the minimum biosecurity requirements and will include compliance with any landholder existing Environmental and/or Biosecurity Management Plans.
- Conduct pre-construction surveys to identify biosecurity requirements on the areas that will be accessed for construction activities. These survey results will be provided to the landholder to assist in developing property specific requirements for the construction phase
- Prior to each construction stage and on request from the landholder, provide the landholder with a copy of the HLWJV's Biodiversity Management Plans
- Advise the landholder of any biosecurity breaches within 48 hours of being aware of the breach and discuss the appropriate remediation
- Remediate any damage caused by the breach of biosecurity as soon as reasonably possible and if the damage cannot be rectified, pay reasonable compensation to the landholder
- Following construction and after the first wet season, the pre-construction survey will provide a condition assessment between pre and post construction activities to determine the actual impact on the distribution of biosecurity matter
- Manage any identified changes to the area in consultation with the landholder and/or local authorities.

The HLWJV land and property access management team will be responsible for ensuring that all biosecurity controls are observed/adhered to on access to the property during the construction activities. Each landholding's biosecurity controls will be documented in the individual Property Management Plans and an accurate register of site access requirements and approvals will be maintained.

6.2 Properties under quarantine

Properties under quarantine or with known pathogens / biosecurity issues, may have specific protocols / requirements and these will be adhered to. As a minimum, for properties / holdings identified as having known pathogens / biosecurity issues, the Biosecurity Plan shall ensure:

- Compliance with the landholders individual Biosecurity Plans
- Decontamination of plant and vehicles when relocating from one property / worksite to another
- Decontamination of plant and vehicles at the completion of each shift
- Retention of evidence of each wash down (image / receipt), and
- On-board biosecurity kit in nominated mobile plant,

6.3 Noxious weeds

The HLWJV shall implement measures to prevent the spread of noxious weeds, including measures to avoid transporting seed from weed infested land to uninfected lands and certification of all imported fill being free from weeds and other organic matter that may be a source of weed propagation.

In addition, the JV shall develop a Biosecurity Plan (as an appendix to the Biodiversity Management Plan) prior to the commencement of the works which will ensure the following:

- Compliance with the landholders individual Biosecurity Plans
- Decontamination of plant and vehicles when relocating from one property / worksite to another
- Decontamination of plant and vehicles at the completion of each shift
- Retention of evidence of each wash down (image / receipt)
- On-board biosecurity kit in nominated mobile plant, and
- Comply with any recommendations (to the extent that these recommendations are also recognised as Good Industry Practice) and regulations issued by the Department of Agriculture, Fisheries and Forestry to prevent or control an outbreak of disease.

The CEMP and relevant sub-plan(s) shall detail all precautions that will be undertaken to minimise any potential risks to flora and fauna as a result of HLWJV's activities.

HumeLink West Sustainability Management Plan



Document Information	
Project Name	HumeLink West
Client	Transgrid
Document Number	HLW-HLWJV-PRW-SU-PLN-000001
Issue Date	08/04/2025
Revision	01
Status:	IFC
Author / Position	Greg Appleby, Sustainability Manager

Revision History						
Revision No	Date	Revision Detail/Status	Author	Reviewer	Approver	Signature
A	25/01/2024	Initial Document	Gregory Appleby	Jessica Duncan	Jim Maniord	
0	04/03/2024	0.00	Jessica Duncan	Gregory Appleby	Jim Maniord	
00.01	17/12/2024	6 monthly review	Gregory Appleby	Emily Knobloch	Tim Burns	
00.02	05/03/2025	6 monthly review (finalised)	Emily Knobloch	Gregory Appleby	Tim Burns	
01	08/04/2025	IFC	Emily Knobloch	Gregory Appleby	Tim Burns	

Contents

1	Introduction	5
1.1	The Project.....	5
1.2	HumeLink scope	6
1.3	Project objectives	6
1.4	Purpose.....	6
1.5	Interface with Other Planning documents.....	7
1.6	Plan requirements, review and updates	8
1.6.1	Plan Revisions.....	8
1.7	Plan Compliance.....	8
1.8	Sustainability Management System.....	13
2	Sustainability Context	13
2.1	Project Context	13
2.2	United Nations Sustainable Development Goals.....	13
2.3	TransGrid Sustainability Context	14
2.4	CIMIC Sustainability Context	14
2.5	Infrastructure Sustainability Rating	15
2.5.1	Materiality Assessment	16
3	Sustainability Policy, Objectives and Targets	16
3.1	IS Rating Credit Targets and Score.....	16
3.2	Sustainability Milestones	18
4	Management and Accountability.....	19
4.1	Project Leadership Roles and Responsibilities	19
4.2	Sustainability Team Roles and Responsibilities	21
4.3	External Sustainability Roles	23
4.3.1	External Stakeholders	24
4.4	Management Plan Integration.....	25
4.5	External Sustainability Management Resources	27
5	Integrating Sustainability.....	28
5.1	Sustainability Assurance Framework.....	28
5.2	Assess Sustainability Risks and Opportunities.....	29
5.3	Risk Assessment Definitions	29
5.4	Multi-Criteria Analysis for High Impact / Significant Decisions	30
5.5	Integrating Sustainability in Design.....	30
5.6	Sustainable Procurement	31
5.6.1	Procurement Schedule.....	31
5.6.2	Human Rights and Modern Slavery	33

5.7	Integrating Sustainability in Construction.....	33
5.8	Training Requirements.....	33
5.9	Knowledge Sharing.....	34
6	Sustainability Reporting and Information Management.....	36
6.1	Sustainability Reporting Requirements.....	36
6.1.1	Sustainability Data Capture.....	36
6.2	Sustainability Items Reported by Other Functions	38
6.3	Project Document Management	38
7	Evaluation and Improvement.....	39
7.1	Audit and Review	39
7.2	Inspections.....	39
7.3	Sustainability Performance Review	40
8	Key Sustainability Opportunities	41
8.1	Energy and Carbon.....	41
8.2	Modelling.....	41
8.3	GHG Management Hierarchy	41
8.4	Fuel and Energy.....	42
8.5	Resources.....	42
8.5.1	Materials.....	42
8.6	Waste.....	43
8.7	Water.....	44
8.8	Climate Change	45
8.9	Environmental Management.....	45
8.10	Heritage Management	45
8.11	Social Sustainability.....	45
8.12	Noise Management.....	45
8.13	Air Quality Management	46
	Appendix A - Infrastructure Sustainability Rating Management Plan	47
	Appendix B – HLWJV HumeLink West Sustainability Policy	48
	Appendix C – HumeLink West Sustainability Objectives and Targets.....	51
	Appendix D –Draft Transgrid HumeLink Sustainability Strategy.....	54
	Appendix E - Risk and Opportunity Register	55
	Appendix F – Detailed Audit Schedule	56
	Appendix G – Climate Change Risk Assessment and Adaptation Plan.....	57

Abbreviations and Definitions

Term	Definition
CCRA	Climate Change Risk Assessment
DNP	Defects Notice Period
EMS	Environmental Management System
GHG	Greenhouse Gas Emissions
HLE	HumeLink East
HLWJV	HumeLink West Joint Venture (Consisting of UGL and CPB Contractors)
HLW	HumeLink West
IS	Infrastructure Sustainability
ISC	Infrastructure Sustainability Council
kV	Kilovolt, energy output
NGERS	National Greenhouse and Energy Reporting Scheme
NTP	Notice to Proceed
PEC	Project Energy Connect
SuMP	Sustainability Management Plan
The Project	The Humelink West Project
POEO Act	Protection of the Environment Operations Act 1997
POEA Act	Protection of the Environment Administration Act 1991

1 Introduction

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

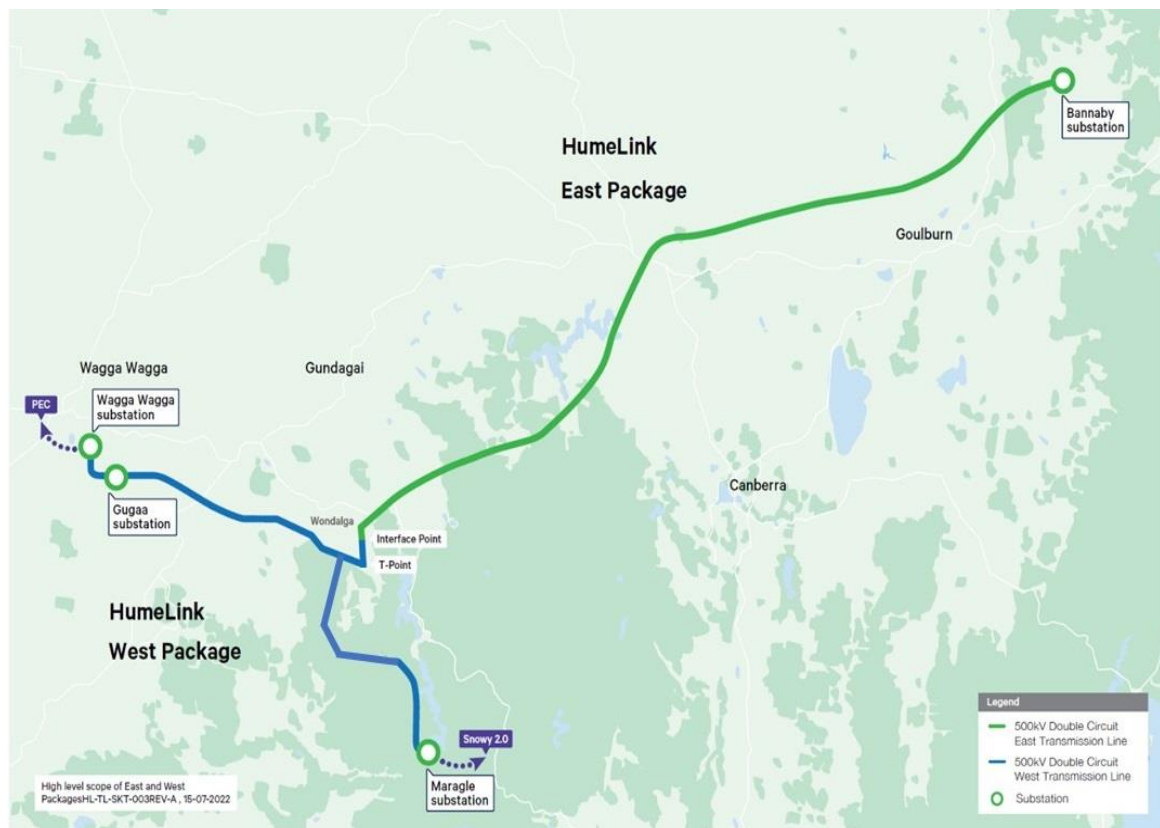
1.1 The Project

HumeLink is one of NSW's largest energy infrastructure projects and represents a once-in-a-generation investment in Australia's energy future. Located in southern NSW, this project will see the construction of 385km of new 500 kilovolt (kV) transmission lines, and new or upgraded infrastructure which will connect Wagga Wagga, Bannaby and Maragle.

HumeLink will deliver a cheaper, more reliable, and more sustainable grid by increasing the amount of renewable energy that can be delivered across the national electricity grid, helping to transition Australia to a low carbon future.

HumeLink's construction has been divided into two separate but interconnected transmission infrastructure projects, HumeLink East (HLE) and HumeLink West (HLW) respectively. Figure 1 provides a high-level overview of the HumeLink project, including the division between HumeLink East and HumeLink West.

Figure 1 - Overview of the HumeLink project



1.2 HumeLink scope

The HumeLink project will be delivered by dividing the scope into two separate but interconnected Packages, HumeLink East and HumeLink West. This section provides an overview of the HumeLink project and the distinctive scopes of work.

HumeLink East involves the augmentation of the existing Bannaby 500/330kV Substation and the design and construction of approximately 230km of 500kV double circuit quad bundle transmission line from Bannaby, to the Interface Point north of Batlow.

HumeLink West involves the augmentation of the existing Wagga 330/132kV substation, augmentation of the Maragle 330kV switching station to establish the combined Maragle 500/330kV substation, design, and construction of the new Gugaa 500/330kV substation, and the design and construction of approximately 130km of new 500kV double circuit quad bundle transmission line between Maragle and Wagga, and from the T-Point to the Interface Point (see Figure 1).

1.3 Project objectives

The Project Objectives include:

- Supply reliability in NSW by firmly connecting Snowy 2.0 and other new generation in southern NSW, managing the shortfalls as a result of the progressive retirement of coal-fired generation
- Greater access to lower cost generation to meet demand in major load centres
- Additional capacity for new generation (primarily renewable generation) in southern NSW, an area which has recognised potential for high-quality wind and solar power generation
- Greater sharing of energy between New South Wales, Australian Capital Territory, South Australia, and Victoria
- Ability to unlock the full capacity of the expanded Snowy Hydro Scheme
- More renewable energy to enter the market, supporting Australia's aspirations for emissions reduction
- The creation of construction jobs during delivery
- Generally enhanced economic activity in regional NSW, bringing opportunities for involvement and benefits for local communities along the route.

1.4 Purpose

The purpose of this Sustainability Management Plan (SuMP) is to describe how the HumeLink Joint Venture (HLWJV) will consider and apply sustainability aspects during design and construction throughout the delivery of the HumeLink West project on behalf of TransGrid.

For the HLWJV, sustainability is about ensuring the long-term success of our projects, people, communities and ecosystems by integrating environmental, social, economic and governance factors into our decision making. The HLWJV is committed to pursuing sustainability initiatives that aim to achieve net positive environmental, social, economic and community benefits and are consistent with technical design and construction requirements.

This SuMP provides the overarching governance framework to guide the project team in the delivery of sustainability outcomes during the project design and construction phases in accordance with SuMP requirements detailed in Schedule 2 of the Employer's Requirements, Appendix F - Management Requirements S2.23(a), and the Infrastructure Sustainability (IS) Version 1.2 (ISv1.2) Technical Manual.

The SuMP outlines the HLWJV's approach to managing sustainability to enable the Project to:

- Fulfill the Client's (TransGrid) sustainability requirements as specified in the Contract.
- Integrate sustainability considerations throughout the design, construction, and operation of the Project.

- Identify, assess and implement initiatives to achieve sustainability outcomes.
- Create value and benefit from sustainability.
- Reduce environmental and social impacts and where feasible improve the asset's resilience to climate change.
- Identify actions to achieve an 'Excellent' Rating, with a minimum score of 64.3 and a stretch target of 74.7, under the Infrastructure Sustainability Council (ISC) v1.2 Rating Scheme.

1.5 Interface with Other Planning documents

This SuMP is part of an integrated set of Project Plans. The table below outlines key sustainability items/content addressed within other relevant plans.

Table 1 – Documents interfacing with this SuMP

Management Plan	Sustainability items/content addressed
Construction and Site Management Plan HLW-HLWJV-PRW-CN-PLN-000001	Optimises construction sequence, staging, methodology and resourcing with flow on materials reduction and program efficiencies.
Design Management Plan HLW-HLWJV-PRD-DM-PLN-000001	Sets out the design management process including detailing the value engineering process, which will be utilised to ensure that all requirements, including sustainability requirements, are embedded in the design.
Procurement Management Plan HLW-HLWJV-PRW-PRC-PLN-000001	Details how HLWJV will manage procurement and tender processes.
Community Stakeholder and Engagement Management Plan HLW-HLWJV-PRW-STC-PLN-000002	Sets out the framework for community and stakeholder liaison and engagement for HumeLink West.
Local Industry Participation Plan HLW-HLWJV-PRW-LIP-PLN-000001	Describes how JV proposes to manage local industry participation on the project and promote opportunities for positive project outcomes for local, regional, and Australian businesses.
Aboriginal Participation Plan HLW-HLWJV-PRD-HR-PLN-000001	Provides a framework for engagement and partnership with Aboriginal and Torres Strait Islander people and details the processes to achieve the nominated Aboriginal participation and procurement targets
Workforce and Workforce Development Plan HLW-HLWJV-PRW-WP-PLN-000001	Details workforce development and social procurement targets and management systems to be implemented across the HumeLink West project.
Accommodation Camp Management Plan HLW-HLWJV-PRW-ACC-PLN-000001	Details camp location selection process, types of accommodation, camp infrastructure and information on the locations selected
Project Risk Management Plan HLW-HLWJV-PRD-RSK-PLN-000001	Sets out the risk management approach and procedures to be applied to the HumeLink West project.
Quality Management Plan HLWJV-HLWJV-PRW-QUA-PLN-000001	Outlines reporting and auditing requirements for HumeLink West.
Construction Environmental Management Plan HLW-HLWJV-PRW-ENM-PLN-000002	Sets out governance, monitoring, reporting, auditing and corrective action processes applicable to sustainability.

Soil and Water Management Sub-Plan HLW-HLWJV-PRW-ENM-PLN-000011	Details strategies to be applied to minimise water usage, manage soil and maximise water reuse.
Noise and Vibration Management Sub-Plan HLW-HLWJV-PRW-ENM-PLN-000008	Details assessment protocols and management strategies for minimising construction noise and vibration.
Heritage Management Sub-Plan HLW-HLWJV-PRW-ENM-PLN-000006	Details management strategies to minimise impacts on Aboriginal and historic heritage items and archaeology
Biodiversity Management Sub-Plan HLW-HLWJV-PRW-ENM-PLN-000001	Details management strategies to minimise impacts on flora and fauna.
Waste Management Sub-Plan HLW-HLWJV-PRW-ENM-PLN-000010	Sets out the waste management and reuse strategy to be adopted for HumeLink West.
Air Quality Management Sub-Plan HLW-HLWJV-PRW-ENM-PLN-000013	Details management strategies to minimise dust and emissions from plant and equipment during construction.

1.6 Plan requirements, review and updates

The SuMP acts as the guiding sustainability document for the project which will undergo iterations throughout the project lifecycle in accordance with contractual requirements, and to ensure it remains current and relevant to the project scope boundaries and delivery approach.

This Plan has been prepared in accordance with:

- Schedule 2 Employer's Requirements Appendix F Sections 2.23 and 12
- Infrastructure Sustainability (IS) v1.2

1.6.1 Plan Revisions

The SuMP will be reviewed every 6 months by the Sustainability Manager.

Updates will be made to the SuMP as required for changes in construction sequencing or methodology. Updates will also take into consideration corrective actions including lessons learnt and improvement/enhancement opportunities identified as a result of:

- Audits findings
- Communication, participation and consultation, including from external stakeholders
- Performance of the Project
- Extent to which the objectives and targets have been met
- Changes to legislation
- Actions management reviews, and recommendations for improvement.

1.7 Plan Compliance

Table 2 outlines the contractual sustainability requirements covered in this SuMP.

Table 2 – Compliance of this SuMP with TransGrid's requirements

Contract Reference	Requirement	Addressed
Schedule 2 Employers Requirements Appendix F Management Requirements Section 2.23	a) The Sustainability Management Plan (SMP) shall identify how the Contractor will comply with the sustainability requirements of the Contract (including as set out in section 1.7.1.1.9 of Appendix F of the Employer's Requirements) and shall include: i) a public policy (or similar) that details its commitment to sustainability in relation to the Works. This shall include a commitment by the Contractor to achieve positive environmental, social and economic impacts with defined objectives and targets; ii) the project leadership team structure, including identifying the Contractor's key leadership personnel and their roles and responsibilities for delivery of sustainability outcomes on the project including in relevant job descriptions; iii) the nominated sustainability targets and objectives of the Contract; iv) strategies as to how the nominated targets will be achieved; v) the processes and activities for tracking the identification and implementation of sustainability initiatives; vi) the processes and methodologies for assurance, monitoring, auditing, corrective action, continuous improvement and reporting on sustainability performance (including environmental, social and economic aspects as referenced by the Humelink Sustainability Strategy); vii) the process for internal design review to include sustainability in design and associated design reports; viii) processes for sustainability reporting, including as stated under section 1.7.1.1.9 of Appendix F of the Employer's Requirements; ix) processes to participate in sustainability knowledge sharing forums and initiatives throughout project delivery. Forums may include collaboration with other projects being delivered by the Employer, as well as the wider energy sector; x) the processes and activities to achieve an Infrastructure Sustainability Council of Australia (ISCA) verified 'Design' and 'As-Built' rating under v1.2 of the IS rating tool; and xi) interfaces with other Contractor Management Plans.	i) Section 5 and Appendix B ii) Section 6.1 and 6.2 iii) Section 5.1 and Appendix C iv) Section 10 v) Section 7.1 and Section 8.1 vi) Section 6.1 vii) Section 7.4 viii) Section 8.1 ix) Section 7.7.1

	b) The Sustainability Management Plan shall also include the following separate sub-plans: i) the Climate Change Risk Assessment and Adaptation Plan as per requirements of the relevant IS Rating Credits; ii) the Infrastructure Sustainability Rating Management Plan which should include the following content as a minimum: (A) overview of IS rating process; (B) base case assumptions; (C) weightings assessment; (D) targeted IS rating; (E) credit scope out strategy; (F) technical clarification and credit interpretation strategy; (G) assessment and verification processes; (H) key relationships (including ISC and Employer support); (I) IS rating pathway tracking with proposed “dashboard” tool; (J) internal and external communication; and (K) progress meetings. c) The Contractor shall identify and implement measures to minimise water, noise, and air quality pollution in accordance with the nominated discharge targets for ISC certification.	i) Section 7.2 ii) Appendix A iii) Appendix iv) Section 10G
Section 3.7	1.7.1.1.1 Progress Report (e) The monthly Progress Report shall include: ix) an environmental and planning section, which includes: E. Sustainability targets, energy use (fuel and electricity), waste stream metrics (by category and destination), materials used, water uses (potable and non potable) spoil reused on Site, greenhouse gas emissions and outline actual performance against targets F. Summary of environmental/sustainability inspections and associated corrective actions	Section 8.1

Section 5.2.3	1.7.1.1.2 Environmental Audit Schedule and Inspections a. The Contractor shall conduct periodic independent audits of the implementation of their Environmental Management System, Sustainability Management Plan, CEMP and Sub Plans (including supporting documents) while undertaking the Works and supply a copy of the audit report to the Employer. i) Audits are to be conducted in accordance with the conditions of Approvals and sustainability requirements (environmental, social and economic). The implementation and effectiveness of environmental protection measures described in CEMP and sub-plans are to be inspected and assessed on a weekly basis via environmental inspections. ii) A weekly checklist for environmental inspections shall be developed, with the purpose of the checklist to: A. provide a surveillance tool to ensure that safeguards are being implemented; B. assess and document the effectiveness of implemented environmental management measures; C. identify where problems might be occurring; D. identify where sound environmental practices are not being implemented; E. assess implementation of relevant sustainability requirements; and F. facilitate the identification and early resolution of problems.	Section 9.2 and Appendix G
Section 12.1	1.7.1.1.3 General a) The Contractor shall develop, implement and document compliance with a procedure to ensure that for significant project issues, including design, the decision-making process considers the whole-of-life environmental, social and economic costs and benefits. b) The Contractor shall achieve an Infrastructure Sustainability Council of Australia (ISCA) verified 'Design' and 'As-Built' rating under v1.2 of the IS rating tool. c) The Contractor shall register for, prepare all documents and information required to obtain, and deliver to the Employer an IS Rating Certificate. d) Registration for the IS Rating Tool shall be completed within 20 weeks of the Execution Date. e) ISv1.2 Design Submission Round 1 shall be submitted prior to the Final Design Stage of relevant design packages. f) IS v1.2 As-Built Final Submission shall be submitted prior to Practical Completion of the Works. g) The Contractor shall: i. incorporate environmental, social and economic risks and opportunities into its project systems; and ii. integrate sustainability inspections, audit and reporting into its monitoring and management programs.	a) Section 7.3 b) Section 3.5 and Appendix H c) Appendix H d) Appendix H e) Appendix H f) Appendix H g) Section 4.2 and Section 9

Section 12.2	1.7.1.1.4 Sustainability Personnel a) A member of the Contractor's senior leadership team shall have central responsibility for managing sustainability. b) The Contractor shall provide a sustainability manager who shall: i. possess a recognised qualification relevant to the position of the Works and have recent relevant experience in sustainability management on projects similar to the Works; ii. have at least 10 years sustainability management experience in the design and construction of infrastructure projects; iii. be available as the Employers primary contact on sustainability matters; and iv. be responsible for, and have the authority to, develop and implement the contract sustainability requirements.	Sections 6.1 and 6.2
Section 12.3	1.7.1.1.5 Sustainability Rating a) The Contractor shall achieve a minimum ISC Rating score of 64.3 points with an aspirational target of 74.7 points. b) The Contractors ISC Rating target shall demonstrate alignment to the following themes important to the Employer's corporate sustainability values, more specifically: i. indigenous heritage; ii. climate change adaptation; iii. energy and carbon; iv. ecology; and v. community health.	Section 5.2
Section 12.4	1.7.1.1.6 Water Use a) The Contractor shall: i. model, monitor and report on potable and non potable water use for construction and operation; ii. implement design and construction initiatives that align with the nominated water reduction and non-potable water targets; iii. demonstrate that it has achieved its nominated water reduction targets against a base case; and vi. quantify and summarise water reduction initiatives as an overall reduction from a defined base case and ensure that water efficient construction methods are described in relevant construction method statements to be applied by the Contractor.	Sections 7.5, 7.6, 8.1, 8.2 and 10.3
Section 12.5	1.7.1.1.7 Construction Materials b) The Contractor shall: i. model, monitor and report on impacts associated with material for use in construction of the Works; ii. monitor, model and report on any lifecycle impacts on Materials to be used in the Works across the infrastructure lifecycle; iii. implement design, engineering and construction initiatives that align with the nominated Material's lifecycle reduction targets; iv. demonstrate that it has achieved the nominated Material's lifecycle impacts targets against a base case; and v. quantify and summarise impact reduction initiatives related to a given Material as an overall reduction from a defined base case.	Sections 7.5, 7.6, 8.1, 8.2 and 10.2.3
Section 12.6	1.7.1.1.8 Climate Change a) The Contractor shall:	Section 10.1

	i. manage all significant climate change risks to an acceptable level; ii. develop and update climate change risk assessment reports at each design stage to demonstrate how climate change risk has been assessed, integrated into project risk management and mitigated through design; iii. implement design, engineering and construction initiatives that align with the nominated greenhouse gas emission reduction target, including to comply with NGER Legislation iv. undertake a whole of life analysis of transmission loss reduction technologies at each Design Stage and implement feasible options; v. demonstrate that the Contractor has achieved a nominated reduction in lifecycle greenhouse gas emissions based on the Contractor's Activities measured against a base case; and vi. undertake a feasibility study for renewable energy and offset opportunities across the lifecycle of the project.	
Section 12.7	1.7.1.1.9 Sustainability Reporting vi. The Contractor shall provide an annual sustainability report in the month of December, each year until the end of the last DNP, consolidating its previous 12 monthly reports. The Contractor's annual sustainability report shall also summarise all sustainability initiatives implemented over the previous year and include any lessons learned.	Section 8.1

1.8 Sustainability Management System

This Sustainability Management Plan (SuMP) and other interfacing plans are supported by an integrated management system.

The HLWJV Management System has been developed to ensure compliance with the following certifications.

- ISO 9001:2015 Quality Management
- ISO 14001:2015 Environment Management
- ISO 45001:2018 Occupational Health & Safety

2 Sustainability Context

2.1 Project Context

The Project is interconnected with transmission line projects that are currently in progress. Project Energy Connect (PEC) will be a new electricity interconnector between Robertstown in South Australia and Wagga Wagga in New South Wales. In addition, HLE will connect directly with the HLW project near Tumut with transmission line infrastructure up to Bannaby in the Southern Highlands. Both the PEC and HLE projects have Infrastructure Sustainability (IS) targets. Another project will connect the Snowy 2.0 hydro scheme to the HumeLink West project at Maragle. The Maragle project has no IS Rating or explicit sustainability targets.

2.2 United Nations Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015 provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries – developed and developing – in a global partnership. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce

inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

However, Australia is performing worse than other developed countries in achieving the Sustainable Development Goals (SDGs), particularly in terms of addressing climate change, according to the global SDG Index, which compares different nations' performance on the goals. The latest SDG Index released in 2023, ranks Australia 40th in the world.

The index shows that Australia is performing relatively well in areas such as good health and wellbeing and providing good clean water and sanitation. But our results for the environmental goals and climate change are among the worst in the Organisation for Economic Co-operation and Development (OECD group) of developed nations.

2.3 TransGrid Sustainability Context

The key document guiding TransGrid's approach to sustainability for HumeLink is the draft HumeLink Sustainability Strategy, a project-specific sustainability strategy. The purpose of the HumeLink Sustainability Strategy is to provide an overall framework, including objectives and outcomes, for incorporating sustainability into design, procurement, and delivery phases of HumeLink.

The strategy provides a targeted approach to sustainability outcomes for HumeLink through the development of eight project themes that align with TransGrid's sustainability goals and priorities. A summary of the strategy is provided below. See Appendix D for the complete strategy.

Table 3 - TransGrid's HumeLink Sustainability Goals, Priorities and Themes

Goals	Priorities	HumeLink Sustainability Themes
Be a leader in energy transition.	1. Invest in new infrastructure and services to support the transition. 2. Advocate for the transition to clean energy future. 3. Reduce TransGrid's environmental impact.	Deliver infrastructure to accelerate the clean, decarbonized energy future
		Increased resilience to future climate change
		Optimise resource efficiency
		Protect and enhance the natural environment landscape
Work closely with our customers and community	4. Listen to our customers and communities. 5. Strengthen community partnerships program to support community initiatives.	Community at the heart of decision making
		Contribute to liveable communities
		Protect and enhance cultural heritage
Be a trusted and ethical organisation.	6. Operate with integrity, act transparently. 7. Create a diverse and inclusive workplace.	Demonstrate sustainability leadership and continual improvement

Additional TransGrid sustainability requirements are provided in the HLW contract with TransGrid (Predominantly in Section 12 of Appendix F: Management Requirements).

2.4 CIMIC Sustainability Context

UGL and CPB as Operating Companies of the CIMIC Group, operate under the CIMIC Sustainability Policy and its objectives which apply to this project.

The CIMIC Group defines sustainability as the integration of environmental, social and governance factors into decision making to maximise short and long term shareholder value, seek competitive advantage, and contribute to safe and healthy employees, communities and ecosystems.

The objectives of the CIMIC Group's sustainability policy are to:

- Focus the Group's efforts on managing sustainability risks and opportunities, enhancing business performance and supporting the long-term interests of the Group;
- Promote a culture of accountability for sustainability outcomes and improve the sustainability knowledge and skills of employees;
- Integrate consideration of environmentally and socially responsible sourcing and governance factors into the Group's operating and procurement processes, and seek opportunities to collaborate with the supply chain to drive innovation and create mutual value;
- Drive the efficient use of resources and continual innovation in the delivery of projects;
- Support the adoption and delivery of appropriate industry rating schemes and standards that drive sustainability outcomes for clients;
- Encourage initiatives and successfully deliver projects that meet client expectations, provide value for money, and leave net positive legacies for the CIMIC Group, our clients, users, the environment and communities; and
- Enhance the Group's resilience to climate change.

Achievement of these objectives are guided by the CIMIC Group's five sustainability themes and commitments that help define the way we operate:

- **Environment:** Promote environmentally responsible outcomes by using resources efficiently, minimising waste and building resilience to climate risks.
- **Safety:** Support safe communities and provide safe, supportive and positive workplaces for our people.
- **Integrity:** Act with integrity, operate honestly and respectfully, and seek sustainable supply chain outcomes.
- **Culture:** Promote a culture that builds capability and supports opportunities for sustainability, diversity and inclusion.
- **Innovation:** Target innovation through knowledge sharing and collaboration and seek competitive advantage with a focus on the future.

2.5 Infrastructure Sustainability Rating

The IS Rating Scheme is a tool developed and managed by the Infrastructure Sustainability Council to provide a third-party assured assessment of the overall sustainability performance of infrastructure assets.

As per Section 12.3 of Appendix F - Management Requirements, the HLW project is required to use the IS rating to achieve a minimum score of 64.3, which is an 'Excellent' rating using IS V1.2 for both 'Design' and 'As-Built'. This Section also provides a stretch target of 74.7 which also falls into the 'Excellent' rating range.

The IS Scorecard is the tool used to determine the 'IS Pathway' (i.e. credit levels targeted with corresponding points). Within the scorecard is a weightings assessment which sees credits weighted based on materiality (importance) to the project. The project will consider whether any credits should be scoped out based on the project scope and context or whether materiality should be further adjusted.

The IS rating process occurs in two main stages – at the completion of design and at practical completion. The rating achieved following design completion is an 'interim' rating and will be replaced by the As-Built rating. The ISv1.2 Rating Scheme consists of 15 categories and 44 credits; however, a number of credits only apply to the As-Built stage.

The IS Rating submission will include Credit Summary Forms (CSFs) and supporting evidence which will then be assessed by independent verifiers over two rounds of review for both 'Design' and 'As-Built'.

2.5.1 Materiality Assessment

A preliminary Weightings Assessment was conducted in consultation with the project team to identify the materiality of each credit, using the IS Scorecard V1.2. Figure 2 shows that, excluding innovation, the Ene-1 and Eco-1 credits will have the largest impact on the final rating achieved. (Note: this weighting assessment is preliminary and is still awaiting verification of credits Dis-2, Di-5, Lan-4 and Was-3).

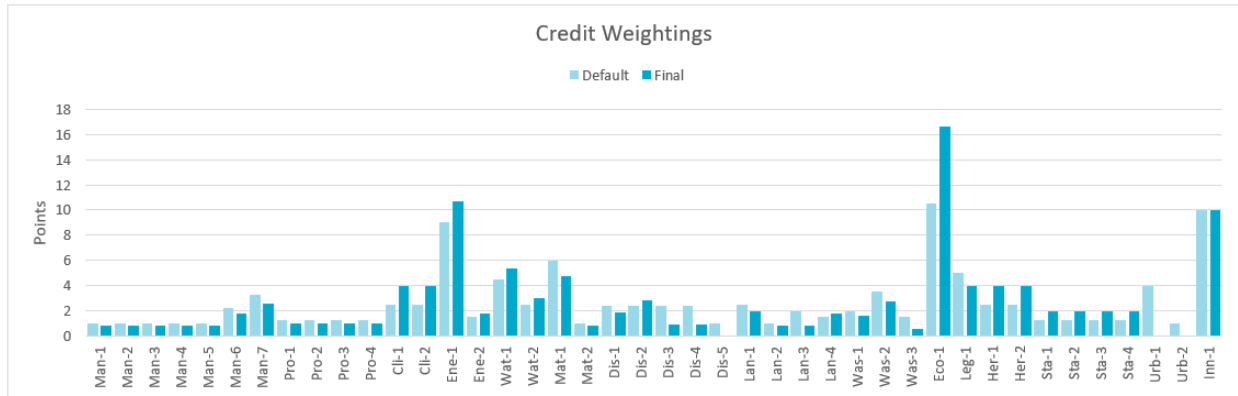


Figure 2 - ISv1.2 Weightings Assessment Output

3 Sustainability Policy, Objectives and Targets

HLWJV's Sustainability Policy sets out the commitments for the delivery of the HumeLink West Project to maximise environmental, social and economic benefits while minimising impacts. Refer to Appendix B for the Sustainability Policy.

The Policy responds to requirements from TransGrid's Employer Requirements as well as relevant IS Rating criteria. It therefore has a strong focus on continual improvement and optimising environmental, social and economic outcomes while positively contributing to the well-being of both current and future generations.

The Policy has been endorsed by the Project Director, is publicly available and will remain applicable throughout the duration of the HumeLink West Project.

To ensure the successful implementation of the Sustainability Policy, the HLWJV has established at least one sustainability objective and target for each policy commitment (see Appendix C). All HLWJV personnel, including all subcontractors, must work under the Sustainability Policy, its associated objectives and contribute to achieving the relevant targets.

In addition to the above targets and objectives, Management Plans have been developed that provide strategies for achieving many of the targets. These Management Plans are included in Table 2.

The HLW Sustainability Policy, objectives and targets have been prepared with consideration of parent company policy and TransGrid's draft HumeLink Sustainability Strategy.

3.1 IS Rating Credit Targets and Score

An Infrastructure Sustainability (IS) Rating Pathway has been developed for the project. This pathway defines the actions for each credit required to achieve the IS rating target IS of 64.3. The pathway also provides the target score for each credit. A list of the stretch target scores have been provided in Table 4.

Some credits can only be assessed following the construction phase of the project and are therefore labelled as 'As built only' in the Targeted Level and Score columns. Additionally, the HLWJV has scoped out Urb-1 and Urb-2 credits which was verified in September 2024.

Table 4 – IS Rating Target and Score

Credit	Materiality Score	Targeted Level (Design)	Targeted Score (Design)	Targeted Level (As built)	Targeted Score (As built)
Man-1	2	3	0.88	3	0.79
Man-2	2	2	0.88	2	0.79
Man-3	2	2	0.88	2	0.79
Man-4	2	2	0.88	2	0.79
Man-5	2	2	0.58	2	0.53
Man-6	2	3	1.97	3	1.78
Man-7	2	2	1.90	2	1.72
Pro-1	2	3	1.10	3	0.99
Pro-2	2	2	0.73	2	0.66
Pro-3	2	As-built only		2	0.66
Pro-4	2	As-built only		2	0.66
Cli-1	4	3	4.38	3	3.97
Cli-2	4	3	4.38	3	3.97
Ene-1	3	1.75	6.90	1.75	6.25
Ene-2	3	3	1.97	3	1.78
Wat-1	3	1.25	2.47	1.25	2.23
Wat-2	3	2	2.19	2	1.98
Mat-1	2	1.25	2.19	1.25	1.98
Mat-2	2	As-built only		1	0.26
Dis-1	3	1	0.69	1	0.63
Dis-2	1	2	2.08	2	1.88
Dis-3	1	3	1.04	3	0.94
Dis-4	1	2	0.69	2	0.63
Dis-5	1	As-built only		1	Scoped out
Lan-1	2	0.1	0.07	0.1	0.07
Lan-2	2	2	0.58	2	0.53
Lan-3	1	2	0.58	2	0.53
Lan-4	3	1	0.99	1	0.89
Was-1	2	2	1.75	2	1.59
Was-2	2	As-built only		3	2.78
Was-3	1	2	0.44	2	0.40
Eco-1	4	2	12.27	2	11.11
Leg-1	2	3	4.38	3	3.97
Her-1	4	2	2.92	2	2.64
Her-2	4	As-built only		2	2.64
Sta-1	4	3	2.19	3	1.98

Sta-2	4	3	2.19	3	1.98
Sta-3	4	2	2.19	2	1.98
Sta-4	4	2	2.19	2	1.98
Urb-1	Scoped out				
Urb-2	Scoped out				
Inn-1	2	3	3.00	3	3.00
Total Score			74.56		74.76

Note: The sustainability targets within the table are subject to change during project delivery

3.2 Sustainability Milestones

Table 5 details the key sustainability milestones.

Table 5 - Sustainability Milestones

Description	Requirement	Required Timing	Date
Contract Execution			4 December 2023
Notice to Proceed (NTP) 1			18 December 2023
Submission of the Sustainability Management Plan (SuMP)	Employer's Requirements Section 2.1 Table 1	100 days from the Execution Date	8 February 2024
ISC Registration (Employers Requirement)	Employer's Requirements Section 12.1(d)	Within 20 weeks of the Execution Date.	20 April 2024
ISC Registration (ISv1.2 Requirement)	ISC Requirement for ISv1.2	n/a	19 February 2024
Submission of IS Design Rating submission (round 1)	Employer's Requirements Section 12.1(e)	Prior to the Final Design Stage of relevant design packages.	*July 2025
Verification of IS Design Rating score	Employer's Requirements Section 12.1(b)	n/a	*September 2025
Enabling works construction start date			January 2025
Construction start date			June 2025
Construction completion			April 2027
Submission of IS As-Built Rating submission (round 1)	Employer's Requirements Section 12.1(f)	Prior to Practical Completion of the Works	February 2027
Verification of IS As-Built Rating Score	Employer's Requirements Section 12.1(b)	n/a	April 2027

*TransGrid have approved a delay to the Round 1 IS Rating design submission to allow for approval of the CEMP. Indicative dates only

4 Management and Accountability

4.1 Project Leadership Roles and Responsibilities

The project leadership team will promote the integration of sustainability at all functional management levels and create a culture where everyone acknowledges their role towards achieving the project sustainability objectives.

The table below outlines the general sustainability responsibilities for typical leadership roles, functional leads and staff. The Sustainability Manager and sustainability support staff roles are further addressed in Section 6.2.

Table 6 - HLWJV Roles and Responsibilities

Role	Responsibilities
Project Director	Overall responsibility and authority for; - Establishing culture and champion sustainability across the project - Managing the delivery of the project including overseeing implementation of sustainability initiatives - Ensuring systems and adequate resources are in place to integrate sustainability across project functions
Construction Director/ Construction Leads	- Engage with the Sustainability Manager to ensure sustainability requirements are integrated into the construction plans/packages/specifications and communicated to workforce. - Ensure the subcontractors and suppliers achieve sustainability objectives in the delivery phase and direct/oversee corrective actions where appropriate. - Ensure that sustainability requirements, risks and opportunities are identified and incorporated in project controls and systems. - Ensure relevant sustainability objectives and targets are achieved and evidence capture through data tracking is maintained.
Design Manager / Design Leads	- Engage with the Sustainability Manager to ensure sustainability requirements are integrated into the design plans/packages/specifications and communicated to relevant parties. - Integrate sustainability requirements into design management processes and provide supporting evidence as required to support IS Rating Scheme. - Use MCA process to support options consideration for significant issues and opportunities.
Commercial Director / Procurement	- Engage with the Sustainability Manager to embed sustainability requirements and objectives in all high impact supplier agreements and/or contracts. - Ensure non-financial evaluation is conducted using effective sustainability criteria. - Provide sufficient funding to meet sustainability requirements - Facilitate the ongoing identification of high impact suppliers through the procurement schedule. - Ensure subcontractors are provided with, and complete the pre-qualification questionnaire and training package
Senior Environment and Stakeholder Manager	- Central responsibility for sustainability - Ensure sufficient resources are provided to meet the sustainability requirements, objectives and targets. - Engage with the Sustainability Manager to ensure sustainability requirements are integrated into the relevant project activities.

Environmental and Approval Manager / Environment Leads	• Integrate sustainability requirements into management processes and provide supporting evidence as required for the IS Rating Scheme. • Collaborate with the broader project team to support sustainability initiatives and requirements. • Engage with the Sustainability Manager to embed sustainability requirements into management plans and/or sub-plans.
P&C Manager	• Develop and implement strategies to achieve the people and culture related initiatives with regard to sustainability. • Ensure the provision of appropriate induction and training in sustainability for all Project personnel. • Provide evidence to support the achievement of an IS Rating and development of pertinent credit summary forms
Community Engagement and Stakeholder Communications Manager	• Integrate sustainability requirements into management processes and provide supporting evidence as required for the IS Rating Scheme. • Engage with the Sustainability Manager to embed sustainability requirements into management plans and/or sub-plans.
All Staff	• Integrate consideration of environmental, social and economic impacts into decision-making • Generate and support the implementation of sustainability initiatives. • Abide by the Sustainability policy and support sustainability targets and objectives

The table below lists each of the functions/teams within the HLWJV and their relationship to sustainability aspects.

Table 7 – HLWJV Teams and contribution to Sustainability Aspects

R = Responsible, C = Key Contributor

	Sustainability Aspect														
	Management Systems	Procurement	Climate Change Adaption	Energy and Carbon	Water	Material	Discharges to Air, Land & Water	Land	Waste	Ecology	Community Health, Wellbeing & Safety	Heritage	Stakeholder Participation	Urban & Landscape Design	Innovation
Functional Discipline															
Quality Team	C														
Environment Team	C				R		R	R	R	R		R		C	C
Senior Leadership	R										C	C	C		R
Sustainability Team	R	C	R	C	C	C	C	C	C	C	C	C	C	C	R
Commercial / Procurement Team		R				C									C
Design Team			R	C	C	R	C	C	C	C				R	C
Construction Team			C	R	C	C	C		C	C					C
Community Engagement & Stakeholder Participation Team							C	C		C	R	C	R		C
P&C Team											C		C		C
Safety Team								C			C				C

4.2 Sustainability Team Roles and Responsibilities

The Sustainability Manager will champion sustainability by working collaboratively to provide a proactive approach to managing sustainability. The Sustainability Manager will be supported by a Sustainability Advisor. Figure 3 illustrates the broader environment and sustainability team organisation chart.

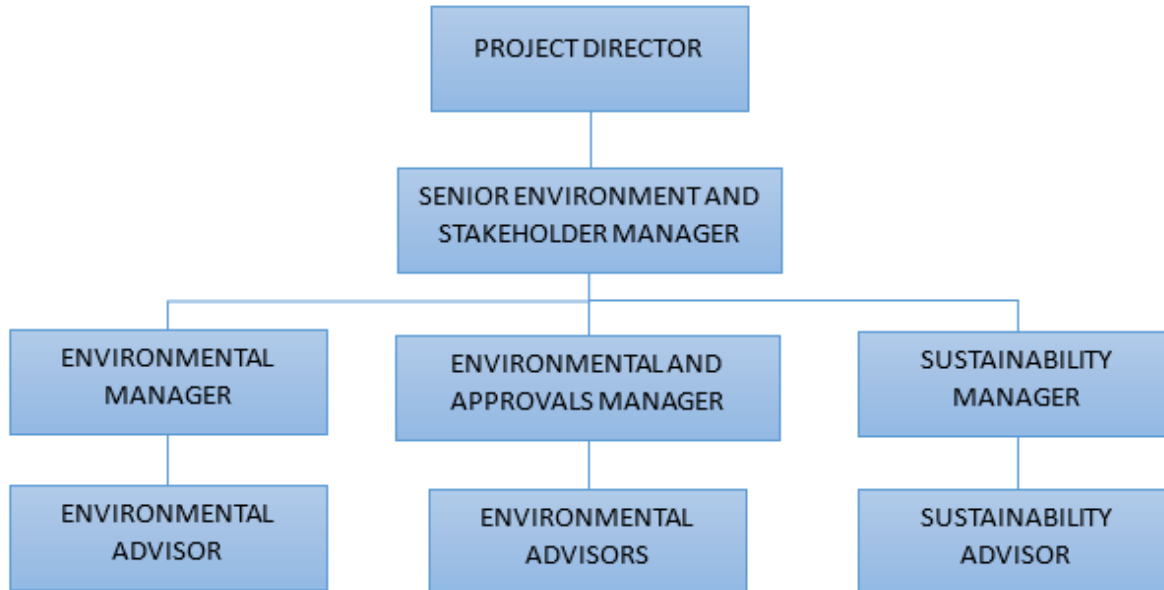


Figure 3 - Environment and Sustainability Organisation Chart

Table 8 highlights the roles, responsibilities, and minimum levels of competency for sustainability resources on the Project.

Table 8 – Project Sustainability Key Roles, Responsibilities and Competencies

Key Roles and Responsibilities	(Minimum) Competency Levels	Nominated Personnel
Senior Environment and Stakeholder Manager		
- Central responsibility for the Sustainability function - specific accountabilities in relation to decision making and management of sustainability including environmental and social aspects	- Extensive experience in environment and sustainability design, construction, and management. - Strong partnering, leadership, and governance skills.	Emma Kline
Environmental and Environmental and Approval Managers		
Support the effective implementation environmental and sustainability management systems, strategies, and initiatives across the project to ensure all objectives and targets are met.	Experience in environment and construction, and management.	Ian Irwin Jeremy Slattery
Sustainability Manager (IS Assessor)		
- Accountable for the sustainability performance of the HumeLink West Project. - Responsible for the development and implementation of the SuMP and associated sub-plan(s). - Champion innovation, resource efficiency and Whole of Life (WOL) thinking. - Monitor and report sustainability progress throughout the Project.	- Current Infrastructure Sustainability Accredited Professional (ISAP). - Possess a recognised qualification relevant to the position of the Works and have recent relevant experience in sustainability management. - Have at least 10 years sustainability management experience in the design and construction of infrastructure projects.	Gregory Appleby

- Undertake self-assessment using the IS Rating Tool and is responsible for ensuring submission readiness for verification. - Work collaboratively with procurement, design, construction and other functional leads to coordinate the integration of sustainability requirements and implementation of sustainability initiatives. - Manage the development, implementation, assessment and verification of sustainability measures for the HumeLink West Project. - Available as the HLWJV primary contact on sustainability matters. - Be responsible for, and have the authority to, develop and implement the contract sustainability requirements.		
Sustainability Advisor		
- Assist the Sustainability Manager with the monitoring and reporting of sustainability metrics. - Assist the Sustainability Manager to develop and collate evidence for the IS Rating Scheme. - Assist in the development and implementation of sustainability initiatives. - Develop and implement an induction package, toolbox talks, subcontractor training.	- Infrastructure Sustainability Accredited Professional (ISAP). - Relevant tertiary qualification.	Emily Knobloch

4.3 External Sustainability Roles

HLWJV will also work collaboratively with numerous external sustainability personnel and stakeholders.

Table 9 - External Sustainability Key Roles and Responsibilities

Roles	Responsibilities	Communication
Sustainability Consultant	- Independent sustainability specialists hired to complete a scope of works, including: - Preparation for the base case proposal and BAU framework including accommodating verifier comments, - Preparation of material (Mat-1), energy (Ene-1) and water (Wat-1 and Wat-2) models - Identification and assessment of renewable energy opportunities (Ene-2), - Facilitation of climate change risk assessment workshop (Cli-1) and delivery of findings report - Review of credit summary forms and evidence for the design submission, - Preparation of material (Mat-1), energy (Ene-1) and water (Wat-1 and Wat-2) findings reports, and - Independent Reviews. - Acts independently and objectively, challenging conventional thinking/BAU practices.	As required to complete the scope of works

ISC Case Manager	- ISC staff member assigned to the project/asset once Registration is completed. - The Case Manager is the first point of the contact for the Assessor and provides support to the Assessor and other members of the project/asset management team throughout the rating process. - Manages the formal verification and feedback processes.	
Verifiers (2)	- Independent specialists assigned to projects/assets during the Assessment stage. - Provide independent verification of the weightings assessment, base case proposal and the verification of IS submission.	
Technical Steering Committee	- Sub-committee of the ISC Board - Govern the rating process and are primarily responsible for certifying the achievement of a rating performance level, providing governance of tool development projects, and reviewing of TCs and CIRs.	
TransGrid Sustainability Representative(s)	Work collaboratively with the HLWJV Sustainability Manager to facilitate ongoing reporting, knowledge sharing and continual improvement to achieve sustainability objectives and targets, including the IS Rating.	Fortnightly meetings
Parent Companies	- Submission of NGERs data - Facilitate education and knowledge sharing between projects.	As Required

4.3.1 External Stakeholders

The anticipated sustainability related external stakeholders that may be engaged during the Project are identified in the table below. This list is likely to change. Further details are provided in the Community and Stakeholder Engagement Management Plan.

Table 10 - Key External Stakeholders

Stakeholder	Priority Level	Related Credits
TransGrid	High	All credits
Wagga Wagga City Council	High	Cli-1, Cli-2, Wat-1, Leg-1, Urb-1, Inn-1, Sta-1 to 4
Snowy Valley Council	High	Cli-1, Cli-2, Wat-1, Leg-1, Urb-1, Inn-1, Sta-1 to 4
Various regulators including regulators and other groups within the Department of Climate Change, Energy, the Environment and Water.	High	Dis-1 to 5, Was-1, Was-2, Sta-1 to Sta-4
Local Aboriginal Land Councils	High	Leg-1, Inn-1, Sta-1 to Sta-4
Rural Fire Service	Medium-High	Cli-1, Cli-2, Sta-1 to 4
Local Land Services (Riverina)	Medium-High	Cli-1, Cli-2, Sta-1 to 4
Murrumbidgee Land Care	Medium-High	Cli-1, Cli-2, Sta-1 to 4
Riverina Water	Medium-High	Wat-1, Sta-1 to Sta-4
Forestry Corporation of NSW	Medium-High	Eco-1, Sta-1 to Sta-4
Heritage NSW	High	Her-1, Her-2, Sta-1 to Sta-4

Community groups (to be determined)	Medium-High	Leg-1, Hea-2, Sta-1 to Sta-4
ISC	High	All credits
HumeLink East	High	All credits.
Project Energy Connect (PEC)	High	All credits
Snowy 2.0 – Transmission Connection Project	Moderate	All credits

4.4 Management Plan Integration

This SuMP is part of an integrated set of project management plans. The table below sets out interactions of this SuMP with the other management plans implemented on the HumeLink West project.

Table 11 - Sustainability Integration within Project Management Plans

	IS Rating Category Name														
	Management Systems	Procurement & Purchasing	Climate Change Adaptation	Energy and Carbon	Water	Materials	Discharges to Air, Land & Water	Land	Waste	Ecology	Community Health, Wellbeing & Safety	Heritage	Stakeholder Participation	Urban & Landscape Design	Innovation (Inn)
Management Plan															
Construction and Site Management Plan HLW-HLWJV-PRW-CN-PLN-000001			✓	✓			✓	✓		✓					
Design Management Plan HLW-HLWJV-PRD-DM-PLN-000001			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
Procurement Management Plan HLW-HLWJV-PRW-PRC-PLN-000001		✓				✓									
Community Stakeholder and Engagement Management Plan HLW-HLWJV-PRW-STC-PLN-000002											✓		✓		
Local Industry Participation Plan HLW-HLWJV-PRW-LIP-PLN-000001		✓									✓				
Aboriginal Participation Plan HLW-HLWJV-PRD-HR-PLN-000001													✓		
Workforce and Workforce Development Plan HLW-HLWJV-PRW-WP-PLN-000001		✓										✓	✓		

Accommodation Camp Management Plan HLW-HLWJV-PRW-ACC-PLN-000001		✓		✓	✓	✓			✓						
Project Risk Management Plan HLW-HLWJV-PRD-RSK-PLN-000001	✓														
Quality Management Plan HLWJV-HLWJV-PRW-QUA-PLN-000001	✓							✓							
Construction Environmental Management Plan HLW-HLWJV-PRW-ENM-PLN-000002															
Soil and Water Management Sub-Plan HLW-HLWJV-PRW-ENM-PLN-000011					✓		✓	✓	✓	✓	✓				
Noise and Vibration Management Sub-Plan HLW-HLWJV-PRW-ENM-PLN-000008							✓					✓	✓		
Heritage Management Sub-Plan HLW-HLWJV-PRW-ENM-PLN-000006												✓	✓		
Biodiversity Management Sub-Plan HLW-HLWJV-PRW-ENM-PLN-000001										✓			✓	✓	
Waste Management Sub-Plan HLW-HLWJV-PRW-ENM-PLN-000010									✓						
Air Quality Management Sub-Plan HLW-HLWJV-PRW-ENM-PLN-000013							✓				✓		✓		

4.5 External Sustainability Management Resources

Sustainability management and reporting tools external to the HLWJV Sustainability Management System that are applicable to this SuMP are outlined in Table 12.

Table 12 – External Sustainability Tools

Guideline and Tools	Description
TransGrid	
TransGrid's HumeLink Sustainability Strategy	Details TransGrid's commitment to sustainability on the HumeLink Project.
ISC	
Infrastructure Council (ISC) IS Rating Tool	The application of the IS Rating Tool evaluates sustainability initiatives and impacts of infrastructure projects, and is a guide for sustainable design, procurement, construction and operation.
IS V1.2 Sustainability Technical Manual	Technical Manual, describes rating process credit guidance notes per credit level, and provides project examples.
IS V1.2 Materials Calculator IS V1.2 Materials Calculator Guideline	A calculator used to determine greenhouse gas emissions (CO ₂ -e) by way of a lifecycle assessment for products used in the construction of infrastructure projects. The calculation includes transport distances for the delivery of construction materials and waste composition emissions. Used for Mat-1 credit.
IS Scorecard	The IS Rating Tool scorecard (excel spreadsheet) facilitates self-assessment against the IS Rating and summary of credits claimed which is submitted to ISC for independent verification.
Other	
Environmental Impact Statement	The Environmental Impact Statement (EIS) is a publicly available document that provides information on a project, including its environmental impacts and mitigation measures, and is used to inform development consent decisions.

5 Integrating Sustainability

5.1 Sustainability Assurance Framework

By its nature, sustainability involves the integration of multiple disciplines. The sustainability requirements have been integrated with the wider Project Program, including processes and procedures.

Sustainability considers social, economic and environmental performance over the short and long term, and there are many ways that sustainability can be applied to projects. For projects to be truly sustainable, a holistic strategic focus and early planning are essential. Sustainability cannot be approached as an 'add-on' initiative – it requires an integrated approach that encompasses the whole-of-project lifecycle. A clear, flexible and adaptable high-level process to drive innovation and guide the incorporation of sustainability is required for the successful delivery of the HLW Project.

The HLWJV management strategy for maximising sustainability outcomes on the HumeLink West Project is illustrated below in Figure 4 and will be implemented on the HumeLink West Project.

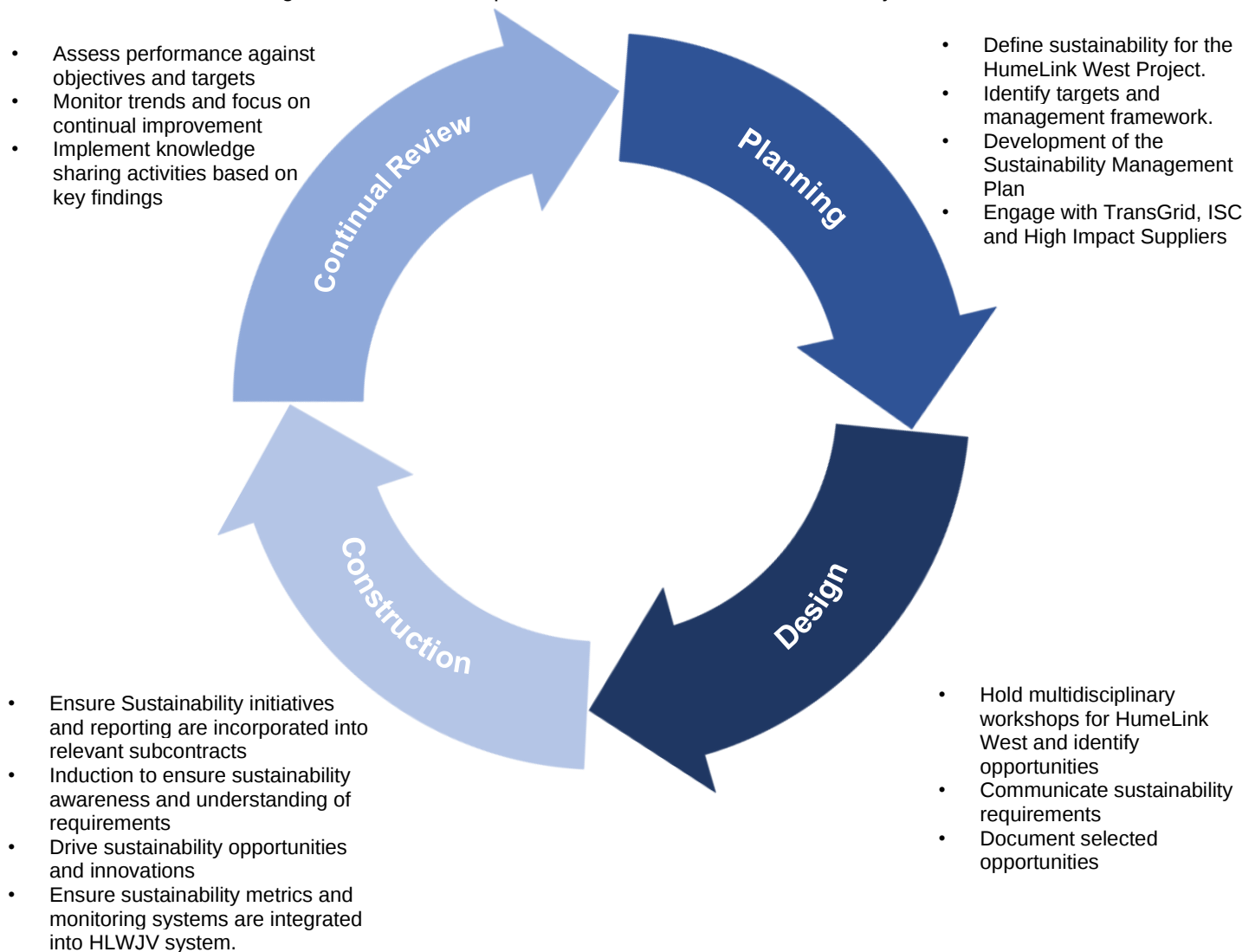


Figure 4 - Embedding sustainability principles throughout the lifecycle of the HumeLink West Project

5.2 Assess Sustainability Risks and Opportunities

Sustainability risks and opportunities will be assessed/captured using the Project's risk management approach, as detailed in the Risk Management Plan. Risks and opportunities specific to sustainability can be found in the overarching Project Risk Register, Sustainability Risks and Opportunities Register and the Climate Change Risk Register. Controls and actions have been identified for each risk and opportunity respectively, with implementation to be monitored and reviewed throughout the project.

A sustainability risk and opportunity assessment has been conducted for the full project lifecycle (design and construction) and includes:

- Governance risks and opportunities
- Economic and financial risks and opportunities
- Environmental risks and opportunities
- Social risks and opportunities

The Sustainability Risk and Opportunity Register will be reviewed, at a minimum, on an annual basis and at each phase of the project to ensure the identification, communication and monitoring of risks/opportunities and associated controls/actions remain relevant.

Table 13 - Sustainability Risk and Opportunity Identification Activities

Project Phase	Activity to identify risk & opportunity	Responsibility
Commencement/ Design	• Sustainability requirements and expectations briefing • Climate Change Risk Assessment workshop • Sustainability Kick-Off Workshop with ISC • Sustainability Risk and Opportunity multidisciplinary reviews.	• Sustainability Manager • Design Manager and Leads • Construction Manager and Leads
Prior to Construction	• Sustainable Procurement assessment to identify socio-economic opportunities for workforce engagement and environmentally responsible supplier/material selection.	• Sustainability Manager • Commercial Director and Leads
During Construction	• Toolbox talks and project meetings	• Sustainability Manager • Construction Manager
Ongoing	• Review and monitor status of actions within Risk and Opportunity Registers throughout project. • Review and monitor status of actions within Climate Change Risk Assessment throughout project.	• Sustainability Manager • Sustainability Manager

5.3 Risk Assessment Definitions

Governance risks and opportunities are risks and opportunities concerned with the governing of the project.

Environmental risks and opportunities are risks and opportunities associated with the natural and physical environment.

Social risks and opportunities are risks and opportunities associated with people and communities.

Economic risks and opportunities are risks and opportunities concerned with the economy. Such risks and opportunities may include risks and opportunities to local businesses, local jobs, exports and imports, the local and regional economy, etc. Note, economic risks and opportunities are different from financial risks and opportunities which are concerned with profit and expenditure of the project.

Direct risks relate to the chance of an impact on the infrastructure system or asset (the project) causing damage, extra maintenance or replacement costs, accelerated deterioration or disruption of services provided. An example is increased storm or flood damage to an asset.

Indirect risks relate to the chance of an impact on another system or asset (external to the project asset) that may inwardly disrupt the operational capacity of the asset (for example the disruption of materials supply). Indirect risks include consideration of interdependencies and cumulative impacts of different risks and their sources.

Direct opportunities relate to actions causing direct benefit on the infrastructure system or asset (the project).

Indirect opportunities relate to the chance of an impact on another system or asset (independent/external to the project asset) that may inwardly cause opportunity for the operational capacity of the asset (for example supply chain impacts that benefit the project). Indirect opportunities include consideration of interdependencies and cumulative impacts of different opportunities and their sources.

5.4 Multi-Criteria Analysis for High Impact / Significant Decisions

HLWJV will use a multi-criteria analysis (MCA) to support decision making, by comparing and ranking alternatives to a base-case utilising a set of weighted criteria. Each option is scored against the weighted criteria and scores are aggregated to indicate the overall suitability of each option. This method allows financial and non-financial aspects to be considered.

For this Project, high impact / significant decisions are defined as:

A decision where the issue is complex, involving multiple variables and consideration, and the outcome is likely to have an effect on the relevant material aspects of the project OR a decision which changes associated costs by \$1,000,000 or more.

Financial aspects include the whole of life costs and delivery schedule/time impacts and non-financial aspects are separated into engineering (including asset strategy, serviceability and constructability, technical, safety) and sustainability (environmental, social and governance) criteria.

The MCA should be used across all phases of the project but is expected to be particularly relevant during the design phase and early construction phase. The Sustainability Manager will assist the Project team in the implementation of the MCA for high impact / significant decisions and resulting assessment of feasible options/alternatives.

5.5 Integrating Sustainability in Design

Integrating the sustainability requirements into the design process is critical to achieving the Project's sustainability targets and creating whole life value for key stakeholders. The HLWJV Sustainability Team will regularly meet with key design leads to discuss and document initiatives implemented during design that relate to sustainability requirements, implications and benefits.

The Sustainability Team will prepare 'Sustainability Requirements Registers' for each package of work which will outline the project sustainability requirements for design/construction elements and packages. Relevant requirements are to be included in the Design Reports.

Impacts from implemented opportunities, such as material or reduced greenhouse gas emissions, will be calculated as part of the relevant IS Credits. Identified sustainability opportunities will be documented as per Section 7.2.

The key actions to embed sustainability in design include:

- Ensure resources and costing is adequately allocated for sustainability during design and construction.
- Integrate sustainability requirements and performance specifications in design scopes/packages.
- Develop and implement a 'Sustainability Requirements Register' which will be regularly reviewed.
- Ensure the MCA being utilised for relevant design high impact /significant decisions.

5.6 Sustainable Procurement

Procurement on the HLW Project is governed by the HLWJV Procurement Policy and supporting procedures, tools and knowledge resources.

An overview of the procurement process that will be implemented on the HLW project is detailed in the Procurement Plan. The following provides an overview of how sustainability was considered and incorporated into the procurement process.

5.6.1 Procurement Schedule

The Procurement Schedule is a live document and central to the management of the timely delivery of all goods and services for the HumeLink West Project.

This Procurement Schedule outlines amongst other things, details on each package to be let (including nature of work, type of agreement to be entered into and tenderer identities) and timing requirements pertaining to when the various stages of the procurement process are to be reached with respect to each package, from completion of design documentation through to executed agreements. This schedule has also been used to identify suppliers with high-impact works in regards to sustainability. This is defined as having scope/s of works likely to have an impact on the overall achievement of the sustainability targets.

The Sustainability Manager has reviewed the procurement schedule and identified the following supplier groups as high-impact:

- Batching plant
- Steel supply
- Piling and civil subcontractors
- Site facilities and workers accommodation
- Quarrying
- Electrical equipment supply
- Concrete Supply
- Water management

The procurement team will use the schedule to ensure that all parties in the development of specifications, work packages and tendering documentation can be effectively coordinated, allowing time for engagement with the supply chain. The procurement team will work closely with the Sustainability Team to ensure relative sustainability aspects are adequately managed.

5.6.1.1 Request for Quotation

Tenders accepted within the prequalification can be invited to tender and request for quotation submitted.

5.6.1.2 Questionnaire

HLWJV uses an initial prequalification process which ensures all subcontractors and suppliers meet the minimal requirements. This involves subcontractors and suppliers completing multidisciplinary questionnaires, which includes environment and sustainability aspects and a review for modern slavery. Reviews are carried out by representatives from the Commercial and Procurement Team, in consultation with the Project's Sustainability Manager as required.

A further pre-qualification step is also used to engage with potential suppliers to explain sustainability requirements and expectations and help stimulate innovation. It also requests evidence of a sustainability policy and implementation of the policy.

5.6.1.3 Tender Evaluation and Recommendation

Once all tender responses are received, HLWJV will analyse and document the details of each submission. The analysis will consider each offer from an overall technical, timeframe and commercial viewpoint, as well as non-financial aspects, including sustainability.

The Procurement Team will coordinate with the respective design and construction staff to analyse and assess tenders in accordance with the Procurement Plan. Analysis of results will be documented in a Tender Analysis sheet and processed for tender selection. The analysis will include environmental, economic and social criteria.

Where a supplier has been identified as a high-impact supplier, the Sustainability Manager will be directly involved to evaluate sustainability performance. This will include specific and unique sustainability consideration and criteria such as:

- Conformity to HLWJV's environment and sustainability objectives,
- The Tenderers historical performance in these areas and sustainability and lifecycle environmental management, and
- Environmental impacts associated with the products and services it both uses or provides.

5.6.1.4 Contracts

Contracts include requirements to comply with sustainability requirements. Where suppliers are identified as a high-impact subcontractor, additional sustainability objectives and targets may be incorporated into the contract, where relevant.

All subcontractors (excluding supply only) are required to provide reports (in the form required by HLWJV) on requested sustainability data including, at minimum, energy and material usage.

5.6.1.5 Performance Monitoring

Subcontractor performance is monitored throughout their engagement on the Project. Monitoring processes are dependent on the type of subcontract. Sustainability monitoring and assurance processes will include a review of sustainability reporting in accordance with sustainability objectives and targets

Corrective actions will be issued to the subcontractor where identified. This may include:

- Inspection/audit actions
- Information requests for sustainability data
- Evidence of compliance/certification

Where corrective actions remain unresolved, management will be escalated to the Procurement and Commercial team for management. Where a subcontractor fails to carry out corrective action, this will be treated as a breach in their contract and HLWJV may exercise their rights in respect of default.

5.6.2 Human Rights and Modern Slavery

HLWJV has adopted CIMIC Group Policies including commitments for actively avoiding human rights violations, abiding by the human rights and civil liberties included in the Universal Declaration of Human Rights, the International Labour Organisation (ILO) and the ten principles of the United Nations Global Compact.

Further information can be found on the CIMIC Joint Modern Slavery Statement, which is [publicly available](#).

The CIMIC Group's Code of Conduct and the Dealing with Third Parties Policy, in addition to the HLWJV Sustainability Policy, requires specific due diligence to be undertaken regarding risks associated with modern slavery.

Supply chain due diligence includes the screening of third parties (including vendors, suppliers and business partners) against a range of risk factors and indicators which include:

- Sanctions, watch-lists, adverse litigation and Politically-Exposed-People (PEP) lists
- Adverse media (print media and social media) in any jurisdictions in which CIMIC operates
- Financial information including company ownership, structure, credit rating and financial strength
- Potential for modern slavery, bribery, and corruption to occur in particular industries and countries

As part of prequalification and onboarding, all suppliers must also complete a Third Party Anti- Bribery and Business Integrity Declaration in which they disclose (among other things) whether they (or any of their subcontractors or suppliers) have:

- Been subject to or received any prosecutions, regulatory notices, tendering restrictions, sanction notices, litigation or arbitration concerning allegations of fraud, bribery, ethical-business practices or corruption, modern slavery or breaches of the human rights of employees or contractors, or environmental or safety breaches or any similar or associated laws or regulations
- Used modern slavery, human trafficking or forced or child labour anywhere
- A compliance management program (i.e. policies, procedures, training, whistle-blower protection) to ensure compliance with business integrity laws and regulations (i.e. bribery and corruption, fraud, modern slavery legislation and or any other associated laws or regulations)

Suppliers are also required to make certain assurances, such as that they will not use any payments which they receive from HLWJV in violation of any modern slavery, anti-bribery, anti-money laundering, trade sanctions, terrorist financing or other similar laws and regulations.

5.7 Integrating Sustainability in Construction

Integrating the sustainability requirements into the construction process is critical to achieving the Project's sustainability targets and creating whole of life value for key stakeholders. The Project's Sustainability Team will conduct meetings with relevant construction managers and leads to discuss and document initiatives implemented at key construction phases that relate to sustainability requirements, implications and benefits.

Impacts from implemented opportunities, such as material or operational energy reductions, will be calculated as part of the IS resource credits (energy, water, materials). Identified sustainability opportunities will be documented as sustainability initiatives as per Section 7.2.

Section 7.5 and Section 7.7 are also relevant in detailing how sustainability is embedded into construction processes.

5.8 Training Requirements

HLWJV will provide training and education on sustainability aspects for the HLW Project staff and workforce, as detailed in the table below.

Table 14 - Sustainability Training

Training	Description	Indicative Participants
Project induction	Address project-specific sustainability concerns, including sustainability policy, objectives and targets and sustainability expectations of employees and subcontractors. Induction materials will be reviewed at least annually and amended where necessary to reflect changes to Project sustainability concerns.	All personnel, subcontractors and unoccupied visitors will undergo an induction before commencing work on-site.
Sustainability Toolbox Talks	Toolbox talks targeted around material sustainability topics, initiatives and education will be rolled out across the worksites to communicate key messages and reinforce requirements.	Construction Team
Multidisciplinary Sustainability Workshops	Workshops will be completed at key design phases to improve sustainability consideration within the design	Design
ISC Infrastructure Sustainability Accredited Professional Training (ISAP)	Relevant project staff will be encouraged to complete ISC's ISAP training.	Sustainability Team
Supplier pre-qualification Sustainability Training	Improves sustainability awareness across the HLWJV high-impact supply chain to improve sustainability outcomes on the HumeLink West Project and beyond. Delivery of training will be varied depending on supplier/subcontractor existing knowledge. Training may include: • Training provided through the Sustainability Supply Chain School (or equivalent) • Internal workshops to discuss constraints and drive innovation.	Subcontractors identified as high impact.

5.9 Knowledge Sharing

HLWJV is committed to enhancing sustainability culture and raising awareness about sustainability principles and initiatives throughout the HumeLink West Project and beyond. As such, HLWJV will ensure knowledge sharing is carried out regularly with the project team, parent companies, key stakeholders and the wider infrastructure industry.

The Sustainability Manager (or delegate) will participate in relevant forums for sharing knowledge across the industry. Where appropriate, sustainability case studies will be generated by the project for internal and external communications as appropriate.

Knowledge sharing processes are iterative and evolve as the project progresses. Key examples of knowledge sharing initiatives potentially adopted by the HLWJV are shown in the table below.

Table 15 - Examples of sustainability knowledge sharing initiatives

Audience	Knowledge Sharing Initiatives
Internal	• Induction • Sustainability Toolbox Talks • Sustainability Workshops
Parent Organisation	• Internal Social Media • CPB Sustainability and Environment Network – developed as a forum for information sharing related to environment and sustainability risk, opportunity, constraints and success on Project. • Lunch and Learn Presentation – HLWJV will share lessons learnt, key achievements and challenges with the CIMIC Graduates cohort.
Key Stakeholders	• TransGrid and HumeLink East – HLWJV will seek to collaborate in regards to: ○ Progress updates ○ Present sustainability lessons learned; and ○ Share updates on sustainability performance
Wider Industry	• Industry Conference and Workshops – The Project Sustainability Manager and/or other relevant personnel may present on sustainability initiatives, and lessons learnt at relevant industry events. • HLWJVQueensland Infrastructure sustainability Community of Practice – The Sustainability Team will engage in discussion with other professionals working in infrastructure sustainability to share lessons learnt and listen to guest speakers including sustainable suppliers and ISC members

6 Sustainability Reporting and Information Management

6.1 Sustainability Reporting Requirements

The table below describes the sustainability reporting requirements and frequency for the HLWJV.

Table 16 - HLWJV Sustainability Reporting Requirements

Reporting Requirement	Description	Frequency
TransGrid		
Monthly Progress Report	An environmental and planning section, which includes: - Sustainability targets, energy use (fuel and electricity), waste stream metrics (by category and destination), materials used, water uses (potable and non-potable) spoil reused on site, greenhouse gas emissions and outline actual performance against targets. - Summary of environmental/sustainability inspections and associated corrective actions;	January to November monthly report on the 25th day of the month (if a Business Day, otherwise preceding Business Day) for January to November. December monthly progress report: 20th day of the month (if a Business Day, otherwise preceding Business Day)
Annual Sustainability Report	HLWJV will provide an annual sustainability report in the month of December, each year until the end of the last Defects Notice Period (DNP), consolidating its previous 12 monthly reports. The Contractor's annual sustainability report shall also summarise all sustainability initiatives implemented over the previous year and include any lessons learned.	In the month of December, each year until the end of the last DNP.
Climate Change Risk Assessment Report	The Climate Change Risk Assessment Reports must: Demonstrate how climate change risk has been assessed, integrated into project risk management and mitigated through design	Updated at each design stage
Legislation		
NGERS Reporting	HLWJV is required to report sustainability data to UGL, CPB and CIMIC to fulfil reporting requirements under the National Greenhouse and Energy Reporting Scheme (NGERS)	Annual
Commonwealth Modern Slavery Act	Companies with revenue above \$100 million per annum are required need to report a Modern Slavery Statement. This is covered under CIMIC's Modern Slavery Statement	Annual

6.1.1 Sustainability Data Capture

To meet the reporting requirements above regarding consumption of resources (energy, water and materials) and generation of waste, HLWJV has developed a data capture system using Powerflow. All data captured by the HLWJV and its subcontractors will be collated into a centralised Power BI database. The system amalgamates and distributes data in line with the different requirements and categories used in each reporting process. This streamlines the data collection process and removes the risk of double handling errors.

The table below shows *high materiality* resources, and the source of information used to monitor and capture consumption during the Project.

Table 17 - Sustainability Data Capture Source

Resource Type		Source/s
Energy	Fuel	- Project invoices - Subcontractor monthly reports
	Electricity	- Project invoices - Mains meter reads
	Gas	- Project invoices - Mains meter reads
	Other	- Project invoices - Subcontractor monthly reports - Site tracking register
Water	Potable water	- Project invoices - Water meter reads
	Non-potable water	Water meter reads
Waste	Construction Waste	- Waste tracking register - Subcontractor monthly reports
	Office Waste	Subcontractor monthly reports
Materials	Concrete	Subcontractor monthly reports
	Steel	Subcontractor monthly reports
	Other (timber, glass, plastic etc.)	- Project invoices - Site tracking registers - Design reports/databases

6.2 Sustainability Items Reported by Other Functions

Sustainability aspects reported by other functions are listed in the table below.

Table 18 - Sustainability Items Reported by Other Functions

Sustainability Requirement/Risk/Opp.	Function	Reporting Frequency
Environmental Pollution	Environment	Monthly Progress Report
Environment and Sustainability Inspections	Environment	Monthly Progress Report
Workforce Development and Industry Participation	HR	Monthly Progress Report

6.3 Project Document Management

Relevant documents and records must be stored and managed using a designated location in SharePoint or Team Binder for controlled documents that are shared across the HLWJV e.g. the Sustainability Policy.

7 Evaluation and Improvement

7.1 Audit and Review

Audits, inspections and reviews will be undertaken where required to achieve targeted rating scheme credit requirements and evaluate project sustainability performance. The table below highlights an indicative list of audits.

Table 19 - HLWJV Required Sustainability Audits

Name	Detail	Timing/Frequency
Client Required		
Sustainability Management Plan Review	Annual Review of the Sustainability Management Plan	Annually
IS Rating Relevant*		
Design Review (Man-3)	Review of IS Submission process and Sustainability Management System	Quarterly during Design
Construction Review (Man-3)		Six monthly during construction
Design External Sustainability Audit (Man-4 Audit)	Audit which covers environment and social issues related to the HLWJV Project. Audit aspects should be selected to cover the “material” components to works. Scope and justification will be included in audit reports.	Once during design
Construction Internal Sustainability Audit (Man-4 Audit)		3 per year
Construction External Sustainability Audit (Man-4 Audit)		Annual
Design review of energy and GHG emissions (Ene-1)	Review of data associated with monitoring and modelling of greenhouse gas emissions/energy.	Design
Construction review of energy and GHG emissions (Ene-1)	Review of data associated with monitoring and modelling greenhouse gas emissions/energy.	End of construction
Construction review of waste management (Was-1)	Review or audit of waste monitoring and management	Annual during construction
Review of Stakeholder Engagement Strategy (Sta-1)	Independent review of Stakeholder Engagement Strategy	Design
Review of community communication (Sta-3)	Independent review of community communication process	Annual during design and construction
Review of addressing community concerns (Sta-4)	Independent review that demonstrates community concerns have been considered and addressed	Once during construction

*Audit/Review is desired, but not contractually required.

An audit and review schedule has been prepared with required actions, frequency and responsibilities throughout design and construction (Appendix F). Audits will be conducted in accordance with the Quality Management Plan.

For IS rating audits, monitoring and reviews, evidence may need to be provided and documented to ensure the requirements for “suitably qualified person[s]” are met for relevant criteria.

7.2 Inspections

Sustainability compliance monitoring on site will be undertaken using two types of sustainability inspections:

- Weekly environment and sustainability inspections, which will be carried out by personnel in the HLWJV Environment and Sustainability Team. This process is detailed in the CEMP. The sustainability component of the inspection will focus on initiatives to reduce both environmental and social impacts and, where required, actions may be raised to address any issues identified.
- Quarterly detailed sustainability inspections, which are predominately carried out by the Sustainability Team to assess the implementation of sustainability initiatives and compliance with sustainability requirements at the HLWJV Project.

7.3 Sustainability Performance Review

Sustainability performance will be reported monthly in TransGrid's Monthly Sustainability Progress Report. A quarterly sustainability report will be generated in line with ISv1.2 requirements and, sustainability performance will be presented to and formally reviewed by the Senior Leadership Team at least annually.

HLWJV will prepare an annual sustainability performance report that will be made publicly available by publishing online using the HumeLink West website.

8 Key Sustainability Opportunities

A list of key project sustainability opportunities which will help achieve IS credit requirements and project targets are outlined below. Where relevant, the strategies developed to meet contractual sustainability objectives and targets (identified in Section 2.5) are included below.

8.1 Energy and Carbon

This section details HLWJV's strategy for achieving nominated sustainability targets, which are (1) improve energy efficiency; and (2) reduce greenhouse gas (GHG) emissions for construction.

8.2 Modelling

The HLWJV has categorised carbon emissions as defined by the NGER legislation and National Greenhouse Accounts Factors (2020).

Table 20 - Carbon emissions scope classifications

Scope	Definition	HLW Aspect
1	Emissions produced within the boundary of an organisation as a result of the organisation's activity.	Fuel products procured by HLWJV and consumed on the HLW premised area
		Fuel products procured by the subcontractor and consumed on the HLW premised area
		Vegetation clearing
2	Emissions produced through the generation of the electricity purchased and consumed by an organisation.	Energy (electricity) consumed onsite as part of the HLW Project.
3	Emissions produced outside the Project's boundary, which are produced as a result of the organisation's activity.	Embodied carbon associated with the materials used on the HLW Project.
		Fuel burnt for transporting products or waste to/from the HLW premised area.
		Emissions associated with the off-site disposal of waste generated from the HLW premised area.
		Indirect emissions associated with the extraction, production and transport of the fuel burned at the generations and the indirect emissions attributable to the electricity lost in the delivery in the transmission and Distribution network.

The HLWJV has undertaken energy modelling to estimate our predicted actual GHG footprint, which will be used to backcalculate the basecase GHG footprint. The difference between the two models will quantify carbon emissions improvement as a result of reduction initiatives.

HLWJV will use this model to drive initiatives and innovation to reduce carbon related to high impacts of the projects.

8.3 GHG Management Hierarchy

HLWJV has adopted an energy management hierarchy (Figure 5) to drive the selection of energy initiatives. This approach was introduced early in the design development process and will be revisited at each of the key delivery phases to ensure any new opportunities to improve energy performance are investigated. As

depicted in the hierarchy, offsets may only be considered once all other options to reduce carbon emissions have been considered.

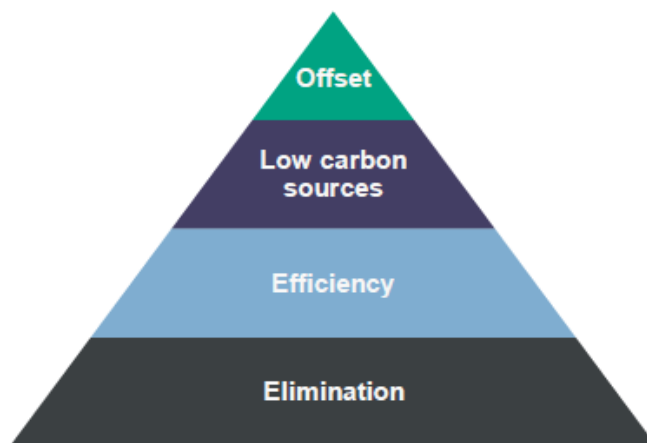


Figure 5 - Energy Management Hierarchy

8.4 Fuel and Energy

Using the above approach, Table 23 outlines the key initiatives that form part of our strategy to meet nominated targets.

Table 21 - Potential initiatives related to energy and fuel consumption

Material	Initiative
Energy	Utilise energy-efficient methods – energy star-rated appliances, insulated buildings, LED lighting and occupation sensors.
	Reduce or eliminate energy through the refinement of work activities
	Investigate opportunities to use renewable energy during construction, including hybrid (solar) generators and purchase of greenpower.
	Use of new and regularly serviced equipment and plant on-site to maximise fuel efficiency.
	Use of low emission vehicles
Fuel	Adopt the use of alternative fuels, e.g. biodiesel, where available and practicable.
	Implement idling reduction awareness for plant, equipment and vehicles.
	Prioritise local suppliers and waste disposal to minimise fuel consumption.
	Use of new and regularly serviced equipment and plant on-site to maximise fuel efficiency.

8.5 Resources

The HLW Project will place a significant demand on a range of resources, including both primary and secondary materials that have undergone some degree of offsite processing. This demand has the potential to create a resource depletion risk. As such, HLWJV has a sustainability objective to maximise efficiencies to reduce our footprint in relation to energy, water, materials, and waste.

8.5.1 Materials

The following outlines some initiatives proposed for investigation that may minimise material consumption on the HLW Project:

- Pre-qualification and supplier assessment to identify suppliers that have lower materials impacts.

- Minimising the quantity of Portland cement in concrete mix designs and using 15-30% supplementary cementitious material (e.g. fly ash, slag).
- Reducing steel and concrete quantities through value engineering initiatives identified during design. This includes reuse of existing towers, reduction in total tower numbers and driven piles.
- Use of recycled or reused steel, where possible. Sourcing reinforcing steel (rebar and mesh) from suppliers who use electric arc furnaces which adopt energy-reducing processes such as Polymer Injection Technology (PIT), to reduce the embodied energy per unit.
- Ensure suppliers are members of the World Steel Association (WSA) Climate Assessment Program (CAP).
- Provide for asset reuse, where appropriate. This approach removes and/or minimises the need to procure various items of equipment through reuse of existing plant and facilities.
- Implement the Forest Certification Scheme (FSC) procurement policy. Sourcing timber from FSC sources certified suppliers or, where it can be shown it is impractical to source timber using the FSC scheme, timber will be sourced from Forestry Corporation NSW managed schemes which can provide Chain of Custody using PEFC certification.
- Reuse of formwork. If materials used on site can be reused without diminished performance or easily repurposed without the need for off-site treatment or processing, they will be used as a preference.
- Reduction of access track lengths to minimise aggregate/road base demand
- Build bespoke rebar cages on-site to reduce waste.
- Support the circular economy through the use of post-consumer, post-industrial recycled materials or waste materials.

8.6 Waste

Waste management is an essential aspect of sustainability on the HLW Project. The Waste Management CEMP Sub-Plan details HLWJV's management practices in relation to waste. A focus will be on maximising recycling and reuse potential.

The following table outlines potential initiatives HLWJV to sustainably manage waste during the delivery of the HumeLink West Project.

Table 22 - Potential initiatives related to waste generation

Material	Initiative
Construction and Demolition Waste	Recycle or beneficially reuse at least 90% of inert and non-hazardous construction and demolition waste
	Ensure the highest percentage of demolition and construction waste is reused or recycled
	Investigate opportunities to reuse/recycle green waste onsite or through donations to local community groups
	Provide separate bins for the storage of specialist waste streams such as oils
	Ensure site layouts allow for sufficient on-site storage space for the safe storage of recyclable waste and general waste.
Spoil	Ensure 100% of Virgin Excavated Natural Material (VENM) spoil will be reused on-site where possible or relocated where necessary.
	Spoil reuse opportunities will be sought and maximised, targeting 100% reuse of reusable spoilt generated during delivery of the HLW Project.
	Use materials already located on-site (such as spoil), when feasible and practicable
Office and Camp Waste	Recycle or beneficially reuse at least 60% of office waste
	Implement recycling programs on-site

	Provide separate bins for the storage of specialist waste streams, including electrical and electronic waste, and equipment waste
	Reduce single use items, where practicable
	Identify and utilise composting facilities for organic material
	Communicate recycling statistics to ensure shared responsibility

Significant quantities of waste will be produced placing considerable strain on local resources such as waste management facilities. To manage this risk, HLWJV will adopt the waste management hierarchy shown in Figure 4 during the HLW Project.



Figure 6 - Waste Hierarchy

For more information regarding waste management, refer to the Waste Management CEMP Sub-Plan.

8.7 Water

HLWJV is committed to maximising efficiencies to reduce our water footprint and using alternative sources to potable water where possible. HLWJV's approach to the sustainable consumption of water during the delivery of the HLW Project is based on the following three principles:

- Reduce the volume of water required during delivery, to the greatest extent practicable
- Replace potable water with sustainable non-potable sources, where feasible
- Monitor and measure water consumption during delivery.

The table below details potential water minimisation and replacement initiatives for the HLW Project.

Table 23 - Potential initiatives related to water management

Initiative Type	Initiative
Minimisation	Use of efficient water practices during construction activities and site establishment.
	Installation of water-efficient fixtures and fittings in the camps such as timed taps and reduced water flow shower heads.
	Procure sustainable site facilities to reduce water consumption
Replacement	
	Reuse wastewater from batch plants for additional batches.
	Use recycled effluent for dust suppression and ground compaction

A water model has been conducted to estimate our base case footprint for water use. During construction, the HLWJV will monitor the use of water from both potable and non-potable sources to quantify our actual water consumption. Data will be captured and reported as per reporting requirements in Section 8.

8.8 Climate Change

HLWJV is committed to managing all significant climate change risks relating to and influenced by the project. A Climate Change Risk Workshop was conducted by a multidisciplinary group to identify climate risks and appropriate adaptations options to minimise risk ratings to as low as reasonably possible. To fulfil this commitment, the project has self-nominated the following targets (from Level 3 of the IS Credit Cli-2):

- (1) Adaptation options treat at least 50% of all medium priority risks and
- (2) Implementing controls that eliminate all high priority risks.

A Climate Change Risk and Adaptation Report was prepared by a project consultant detailing the outcomes of the workshop and highlighting required adaptation actions.

8.9 Environmental Management

HLWJV has committed to mitigating pollution and avoiding environmental harm in accordance with environmental requirements. The Construction Environment Management Plan (CEMP) is the overarching document which details the environment systems and how the JV will achieve this objective. The CEMP includes a range of documents that support the management practices and initiatives across the HumeLink West Project.

The CEMP and CEMP Sub-Plans cover sustainability aspects such as:

- Pollution control such as discharges to air, land and water.
- Land use consideration, including conservation, remediation and flood design; and
- Ecological value, habitat connectivity and biodiversity enhancement

8.10 Heritage Management

HLWJV is committed to protecting, promoting and enhancing heritage values through appropriate design, planning, and management controls. HLWJV's approach to heritage management is detailed in the Heritage Management Sub-Plan.

8.11 Social Sustainability

Social sustainability is about identifying impacts (both positive and negative) which affects people and their community. For the HLW Project, there are several methods of promoting social sustainability outcomes:

- HLWJV will ensure the HLW Project leaves a positive legacy through effective and comprehensive community engagement. This is detailed in the Community and Stakeholder Engagement Plan.
- Through delivery of the HLW Project, we will contribute to industry uplift by building an engaged, diverse and skilled workforce. This is detailed in the Workforce and Workforce Development Management Plan.

The HLWJV strategy for meeting social outcomes are outlined in the HLWJV Social Impact Management Plan (SIMP) and supporting documents.

8.12 Noise Management

Noise management will be conducted in accordance with the Construction Noise and Vibration Management Sub Plan.

Noise will be monitored at appropriate intervals and in response to complaints during construction.

8.13 Air Quality Management

Air quality management will be conducted in accordance with the Air Quality Management Sub Plan.

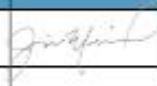
Air quality will be monitored at appropriate intervals and in response to complaints during construction.

Appendix A - Infrastructure Sustainability Rating Management Plan

Appendix B – HLWJV HumeLink West Sustainability Policy

HumeLink West
Sustainability Policy

Document Information	
Project Name	HumeLink West
Client	Transgrid
Document Number	HLW-HLJV-PRW-SU-POL-000001
Issue Date	6/12/2023
Revision	A
Status:	For Information
Author / Position	Greg Appleby / Sustainability Manager

Revision History						
Revision No	Date	Revision Detail/Status	Author	Reviewer	Approver	Signature
A	06/12/2023		Greg Appleby	Reza Khaghani	Jim Maniord	

Purpose

This Policy outlines our sustainability management commitments for minimising environmental impacts, optimising social outcomes, fostering economic resilience, and continually improving our practices to contribute positively to the well-being of both current and future generations.

Application

This Policy is applicable to all employees and third parties under the management control of the HumeLink Joint Venture (HLJV), including alliances. It extends across all divisions of the organisation involved in the HumeLink West Project.

To achieve our sustainability management objectives, we will:

- **Integrate Sustainability:** We will establish project systems and processes, underpinned by strong project leadership, to ensure a shared responsibility for enhancing sustainability outcomes.
- **Achieve Certification:** We will seek certification for the HumeLink West project under the Infrastructure Sustainability Council's (ISC) IS Rating tool for Design and As Built.
- **Minimise our Environmental Footprint:** We are committed to minimising the environmental footprint during construction and operations by reducing energy, water, and resource consumption, minimising waste to landfill, and exploring renewable energy options.
- **Preserve Heritage and Environmental Values:** Our approach includes safeguarding and, whenever feasible, enhancing heritage and environmental values through appropriate design, planning, and management controls.
- **Build Expertise:** We will enhance the knowledge, awareness, and skills of our employees, contractors, and impactful suppliers by providing relevant training, information, and resources.
- **Ensure Climate Resilience:** Our commitment extends to delivering infrastructure that is resilient and adaptable to future challenges by assessing and responding to climate change.
- **Engage with the Community:** We will engage regularly and genuinely with communities and stakeholders to minimise project impacts while generating positive community outcomes.
- **Collaborate with Local and Indigenous Suppliers:** We will collaborate with local, regional, and Indigenous suppliers to foster innovative solutions, encourage sustainable practices, and promote the use of sustainable materials.
- **Create Economic Growth:** Our efforts will enhance local and regional economic growth through procurement practices, partnerships, and workforce development initiatives that leave a positive and legacy for our communities and stakeholders.
- **Integrate sustainability in Procurement:** We are committed to integrating social, environmental, and economic aspects into the procurement process.

The HLJV is dedicated to leading, providing strong systems, and allocating resources to achieve outstanding sustainability results for the HumeLink West Project. We will collaborate closely with Transgrid and the HumeLink East delivery partners to optimise sustainability outcomes.

Our Project Director and the Sustainability Manager will ensure the integration of sustainability into the HumeLink West Project. The policy's objectives will be implemented by JV staff, subcontractors, and suppliers.

Appendix C – HumeLink West Sustainability Objectives and Targets

Theme	Commitment	Objective	Targets	IS Credits
Climate Change	Our commitment extends to delivering infrastructure that is resilient and adaptable to future challenges by assessing and responding to climate change.	Maximise the resilience of the installed asset to future climate change impact.	Enhance the Project's resilience to potential climate impacts by: - identifying risks for the life of the asset - implementing adaptation options to treat at least 50% of all medium priority risks implementing controls that eliminate all high priority risks	Cli-1, Cli-2
Resource Efficiency	We are committed to minimising the environmental footprint during construction and operations by reducing energy, water, and resource consumption, minimising waste to landfill, and exploring renewable energy options.	Reduce waste and apply circular economy principles.	Maximise waste diverted from landfill: 100% diversion of spoil. >90% diversion of inert and non-hazardous waste. >60% diversion of office waste. Life Cycle Assessment to be carried out on all significant materials.	Was-1, Was-2
		Identify and implement opportunities to reduce the use and lifecycle impacts of materials.	>5% reduction in materials lifecycle impacts compared to the base case.	Mat-1, Mat-2
		Reduce water and maximise the use of alternatives to potable water.	At least 1 material/product has an ISC approved environmental label.	
		Reduce energy use and greenhouse (GHG) emissions	5% potable water used for non-potable applications.	Wat-1, Wat-2
			>5% reduction of water use compared to the base case.	
			3 renewable energy options fully investigated.	Ene-1, Ene-2
	Our approach includes safeguarding and, whenever feasible, enhancing heritage and environmental values through appropriate design, planning, and management controls.	Comply with all applicable legislation.	>15% reduction in energy consumption compared to the base case.	
		Apply the principles of avoiding, minimising, and offsetting to manage impacts to	Zero environmental incidents with severe environmental damage.	Comply with all applicable legislation.
			No major exceedances of relevant water, air and noise emission guidelines during construction.	Apply the principles of avoiding,

		receiving environments and ecological values		minimising, and offsetting to manage impacts to receiving environments and ecological values
		Protect and promote heritage through appropriate design, planning, and management controls.	Heritage is interpreted to promote, and where possible enhance, local heritage values. Community and stakeholders participate in the development of a Cultural Heritage Assessment.	Her-1, Her-2
Community	We will engage regularly and genuinely with communities and stakeholders to minimise project impacts while generating positive community outcomes.	Make a positive contribution to community health and wellbeing.	Implement initiatives that generate positive social and/or environmental outcomes and enhance community wellbeing.	Hea-1
		Engage with stakeholders and the community to consider impacts and identify opportunities in the decision-making process.	Develop and implement a Community and Stakeholder Engagement Management Plan. Provide local communities and stakeholders with opportunities to participate during planning, design and delivery of the project.	Sta-1, Sta-2, Sta-3, Sta-4.
Economic Opportunities	Our efforts will enhance local and regional economic growth through procurement practices, partnerships, and workforce development initiatives that leave a positive and lasting legacy for our communities and stakeholders.	Developing and optimising employment and training opportunities for a skilled local workforce whilst promoting diversity and inclusion. Fostering and promoting opportunities for the participation of local, regional and Indigenous businesses.	Develop and implement an Aboriginal and Torres Strait Islander Participation Plan. A minimum of 5% of the total workforce employed from the local region of work. Develop and implement a Local Industry Participation Plan. A minimum of 5% of the target cost spent with local and regional businesses.	Hea-1
	We are committed to integrating social, environmental, and economic aspects into the procurement process.	Achieve social value and sustainability outcomes through procurement.	Undertake engagement activities with supply chain to raise sustainability awareness and identify opportunities.	Pro-1, Pro-2, Pro-3, Pro-4

		Promote sustainability capabilities within industry.	Ensure sustainability aspects are evaluated in the tender selection process for high impact suppliers and the non-financial criteria are more than 20% of the total assessment. Sustainability requirements included in all high impact supplier contracts.	
Leadership and Awareness	We will enhance the knowledge, awareness, and skills of our employees, contractors, and impactful suppliers by providing relevant training, information, and resources.	Seek opportunities to share knowledge and collaborate with industry peers.	Sustainability knowledge is shared: • Within the project; • With key stakeholders; • Outside the project onto the project; and • To the wider industry Develop and deliver relevant sustainability training.	Man-6
	We will seek certification for the HumeLink West project under the Infrastructure Sustainability Council's (ISC) IS Rating tool for Design and As Built.	Use the Infrastructure Sustainability (IS) Rating scheme to set benchmarks, track and report performance.	Achieve an Infrastructure Sustainability (IS) Rating of 'Excellent'.	
Management System	We will establish project systems and processes, underpinned by strong project leadership, to ensure a shared responsibility for enhancing sustainability outcomes.	Demonstrate leadership by integrating sustainability objectives into decision making and governance processes.	Develop management systems that ensure continuous improvement for sustainability, comply with environmental legislation, regulations and other requirements, and support initiatives that go beyond compliance requirements. Periodically reviewing, auditing, inspections, reporting and assessing performance to ensure sustainability objectives and targets are on track.	Man-1, Man-3, Man-4, Man-5, Man-7
Innovation	We will collaborate with local, regional, and Indigenous suppliers to foster innovative solutions, encourage sustainable practices, and promote the use of sustainable materials.	Develop innovative solutions that improve sustainability.	Work with suppliers, construction team and others to assess and implement at least 2 innovative initiatives.	Inn-1

Appendix D –Draft Transgrid HumeLink Sustainability Strategy

Appendix E - Risk and Opportunity Register

Appendix F – Detailed Audit Schedule

Appendix G – Climate Change Risk Assessment and Adaptation Plan

HumeLink West

Training and Skills Management Plan



Document Information

Project Name	HumeLink West
Client	Transgrid
Document Number	HLW-HLJV-PRW-HR-PLN-000004
Issue Date	31 July 2024
Revision	00
Status:	Issued For Construction
Author / Position	Andy Bruce, Health & Safety Manager Renee Barker, People & Culture Manager

Revision History

Revision No	Date	Revision Detail/Status	Author	Reviewer	Approver	Signature
A	25/10/2023	Initial document	Greg Lowe			
B	19/12/2023	TG design review comment spreadsheet	Greg Lowe	Francis Williams	Greg Lowe	
C	03/04/2024	Responding to TG Comments	Mo Shadid	Francis Williams		

Training and Skills Management Plan

Revision History						
Revision No	Date	Revision Detail/Status	Author	Reviewer	Approver	Signature
D	17/05/2024	Responding to TG Comments	Renee Barker	Mo Shadid	Paul Dudding	
E	07/06/2024	Responding to TG Comments	Renee Barker	Mo Shadid Andy Bruce	Paul Dudding	
F	07/07/2024	Responding to TG Comments	Renee Barker	Andy Bruce	Tim Burns	
00	31/07/2024	Issued For Construction	Renee Barker	Andy Bruce	Tim Burns	

Table of Contents

1	INTRODUCTION	6
2	PROJECT DESCRIPTION	6
3	SITE LOCATION	6
4	PURPOSE	7
5	OBJECTIVES	7
6	SCOPE	7
7	ROLES AND RESPONSIBILITIES	7
8	DEFINITIONS	8
9	KEY REQUIREMENTS	8
9.1	RELATED CONTRACT DOCUMENTS	8
9.2	LEGISLATION, STANDARDS AND CODES	9
10	THE WAY WE OPERATE	9
11	HLWJV MANAGEMENT SYSTEM	9
12	PROJECT MANAGEMENT SYSTEM	9
13	INTERFACE WITH OTHER PLANS	10
14	TRAINING STRATEGY	10
14.1	AUDIENCE PROFILE	10
14.2	CONTENT	10
14.2.1	Corporate training	10
14.2.2	Project specific training	10
14.2.3	Inductions	11
14.2.4	Project to client training	11
14.2.5	Verification of competency	12
14.3	TRAINING RESOURCES	13
14.3.1	Cultural awareness & safety	13
14.3.2	Internal resources:	14
14.3.3	External resources:	14

Training and Skills Management Plan

14.4	TRACKING BENEFITS AND COSTS.....	14
14.5	RECOGNISED TRAINING - NATIONAL TRAINING PACKAGES	14
14.6	METHODS/TOOLS.....	15
14.7	COMMUNICATIONS	15
14.8	REFRESHER/ON-GOING TRAINING NEEDS	15
14.9	PROFESSIONAL DEVELOPMENT	15
14.9.1	<i>Identifying training and professional development</i>	16
14.9.2	<i>Skills Shortages</i>	16
14.10	TRAINING DELIVERY	17
14.11	TRAINING RECORDS.....	17
14.12	AUDITING & ASSURANCE	17
14.13	TRAINING NEEDS ANALYSIS	18
15	TRAINING PLAN.....	19
15.1	INITIAL TRAINING REQUIREMENTS.....	19
15.2	CONTINUING TRAINING REQUIREMENTS	21
15.3	PROJECT TO CLIENT TRAINING REQUIREMENTS:	22
16	RESOURCES	23

Compliance

Clause Reference	Training and Skills Management Plan	Reference in this Plan
	Schedule 2 Employer's Requirements Appendix F: Management Requirements	
2.17 (a)	The Training and Skills Management Plan (TSMP) shall describe how the Contractor will achieve the Employer's Requirements for training and skills management.	This Plan
2.17 (b)	The TSMP shall describe the Contractor's training policy and the training and skills management approach, and the arrangements for managing the competence of the Contractor's Personnel, including the plans, processes, tools and methods for:	This Pan
2.17 (b) (i)	identifying professional development and training needs, considering:	Section 14 Appendix 1
2.17 (b) (i) (A)	prior learning and experience as a valid basis for competence development; and	Section 14
2.17 (b) (i) (B)	training requirements and procedures with law enforcement agencies, other emergency service providers and with other relevant transport providers;	Section 9
2.17 (b) (ii)	identifying potential skill shortages and gaps and how they might be addressed;	Section 14
2.17 (b) (iii)	planning, implementation and recording of relevant professional development and training activities to enhance the knowledge and skills of staff, and the organisation as a whole;	Section 14
2.17 (b) (iv)	periodic assessments of staff competence;	Section 14
2.17 (b) (v)	certification processes; and	Section 14
2.17 (b) (vi)	establishing and maintaining competence records and a register of staff, containing appropriate and timely information about all competence aspects of staff, including certification.	Section 14
2.17 (c)	The TSMP shall:	
2.17 (c) (i)	include a schedule of training and alignment to jobs;	Section 15
2.17 (c) (ii)	provide a detailed description of the training facilities and demonstrate that the training facilities are culturally safe for Aboriginal and Torres Strait Islander participants;	Section 14
2.17 (c) (iii)	include competence assessment programs and periodic proficiency testing by job function;	Section 14
2.17 (c) (iv)	include details on training and the competency requirements as are otherwise defined in the Employer's Requirements;	Section 14
2.17 (c) (v)	include a description of course content and training materials, a list of training syllabi, presentations and special tools or equipment;	Section 14
2.17 (c) (vi)	provide a description of how the quality of teaching, training and assessment will be evaluated, including training program development and delivery, trainer and assessor competence, resourcing and measurements of learner outcomes; and	Section 14

Training and Skills Management Plan

Clause Reference	Training and Skills Management Plan	Reference in this Plan
2.17 (c) (vii)	outline the arrangements to maintain competence management records that contain appropriate and timely information about all competence aspects of a candidate.	Section 14
2.19	Pre-Commissioning and Energisation Management Plan	
2.19(c)(xi)	the required training of the Employer's staff showing dates, attendees, training content and status ;	Section 14
	HumeLink – West Delivery Contract	
5.5 (a)	If no training of employees of the Employer (and/or other identified personnel) by the Contractor is specified in the Employer's Requirements, this Sub-Clause shall not apply.	Note
5.5 (b)	The Contractor shall carry out training of employees of the Employer (and/or other personnel identified in the Employer's Requirements) in the operation and maintenance of the Works, and any other aspect of the Works, to the extent specified in the Employer's Requirements.	Note
5.5 (c)	If the Employer's Requirements specify training which is to be carried out before taking-over, the Works shall not be considered to be completed for the purposes of taking-over under Sub-Clause 10.1 [Practical Completion and Taking Over the Works and Sections] until this training has been completed in accordance with the Employer's Requirements.	Note
5.5 (d)	The timing of the training shall be as stated in the Employer's Requirements (if not stated, as acceptable to the Employer). The Contractor shall provide qualified and experienced training staff, training facilities and all training materials as necessary and/or as stated in the Employer's Requirements.	Note

Training and Skills Management Plan

1 Introduction

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

2 Project description

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

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

- New double circuit 500kV transmission lines and infrastructure connecting between Gugaa substation and the Interface Point, Maragle substation and the Interface Point, and
- Gugaa substation and Maragle substation, including augmentation of Wagga substation and Maragle substation, new Gugaa substation and rebuild of the existing transmission line '051' for approximately 2km.

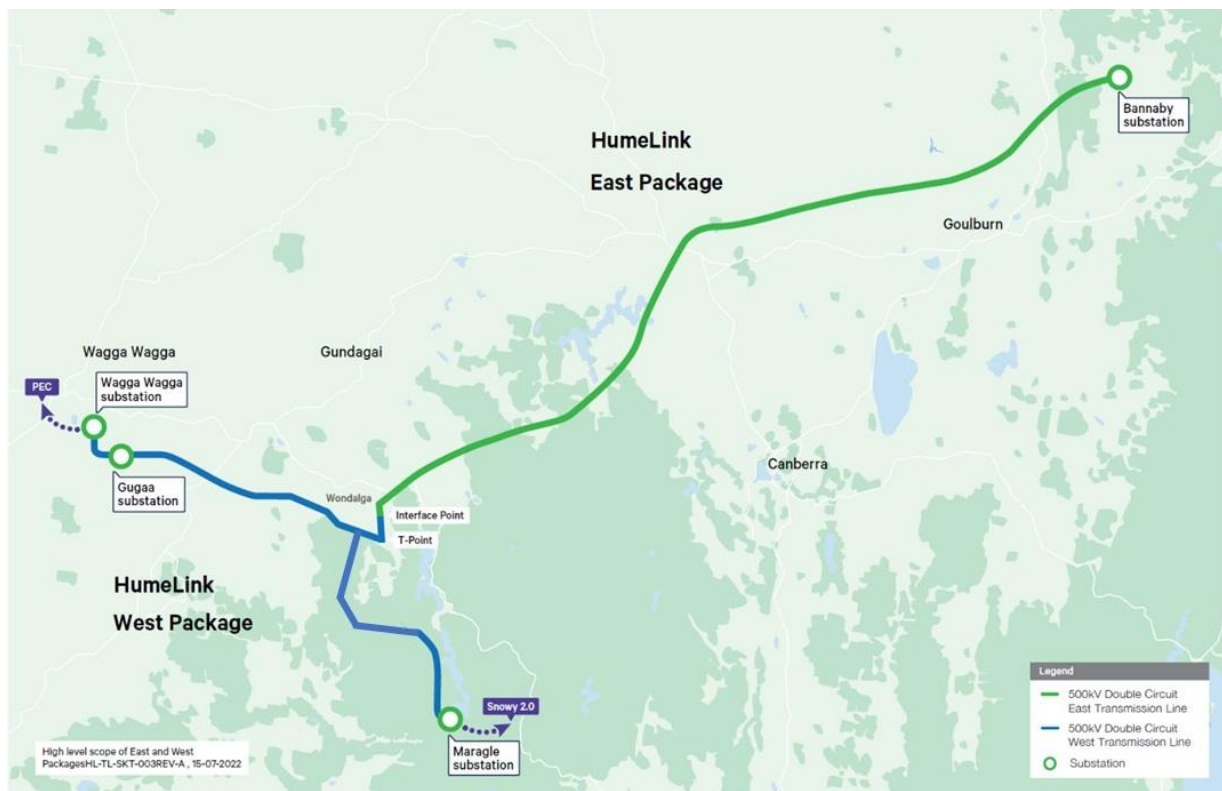


Figure 1 Geographical split into two Contract Packages

3 Site location

The project extends across the lands of the Wiradjuri, Ngunnawal, Ngarigo and Gundungurra people. It is located within the five Local Government Areas (LGAs) of Wagga Wagga City, Snowy Valleys, Cootamundra-Gundagai Regional, Yass Valley and Upper Lachlan Shire.

Training and Skills Management Plan

4 Purpose

The purpose of this plan is to provide guidelines on the management of project specific training for the HLWJV project.

5 Objectives

The objectives for this plan include:

- Creating a skills legacy to boost capability and career opportunities for workers so their skills can be utilised to service the pipeline of future construction and energy projects.
- Provide development for new entrants and semi-skilled workers to meet project targets ensuring they are familiar with HLWJV policies and procedures.
- Provide on and off the job development to ensure a suitable qualified workforce to suit the Projects operational needs.
- Ensuring all employees have the appropriate skills and competencies necessary for safe and effective performance of their work.
- Employees obtain new & refresh existing skills and knowledge required to perform their daily tasks.
- HLWJV completes regular compliance reviews of both direct and indirect workers.
- Employees learn how to communicate with colleagues according to HLWJV policy.
- Employees learn how to use and maintain HLWJV equipment.

6 Scope

This plan applies to the UGL CPB JV HumeLink West employees and sub-contractors.

7 Roles and Responsibilities

Role	Responsibility
Project Director	Shall ensure that: • All personnel are aware of requirements of this plan and its management in sites under UGL control. • Initiates plan reviews as required. • Allocates sufficient resources to implement the TSMP
Managers/Supervisors	Shall ensure that: • This procedure is put in place at the UGL HLW sites. • Workers are advised and trained as necessary in the plan to be followed. • Contractors are informed of and follow the plan, where applicable. • They contribute to plan reviews.
Workers	Shall ensure that: • This plan is followed personally and by contractors/visitors under their control, where applicable.
Senior Leadership Team	• Advocates support of the TSMP to project management and operations staff • Undertakes performance and development reviews of direct reports • Identifies gaps in staff development • Develops the capability of key reports.
Training Manager	• Works with the Project Director, People Culture Manager, Project Managers and Superintendents to implement the TSMP • Communicates with Project personnel to ensure they understand their responsibilities so they can implement the TSMP • Maintains current development documentation and systems • Updates the TSMP, as necessary, to reflect any change in circumstances on the Project • Establishes and maintains training records using relevant systems

Training and Skills Management Plan

Role	Responsibility
	- Reviews the cost and benefits of training on the Project and administers the training budget and resources - Sources appropriate training providers and other specialist support as required - Provides advice with respect to development and delivery method - Ensures Subcontractors are committed to providing training of their workforce in accordance with the Contract requirements. - Monitors training activity and reports against established targets - Coordinates the delivery of structured learning activities
Health & Safety Manager	- Develops health and safety training materials - Maintains records that all employees have undertaken safety inductions and safety training.
Environment & Sustainability Manager	- Develops environmental training materials - Maintains records that all employees have undertaken environmental inductions and training.
Superintendents	- Ensures the right mix of skills and knowledge on each crew is established and maintained - Champions apprentices, trainees, women in non-traditional roles and Aboriginal employees as part of the diverse workforce - Ensures workforce team members skills are assessed and key gaps addressed through on and off the job development - Releases workforce for training - Develops the capability of direct reports - Mentors and coaches - Ensures no person undertakes tasks in the workplace if they are not competent to perform the work safely and effectively.

8 Definitions

Term	Description
ASQA	Australian Skills Quality Authority: the national regulator for vocational education and training.
As far as reasonably practicable	Means that which is reasonably able to be done to ensure health and safety.
HLWJV	HumeLink West Joint Venture between UGL & CPB.
JVMS	JV Management System
Line manager/supervisor	Means the person the worker directly reports to.
Contractor	UGL CPB JV
Competency	ASQA: The consistent application of knowledge and skill to the standard of performance required in the workplace.
One Learning	UGL online training management system
Pegasus/Avetta	Employer external compliance system
Sub-contractor	A sub-contractor to HLWJV.
PSSR	Power systems safety rules
TNA	Training Needs Analysis
TSMP	Training Skills Management Plan
UGLMS	UGL Management System (SharePoint)
Work	Means any activity or task performed for or on behalf of HLWJV.
Worker	Means Employees, Subcontractors, Volunteers, and Students.

9 Key Requirements

9.1 Related contract documents

The following contract documents relate to the TSMP:

Training and Skills Management Plan

- EPC Contract
- EIS Documentation

9.2 Legislation, standards and codes

Specific legislation relevant to training include:

- Work Health and Safety Act 2011 (WHS Act) and Work Health and Safety Regulations 2017.

Specific codes relevant to training include:

- CIMIC Group Code of Conduct
- CIMIC Group Health & Safety Policy.

10 The Way We Operate

The Way We Operate' is the process that guides how HLWJV manages our business to meet client and other stakeholder requirements. It fosters an integrated approach across all operations and functions to deliver outcomes that ensure third party certifications in relation to Australian and International Standards for Safety, Health, Environment and Quality are maintained. The HLWJV will use JV's Management System (JVMS) for the delivery of these works.

11 HLWJV Management System

UGL CPB Joint Venture is the principal contractor within the HumeLink West Project and together we will be carrying out all construction works forming part of the works under the contract and the HLWJV Management System will apply to all HLWJV workers, subcontractors, and consultants. HLWJV is authorised to have management or control of those workplaces necessary to discharge its duties as principal contractor.

HLWJV's Management System (helps achieve safe and efficient delivery of our requirements under the contract, as well as our overall business objectives. The JVMS integrates several elements which operationalise 'The Way We Operate' processes to achieve a fully integrated, systematic, planned, and consistent approach to delivering work. These elements are detailed in the table below.

Table 1: Document Type Definitions

Element	Description
Policy	A statement of strategic intent, commitment and includes minimum requirements
Procedure	Describes the steps to be undertaken to complete an activity, the accountable roles and the tools and knowledge to be used
Work Instruction & Safe Work Procedures	Provides detailed instructions on how to conduct a step within a Procedure
Tools	Preformatted documents (forms and templates) used to collect specific data or information for a particular purpose
Knowledge	Reference material to provide context or guidance to a Policy or Procedure
Business Applications	Software tools used to manage our business and operations

Underpinning the management system is a range of Business Applications (software) used to manage and support our operations.

12 Project Management System

HLWJV's JVMS documentation (which includes Corporate and Business Unit requirements) forms the foundation of the Project Management System (PMS). The PMS is a combination of the JVMS and project-specific content.

One of the key features of the management system is the integration of documentation. Rather than having separate, auditable systems (particularly for ISO Standard certification) the system works holistically to ensure work is done safely, efficiently and in compliance with requirements.

Training and Skills Management Plan

In particular, health, safety, environment, and quality (HSEQ) requirements are embedded within, for example, the construction planning and execution process. Relevant procedures in these areas are integrated with linkages to ensure work is executed seamlessly and without duplication, making the system easy to use and enabling work to be done efficiently.

13 Interface with other plans

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

- Health and Safety Manual
- Workforce and Workforce Development Plan
- Aboriginal Participation Plan.

14 Training strategy

The Training Strategy provides an overview of the overall training required. Detail on the actual training is contained in the Training Plan section.

14.1 Audience profile

The target audience for training on the HLWJV project includes but is not limited to;

- UGL CPB employees,
- Transgrid employees,
- Sub-contractors,
- Suppliers,
- Delivery drivers &
- Visitors.

14.2 Content

14.2.1 Corporate training

Corporate training is generally based on the white-collar work force and includes the following programs as examples.

- UGL CPB corporate inductions.
- UGLMS overview.
- Code of conduct
- Equal employment opportunity (EEO)
- IT security awareness
- Critical risk management
- Whistleblower information
- Family & domestic violence
- Working with respect
- Synergy system
- SAP
- Concur
- Modern slavery

14.2.2 Project specific training.

Project specific training includes but are not limited to;

- 4WD vehicle training (RIIVEH305F: Operate and maintain a 4WD vehicle & RIIVEH201E: Operate a light vehicle)
- HLWJV Site induction incorporating H&S, P&C, Sustainability, Environmental and Technical as required.

Training and Skills Management Plan

- Accommodation/facility site induction.
- First aid: HLTAID003 & CPR: HLTAID009.
- Perform rescue from a live low voltage panel: UETDRMP007.
- Hot work & fire risk training
- Technical training (where the worker does not have the required competencies) and includes but not limited to;
 - High Risk Work Licences e.g. Forklift, EWP
 - Working at heights
 - Confined spaces
 - Rigging & dogging
 - Energy isolation
 - Risk management
 - SWMS's
 - EWP under 11 metres
 - Stringing/linesman competencies

14.2.3 Inductions

All personnel, including employees and Subcontractors, will receive a detailed Project induction before they commence on the Project. The induction will cover specific information on the Project's approach to successful delivery including the vision and values and the importance of high performing teams, safety and environmental expectations, Aboriginal participation, workplace behaviour, and community and stakeholder engagement.

Induction content includes:

- Cultural alignment
- General Project induction for all Project personnel (including staff and workforce) and Subcontractors
- Project Induction
- Site-specific induction to address specific Project area information, including Health & Safety, environment, community and quality content
- Visitor induction
- Delivery driver induction
- Heavy transport vehicle induction.

A regular program of general Project inductions will be delivered in Training Rooms located at the Camp and Accommodation Facilities. Timing and frequency of the inductions will depend on the needs of the Project.

Site specific and visitor inductions will be conducted at the relevant sites as required.

An assessment will be conducted upon completion of the Project Induction.

All induction materials are reviewed quarterly and amended as required.

14.2.4 Project to client training

HLWJV is required to provide training to Transgrid's engineering, operational and engineering personnel on how to operate and maintain the new assets because of the transmission line and substation works.

The training is required to be completed prior to energisation with no less than three (3) months' notice being given for the scheduling of the training. Refer to Section 15 of the TSMP.

HLWJV shall allow for no less than two (2) sessions of each training course, with each session to be attended by a maximum of fifteen (15) employer staff. A session is defined as the period an individual is required in attendance to complete a scheduled training course.

As part of the provision of training, HLWJV shall, as a minimum:

- I. submit the proposed training program, training packages and schedules to the Employer for Review in accordance with the Conditions of the Delivery Contract.
- II. provide editable electronic training materials in the form of training packages, including trainer notes, trainee notes and assessment criteria; Training packages will be subject to the approval of the Employer with the training incorporated as an integral part of all phases of the Delivery Contract.
- III. the completed packages shall become the property of the Employer.

Training and Skills Management Plan

- IV. training being delivered by personnel who have completed formal training in instruction techniques and who are experienced in training on the equipment installed.
- V. scheduling of each training course, considering the possibility that some trainees will be required to attend more than one course.
- VI. provision of training facilities as necessary to complete the training, this will include theory conducted in a classroom environment and practical sessions conducted onsite e.g., transmission lines and substations;
- VII. conduct training on site wherever possible. When training is provided off-site, it shall be provided and paid for in full, including all travel, meals, and accommodation etc. by HLWJV
- VIII. where access to equipment is required, training shall be undertaken on equivalent duplicate equipment to that in the Works. Off-site training shall be supplemented with visits to the applicable installed system on site.
- IX. keeping and providing a register of attendance at training. These records shall be submitted to the Employer's Representative at completion of the training.

All training shall be competency-based with associated assessment criteria. Training in all phases shall include comprehensive 'hands on' experience.

HLWJV shall provide full details of the staff training proposed, including program contents and duration.

All formal training courses shall be completed prior to the commencement of commissioning.

The training program shall result in those attending and gaining:

- Familiarity with the functions and workings of each new component of the transmission line and substation including an overview for the system.
- An understanding of all procedures, functions, inputs, outputs, and processes to allow operators to effectively and efficiently operate the new assets; and
- An understanding of all technical aspects of the new assets including the system inputs, outputs, fault-finding diagnostics, and maintenance procedures required to maintain and repair all equipment failures and malfunctions.

14.2.5 Verification of competency

The Office of the Federal Safety Commissioner (OFSC) Audit Criterion H16.8 requires a system to be in place to define the competency requirements for the operation of mobile plant, which may be a combination of licences, formal training through an RTO and/or a Verification of Competency (VoC) process.

VoC is defined within the OFSC Evidence Guide as 'a method of documented evaluation of the skill level of a person against defined competency standards in order to evaluate the person's ability to carry out the relevant activity or works.'

Accredited companies are required to ensure that workers operating mobile plant are competent, and that there is a system in place to ensure operators of mobile plant have met the minimum legislative requirements.

If a company has a system that requires additional verification beyond OFSC requirements, it is expected that the company's defined requirements are followed, and these will be subject to review at OFSC audits.

As an example, VoC Requirements for Mobile Plant Operators is outlined in the OFSC guidelines below.

The following can be used as evidence of competency:

- *High-Risk Work Licence issued by a State or Territory under the National Certification System as per the legislation; or*
- *Where a High-Risk Work Licence is not required by legislation:*
 - *Licence or Certificate of Competency issued under previous State or Territory legislation for which there is no longer a High-Risk Work Licence (HRWL) required e.g., load shifting equipment; or*
 - *Statement of Attainment or Certificate issued by a Registered Training Organisation (RTO) for the successful completion of the appropriate unit of competency in the Nationally Recognised Training (NRT) package; or*
 - *evidence of a formal VoC assessment against defined competency standards, which should:*

Training and Skills Management Plan

- *be completed, or confirmed as having been completed, by the accredited company to an acceptable level, such as the relevant NRT, internal VoC process, or equivalent.*
- *include a detailed and documented assessment standard.*
- *be completed by a person (or persons) who meets the documented competency as defined by the company to conduct a VoC assessment; and*
- *be evidenced by a signed, completed VoC assessment.*

Verifications of workers competencies must be updated at a minimum of 24 months as per the Verification of Competency procedure.

For further information refer to the UGLMS:

- Training & Competencies Procedure
- Competency Management Procedure
- Worker Competence Minimum Standards
- Verification of Competency Procedure
- Verification of competency template
- Worker Competence Evaluation Employer Declaration and Evidence Form
- Worker Competence Evaluation Supervisor Observation

14.3 Training Resources

14.3.1 Cultural awareness & safety

Cultural respect can be defined as the recognition, protection and continued advancement of the inherent rights, cultures, and traditions of a particular culture.

At work, this means everyone, regardless of culture, need to be treated with respect, inclusion, transparent management and training. However, cultural safety is more than just being aware of other cultures and respecting all people. It is about creating a workplace where everyone can examine our own cultural identities and attitudes and be open-minded and flexible in our attitudes towards people from cultures other than our own.

HLWJV maintains a strong focus on creating culturally safe and aware working environments with support for Aboriginal and Torres Strait Islander people, and respect for Aboriginal Cultural Heritage. We deliver practical awareness programs to assist our staff working day-to-day in a culturally inclusive environment.

HLWJV understands that cross cultural awareness is a major contributor to the retention of our Aboriginal workforce within HLWJV and on our projects. HLWJV commits to ensuring that cultural awareness training by a certified Aboriginal owned business is embraced from a top-down approach where three-stage training will be implemented to ensure HLWJV will have a culturally competent workforce.

Table 2: Cultural awareness training delivery on HLW

Phase	Training required	By whom	Time frame
Stage 1	Online cultural awareness training	All workforce	HLWJV onboarding/induction
Stage 2	Face to Face Cultural awareness training	P&C roles, leading hand, procurement leads, supervisors and above, including subcontractor management	Ongoing throughout the life of the contract
Stage 3	Cultural emersion training - training that is conducted out on country	P&C roles, leading hand, procurement leads, supervisors and above, including subcontractor management	Annually – Engage

Training and Skills Management Plan

Project management teams and supervisors will undergo specialised face to face Cultural Awareness training to help them work effectively with Aboriginal and Torres Strait Islander people. Face to face training will be facilitated by a local organisation.

Project inductions will include information on Aboriginal and Torres Strait Islander engagement strategies and activities to ensure all members of the workforce, including subcontractors, participate and where possible, a local traditional owner or their representative will be engaged to deliver these sessions on a regular basis.

14.3.2 Internal resources:

Training provided onsite will include a fully furnished training room with the capacity to accommodate 15 participants for theory orientated training. Training requiring practical instruction and assessment will be undertaken onsite utilising the appropriate equipment for the competency.

14.3.3 External resources:

Training undertaken offsite will be at approved registration training organisations (RTO) or client facilities e.g., PSSR training.

14.4 Tracking benefits and costs

Prior to training being undertaken, each course is to be approved by the Training Manager, People & Culture Manager and relevant Manager/Supervisor of the personnel completing the training. A quote process is to be undertaken and should include aspects such as time off work for the individual, transport to and from the facility, course cost etc.

HLWJV will review training management activities on a monthly basis. The review and report will focus on:

- Learning outcomes achieved
- Skills acquired
- Transfer of knowledge and skills
- The number of people who participated in the training
- Actual benefit to the Project and broader industry
- Cost.

Information for this review will come from a wide variety of sources, including site management, project reporting software, cost accounting, trainers and skills assessors.

Costs will be tracked in a budget reporting tool in collaboration with the Finance team.

14.5 Recognised training - National training packages

Training where possible should align to the Australian Skills Quality Authority (ASQA). Training packages specify the knowledge and skills required by individuals to perform effectively in the workplace, expressed in units of competency. Training packages also detail how units of competency can be packaged into nationally recognised and portable qualifications that comply with the Australian Qualifications Framework (AQF).

Training packages are used for a range of purposes, but predominantly:

- by training providers, to design training curriculum tailored to support individual learner needs, and the needs of employers and industry
- by employers, to assist with workforce design, development, and structure.

Training packages consist of the following nationally endorsed training package products:

- units of competency, which specify the standard of performance required in the workplace
- assessment requirements (associated with each unit of competency)
- qualifications aligned to the AQF (Certificate I to Advanced Diploma, and Graduate Certificate and Graduate Diploma)
- credit arrangements.

Training and Skills Management Plan

14.6 Methods/Tools

Training will be conducted through a combination of online, practical/hands-on and face to face methods considering the levels of knowledge and experience of attendees in a learning environment and language and literacy barriers.

14.7 Communications

Methods of communication from an initial request for training from an individual and/or manager to the actual training delivery will include open communication via pre-start delivery sessions, corporate and site emails to managers and individuals and interactive onsite communication between workers and supervisors, managers, and the training advisors.

14.8 Refresher/On-going training needs

Formal ongoing training requirements will be managed via the training needs analysis and compliance (Pegasus) process. Additional training will be assessed by supervisor and manager observations and from incident investigations/lessons learnt.

14.9 Professional development

For continued professional development of employees, UGL CPB utilises the 3Es approach; Experience, Exposure and Education (or the 70:20:10 learning and development model).

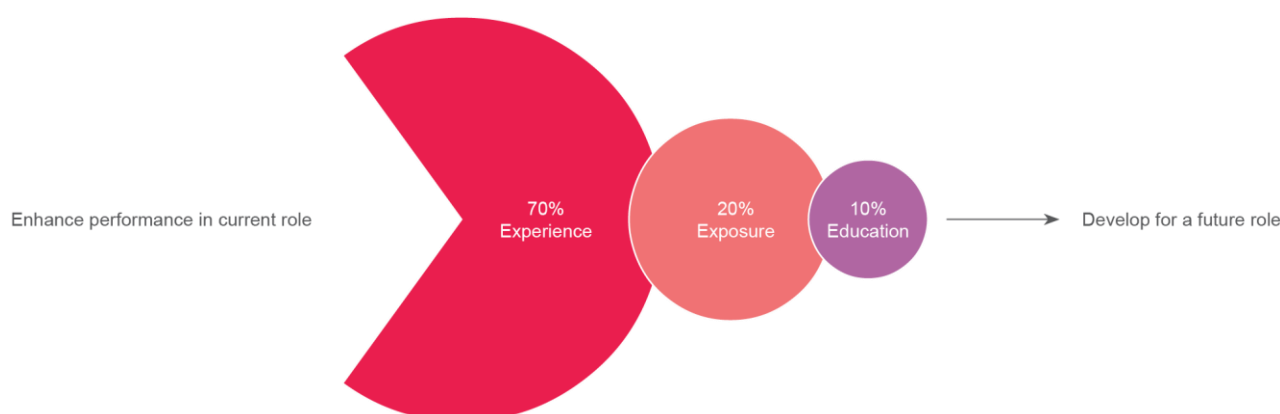


Figure 1: 70/20/10 learning development model

It is widely known that 70% of learning takes place through individual experiences, 20% through exposure to others and 10% through formal education.

In order to address development needs, consideration should be given to the best way to learn the new skill or behaviour, see Table 3 below.

Table 3: 3Es - Experience, Exposure and Education

Percentage	Learning
70% - Experience	Development activities through Experience include Project based assignments, temporary assignments, increased span of responsibilities, exposure to other projects/Divisions/business streams or corporate departments, project reviews, problem solving and job-redesign.
20% - Exposure	Development activities through Exposure include mentoring, coaching, networking, teamwork, informal feedback, attending professional associations, presenting at team meetings and conferences and other group activities.
10% - Education	Formal activities include structured programs and workshops, seminars, eLearning, reading and self-paced workbook learning.

Annual performance reviews are conducted and on the job experience recorded with feedback on performance provided to individuals which accounts for 90% of continued professional development. The remaining 10% is achieved through education and "off the job" training.

Training and Skills Management Plan

All participants who attend development activities throughout the duration of the project will complete a training attendance register. This will occur for internal and external activities. A training database will be maintained. This system will enable project employees to access information about employees promptly. It will be the responsibility of Training Administration to ensure this database is maintained and to safe keep this data.

Employees are encouraged to keep their own records of personal development to help build their competency profiles.

Development records for project employees will be maintained centrally within UGL CPB JV One Learning System and Pegasus.

14.9.1 Identifying training and professional development

The development needs of both staff and workforce employees will be identified using one or more of the following methods:

- **Performance and development management process** (staff only): a forum for open communication between manager and employee resulting in structured feedback and recognising work performance, developing agreed goals/outcomes and identifying the employee's training and development needs. To further maximise performance, enhance motivation and identify potential areas for employee performance, there is also a need for regular, informal communication between managers and subordinates so that these matters can be addressed early. Managers will provide ongoing feedback and coaching for all their direct reports on their performance during these sessions.
- **Skills assessment:** an appraisal of the individual employee's (staff and/or workforce) needs for current employment and career development. This is achieved by regular reviews of the individual's skills by the Supervisor/Manager, as well as verification of competency (VOC) being undertaken by a qualified assessor for any individual who will be operating plant and equipment.
- **Targeted development programs for specific roles:** where we have identified critical roles or a skills shortage that impacts a particular role, there will be development programs targeted to those individuals, e.g. traineeships as part of a Pre-Employment Program. These programs are intended to create a 'skills legacy' for the industry and the community.
- **Project-specific training and development needs:** training needs that are identified prior to the Project launch or as the construction process proceeds will be captured and tracked against the Training Needs Analysis (TNA) developed for the Project. The TNA identifies identify specific statutory WHS requirements (e.g. licences, tickets or training) for each role on the Project and these requirements will be provided and verified via the VOC process prior to an employee commencing their duties in that role
- **Legislative and Transgrid requirements:** there may be a need to meet certain skills requirements as specified in the Employer Requirements and contract documentation, legislation or Transgrid directives and requirements.

14.9.2 Skills Shortages

HLWJV recognise that HumeLink is operating within an environment of significant construction activity, and as such, resourcing of the project team will draw on personnel with transferable skills from other industries and new entrants to the industry. In order to address potential skills shortages HLWJV will implement the following:

- Apprenticeship and Traineeship programs, including school based
- Graduate and Undergraduate engagement
- Pre-employment programs
- Work experience programs
- Diversity and Inclusion programs.

Training and Skills Management Plan

14.10 Training Delivery

HLWJV will seek to build on the work undertaken by Charles Sturt University and the development of the Wagga Wagga Clean Energy Training Centre as we continually look to improve on our induction delivery model and experience and learnings from previous projects.

Our overall target is to eliminate multiple interruptions to the onboarding process. To this end, we will deliver a 'one stop shop' from which workers and staff will leave job ready, confident of their safety responsibilities and aware of the risks of their work environment.

HLWJV will upskill our workforce through relevant qualifications, inductions, and Pre-Employment Programs. We will continue to build on and leverage this training solution to ensure our training legacy extends beyond the project.

Should the Clean Energy Training Centre not be operational in time to meet HLWJV training requirements then HLW will utilise:

- Training Rooms at the worker accommodation facilities where we will deliver a range of training courses using both internal and external training providers.
- Building on our external partnerships:
 - HLW will partner with local RTO's such as TAFE to deliver specialised training courses at one of their campuses, as identified in our Workforce and Workforce Development Plan.
 - HLW will partner with Aboriginal RTO's such as Mob Ready in the delivery of our Pre-Employment Programs.

14.11 Training Records

Training records for the HLWJV project will be managed via the Pegasus WSAT system and linked to the workers role. The Training Manager will raise the competency in Pegasus on initial application of the training. This will show a non-compliance until the applicable certificate has been uploaded to the system. The worker is not to operate in that role until the system displays a compliant status.

Training records for the UGL CPB corporate systems will be managed within the One Learning system.

Accurate records of training will be maintained including:

- Training attendance registers
- Relevant certificate and licences
- Statements of attainment
- Statements of completion.

14.12 Auditing & assurance

The auditing and assurance program will include regular reviews of the training and competency process. In collaboration with the Health and Safety team, the Training team will perform periodic assessment of staff competencies by either:

- Desktop review
- In the field competency reviews.

The Training & Skills Management Plan will be reviewed quarterly until Practical Completion of the project, subject to legislative changes, as required by HLWJV or Transgrid and based on corrective actions from inspections, audits, or incidents to ensure it remains compliant throughout the course of the project.

For further information refer to the audit and assurance schedule:

- UGL HSEQ audit & assurance program management procedure
- HLWJV Project audit schedule as outlined in the Quality Management Plan.

An up-to-date copy of the TSMP will be maintained electronically in the Project Management System which is accessible to all HLWJV personnel.

14.13 Training needs analysis

The HLWJV training department will identify competencies in consultation with managers and supervisors that each worker and contractor must have to perform their role safely and effectively in line with the Training Needs Analysis (TNA). See Appendix 1.

The TNA is entered in the Pegasus system where Pegasus personnel verify competencies in line with the TNA.

The Training Team enters the workers role title in Pegasus which then maps to the required qualifications required to perform the role.

An individual training plan will be developed for each employee on assessment of their employment application and as they are onboarded to the project. Training will be delivered internally through HLWJV internal resources or external providers who have passed a pre-qualification process.

Training and Skills Management Plan

15 Training Plan

15.1 Initial training requirements

For	Nature of Training/Unit of competence	Suggested Timeframe	Suggested Delivery Method	Facility	Equipment / Materials	Other Resources
Project workers	HLWJV Induction	Prior to attending site	Online/Face to face depending on audience	Pegasus/Site training facility	Computer with access to the Pegasus site	\$95.00 fee per worker
Project workers excluding office based	Transgrid PSSR	Prior to attending site	Online via the Pegasus site and face to face	Online & Transgrid training facility	Computer with access to the Pegasus/Transgrid PSSR training modules.	PSSR course are costed individually and include different delivery strategies e.g., online and/or a combination of online and practical sessions.
Project workers excluding office based	Hot work & fire risk	Prior to attending site	Online via the Pegasus site	Online	Computer with access to the Pegasus/Transgrid training modules.	
Project workers	Accommodation/facility induction	First day onsite	Face to face	Site training room	PPP	
Operators of Light Vehicles (driving off recognised roads)	One day 4WD vehicle management: (RIIVEH305F & RIIVEH201E)	Before operating a LV	Face to face	Ironbark training Wagga Wagga NSW	Supplied by RTO	
Project workers	Basic fire training	Within first week onsite	Online	Site training room	Computer & access to the server	Nil
Project workers	First aid HLTAID011	Within first week onsite	Face to face	Site training room	First aid kits/mannequins/AED	
Project workers	CPR HLTAID009	Within first week onsite	Face to face	Site training room	First aid kits/mannequins/AED	
Project workers	White card CPCWHS1001	Prior to attending site	Face to face	Site training room	RTO provides resources	
Project workers	EWP above 11 metres HRWL-WP	Before undertaking the specific task	Face to face	TBC on selection of supplier	RTO supplies the relevant equipment, learner provides PPE.	
Project workers	EWP below 11 metres Yellow card	Before undertaking the specific task	Face to face	TBC on selection of supplier	RTO supplies the relevant equipment, learner provides PPE.	

Training and Skills Management Plan

For	Nature of Training/Unit of competence	Suggested Timeframe	Suggested Delivery Method	Facility	Equipment / Materials	Other Resources
Project workers	Work safely at heights RIIWHS204E	Before undertaking the specific task	Face to face	TBC on selection of supplier	RTO supplies the relevant equipment, learner provides PPE.	Refer Managing the Risk of Falls D2003/1780
Project workers	Perform rescue from a live low voltage panel: UETDRMP007	Before undertaking the specific task	Face to face	TBC on selection of supplier	RTO supplies the relevant equipment, learner provides PPE.	
Project workers	Isolation/LOTO	First day onsite	Face to face	Site training room	PPP	
Project workers	Fatigue	First day onsite	Face to face	Site training room	PPP	
Project workers	VoC	Before undertaking the specific task requiring a VOC	Face to face	Site training room	PPP	
Project workers	Permit to Work	Before undertaking the specific task	Face to face	Site training room	PPP	
Project workers	Synergy reporting	First day onsite	Face to face	Site training room	PPP	
Project workers	Safety Leadership Score (SLS)	First day onsite	Face to face	Site training room	PPP	Management
Linesman	UET30519 – Cert III (Accept UET 30512)	Initial recruitment and possible RPL gap analysis with an RTO.	TBA	Thompson Bridge	RTO supplies the relevant equipment, learner provides PPE.	Time and scheduling

*Note: Additional training may be required where the worker does not have the appropriate competencies for the role. This will be identified in the onboarding process with an assessment against the workers role and the TNA.

15.2 Continuing training requirements

Where training is identified in the Pegasus compliance system as refresher training and/or verification of competency expiry dates will provide an overview of the timeframes.

Refresher training includes but is not limited to:

- Provide Cardiopulmonary resuscitation – every 12 months
- Perform rescue from a live panel – every 12 months.

A weekly report is to be analysed by the Training Team and training booked to ensure employees are compliant, example report below:

Project workers	EWP above 11 metres	Five yearly	Face to face

15.3 Working at heights

All workers that work at heights using PPE based systems are required to provide evidence of completing the nationally accredited course Work safely at heights (RIIWHS204E or equivalent). HLW Training Team will coordinate and verify Working at Heights training courses with various RTO's, all training will be conducted by suitably qualified persons.

Training and assessment will be aligned to national industry training package standards and designed to meet the requirements of the ENA NENS 01 – National Electricity Network Safety Code, ENA NENS 05 – National Fall Protection Guideline and applicable Australian Standards.

Evidence of training and assessment in managing the risk of falls will be available to Transgrid via Pegasus.

15.4 Project to client training requirements:

For	Nature of Training	Suggested Timeframe	Suggested Delivery Method	Facility	Equipment / Materials	Other Resources
Transgrid	Substation	Prior to the commencement of commissioning	Face to face and 'hands on'	At each of the substations (theory & practical)	Refer to source document (reference below)	15 participants per session
Transgrid	Transmission lines	Prior to the commencement of commissioning	Face to face and 'hands on'	At each of the lines (theory & practical)	Refer to source document (reference below)	15 participants per session

Reference: 03W.02 Attachment B – Employer Requirements (HumeLink West) 03W.02.03.A16 HumeLink West Employers Requirements – Appendix B – Delivery Requirements. Part 5.3 Training of employers' staff.

16 Resources

- WHS Act & Regulations (NSW).
- UGL Corporate Training & Competency Procedure.
- UGL Competency Management Procedure
- Australian Skills Authority – National training packages
- HLWJV Training & Competency Matrix.

Appendix 1 Training needs analysis

HLW TRAINING NEEDS ANALYSIS		Core		VLS Core Learning Indicators		Additional Requirements		VLS Job Titles		Qualifications		Work-based Training		Plant and Equipment Requirements		Environment		Quality	
UCL	CPB	UCL	CPB	UCL	CPB	UCL	CPB	UCL	CPB	UCL	CPB	UCL	CPB	UCL	CPB	UCL	CPB	UCL	CPB
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB		UCL		CPB	
UCL		CPB		UCL		CPB		UCL											

HumeLink West Community Investment and Benefits Plan



Document Information	
Project Name	Humelink West
Client	Transgrid
Document Number	HLW-HLJV-PRW-STC-PLN-000003
Issue Date	19/8/2024
Revision	00
Status:	Issued for Construction
Author / Position	Marina Draper

Revision History					
Revision No	Date	Revision Detail/Status	Author	Reviewer	Approver
A	24/1/2024	For Review	Marina Draper	Peter Cassuben	Jim Maniord
B	29/02/2024	For review After Comment Closeout	Marina Draper	Peter Cassuben	Jim Maniord
C	12/04/2024	For review After Comment Closeout	Marina Draper	Peter Cassuben	Paul Dudding
00	19/8/2024	Issued for Construction	Marina Draper	Peter Cassuben	Tim Burns

Table of Contents

1.	Acknowledgement.....	3
2.	Abbreviations, acronyms, and definitions.....	3
Table 1:	Abbreviations, acronyms, and definitions	3
3.	Introduction	4
3.1.	The Project.....	4
3.2.	Humelink West scope	5
3.3.	Project objectives.....	5
3.4.	Intended purpose	5
3.5.	Permanent works	6
3.6.	Transmission line works.....	6
3.7.	Substation works.....	6
3.8.	Third party works	6
3.9.	Temporary works	7
4.	Purpose and objectives.....	7
4.1.	Document purpose.....	8
4.2.	Guiding principles	8
5.	Assessment of HumeLink West 'Area of Influence' Community (AIC) needs and impacts	10
5.1.	HumeLink West AIC's	11
5.2.	Identified AIC impacts and needs	11
5.3.	HLWJV AIC impacts and needs identified in HumeLink CCG meeting minutes (Transgrid)	11
5.4.	AIC impacts and needs identified in HumeLink Social Impact Assessment (SIA) Report	12
Table 3:	Summary of changes, impacts and recommended mitigation measures identified for the construction phase in the HumeLink SIA Report.....	12
6.	Proposed Community Investment and Benefits initiatives and validation processes	14
6.1.	Package of proposed Community Investment and Benefit initiatives	14
Table 4:	Proposed/draft summary community investment and benefits initiatives	15
7.	Validation of CIB initiatives.....	19
Table 5:	CIB validation process.....	19
8.	Implementation and delivery of Community Investment and Benefits initiatives	19
8.1.	Community consultation and finalisation of CIBP and CIB initiatives	19
8.2.	Methodology and approach to monitoring, evaluation and reporting of CIB initiatives	20
Table 6:	Impact Log Frame	20
8.3.	HLWJV reporting.....	21
8.4.	Review and evaluation of this CIBP	21
8.5.	Roles and responsibilities	21
8.5.1.	Senior Community and Stakeholder Communications Manager	22
8.5.2.	Community Programs and Investment Lead.....	22
9.	Existing community investment and benefit initiative	22
Appendices		22
Appendix A:	Area of influence community profile	22
Table 8:	Area of influence community profile	23
Table 9:	Key demographic statistics for Tumut	27
Table 10:	Key demographic statistics for Batlow.....	28
Table 11:	Key demographic statistics for Tumbarumba	29
Table 12:	Key demographic statistics for Wagga Wagga	30
Table 13:	Key demographic statistics for Gundagai	31
Appendix B:	Existing community investment and benefit initiatives	32
Table 7:	Summary of existing community investment and benefit initiatives	33

1. Acknowledgement

The UGL Engineering and CPB Contractors Joint Venture (HLWJV) recognises that Aboriginal people are the First People of our country and that for over sixty thousand years they were the custodians of the lands upon which we work.

The HLWJV acknowledges and respects the continuing contribution of the Wiradjuri and Ngarigo peoples and recognises their continuing connection with the places and communities in which we operate.

We pay our respects to Elders past, present, and emerging. The HLWJV recognises and is committed to supporting the Aboriginal communities in which the project is located with employment, training and business opportunities and partnerships.

2. Abbreviations, acronyms, and definitions

The following table lists the terms used in this plan, including their definitions.

Table 1: Abbreviations, acronyms, and definitions

Term	Definition
ABS	Australian Bureau of Statistics
AIC	Area of Influence Community
AIPP	Australian Industry Participation Plan
APP	Aboriginal and Torres Strait Islander Participation Plan
CCG	Community Consultative Group
CEC	Clean Energy Council
CIBP	Community Investment and Benefits Plan
CIB	Community Investment and Benefits
CSEMP	Community and Stakeholder Engagement Management Plan
CSSSI	Critical State Significant Infrastructure
CSU	Charles Sturt University
DPE	Department of Planning and Environment
EIS	Environmental Impact Statement
HLWJV	UGL Engineering and CPB Contractors
LALC	Local Aboriginal Land Council
LGA	Local Government Area
LIPP	Local Industry Participation Plan
MNES	Matters of National Environmental Significance
NSW	New South Wales
SEAR	Secretary's Environmental Assessment Requirement
SIA	Social Impact Assessment
SMP	Sustainability Management Plan
WWDP	Workforce and Workforce Development Plan

3. Introduction

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

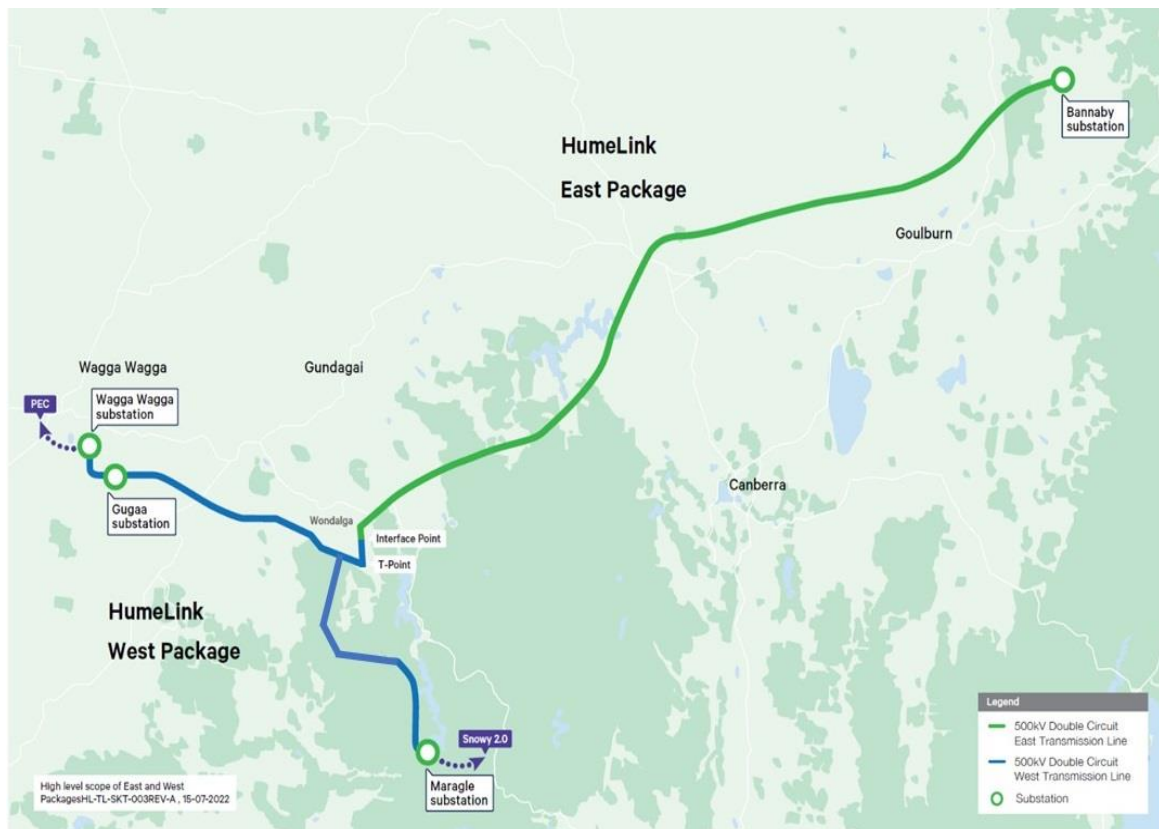
3.1. The Project

Humelink is a project of National Significance and a priority project for the Australian Energy Market Operator (AEMO), the Commonwealth and NSW Government. It is one of the state's largest energy infrastructure projects and will deliver approximately 385km of new 500kV transmission lines connecting Wagga Wagga, Bannaby and Maragle and includes new and upgraded infrastructure at four substation locations.

The Project will deliver a cheaper, more reliable, and more sustainable grid by increasing the amount of renewable energy that can be delivered across the national electricity grid, helping to transition Australia to a low carbon future.

Figure 1 below provides an overview of the combined Humelink East and West projects.

Figure 1: HumeLink proposed transmission lines and substations



Transgrid will deliver the Project by splitting the scope into two major Contract Packages: HumeLink East, and HumeLink West.

HumeLink East involves the augmentation of the existing Bannaby 500/330kV Substation and the design and construction of approximately 230km of 500kV double circuit quad bundle transmission line from Bannaby, to the Interface Point north of Batlow.

HumeLink West involves the augmentation of the existing Wagga 330/132kV substation, augmentation of the Maragle 330kV switching station to establish the combined Maragle 500/330kV substation, design, and construction of the new Gugaa 500/330kV substation, and the design and construction of approximately 130km of new 500kV double circuit quad bundle transmission line between Maragle and Wagga, and from the T-Point to the Interface Point.

3.2. Humelink West scope

This section provides an overview of the Humelink project and the scope of the Humelink West component of the project.

3.3. Project objectives

The Project Objectives include:

- Supply reliability in NSW by firmly connecting Snowy 2.0 and other new generation in southern NSW, managing the shortfalls as a result of the progressive retirement of coal-fired generation
- Greater access to lower cost generation to meet demand in major load centres
- Additional capacity for new generation (primarily renewable generation) in southern NSW, an area which has recognised potential for high-quality wind and solar power generation
- Greater sharing of energy between New South Wales, Australian Capital Territory, South Australia, and Victoria
- Ability to unlock the full capacity of the expanded Snowy Hydro Scheme
- More renewable energy to enter the market, supporting Australia's aspirations for emissions reduction
- The creation of construction jobs during delivery
- Generally enhanced economic activity in regional NSW, bringing opportunities for involvement and benefits for local communities along the route.

3.4. Intended purpose

The intended purpose of the Works is to:

- Provide the 500kV side of the new Maragle Substation to interface with the 330kV switching station for Snowy 2.0 provided by an interface contractor
- Provide a new 500kV to 330kV Substation at Gugaa
- Provide substation works at the existing Wagga substation
- Provide new 500kV transmission lines at a capacity of 3764A and 3259MVA in a double circuit from:
 - The interface point to the Maragle Substation
 - Maragle Substation to Gugaa Substation
 - The interface point to the Gugaa Substation
 - Gugaa Substation to Wagga Substation.
- By providing the works described above, enable the transfer of electricity at 500kV at a capacity of 3764A and 3259MVA between the interface point, Maragle Substation, Gugaa Substation, and Wagga Substation, with circuit redundancy
- Ensure the permanent works, temporary works and contractor's activities are delivered to the employer's requirements, including:
 - Zero harm to workers and the public
 - Minimal environmental impacts and incorporate sustainability practices
 - Minimal community disruption
 - Positive engagement with the employer's key stakeholders.
 - Minimise capital cost to deliver the works to the requirements of the contract
 - Early completion to allow connection of new generation
 - Minimise impacts from interfacing works.

3.5. Permanent works

Permanent works include works which are not part of the interface works, to deliver new 500kV transmission lines between Wagga substation and the Interface Point, Maragle substation and the Interface point, and Wagga substation and Maragle substations, including augmentation of Wagga substation and Maragle substation, new Gugaa substation, and rebuild of the existing transmission line 'L51'.

Permanent works to be delivered as part of the project include:

- Transmission line works
- Substation works
- Third party works, including
- Local area works
- Property works
- Utility service works.

3.6. Transmission line works

The transmission line works includes all infrastructure permanent works required to:

- Provide a new 500kV double circuit transmission line (initially to be operated at 330kV) connecting the augmented Wagga 330/132kV substation and the new Gugaa 500/330kV substation
- Provide a new 500kV double circuit transmission line connecting the augmented Maragle 500/330kV substation to the interface point
- Provide a new 500kV double circuit transmission line connecting the new Gugaa 500/330kV substation to the interface point
- Provide a rebuild of the 330kV 'transmission line 051' for approximately 2 km near Wagga 330/132kV substation on double circuit towers strung both sides.

3.7. Substation works

The substation works includes all infrastructure required to:

- Augment the existing Wagga 330/132kV substation
- Deliver a new Gugaa 500/330kV substation
- Augment the Maragle 330kV switching station (previously delivered by the Snowy 2.0 Transmission Connection project contractor) to establish the combined Maragle 500/330kV substation.

3.8. Third party works

The third-party works comprise the local area works, property works and utility service works. The local area works comprise modification, reinstatement and improvement of public space required for or because of the works, including:

- Upgrades to local roads
- Landscape treatments to public open spaces and other disturbed areas.

The property works comprise permanent adjustments to existing private properties required for or because of the permanent works, including:

- Demolition of built features within properties
- All protection and adjustments to buildings and infrastructure within buildings (including services, fencing, access, drainage, and landscaping).

The utility service works include permanent infrastructure that is associated with the construction, modification, or relocation of utility services, including connections, required for or because of the permanent works.

3.9. Temporary works

Temporary works (TW) include:

- Temporary arrangements for people and vehicles to safely access the site, including temporary access tracks
- Temporary infrastructure installed or erected to undertake the permanent works
- Temporary arrangements for utility services
- Temporary site facilities required to undertake the works
- Temporary access stairs, walkways, and platforms within the site
- Temporary construction hoardings, fencing, noise walls, access gates and barriers on and around the site
- Maintenance of roads in accordance with the relevant road authority's requirements
- Temporary arrangements (including signage) to divert and control pedestrians, cyclists, and traffic during all stages of the delivery of the works
- Temporary arrangements for people and vehicles to access all property affected by HLWJV's activities
- All environmental safeguards and measures necessary to mitigate environmental effects during HLWJV's activities, including those required under the approvals and the environmental and planning documents
- Cleaning, maintenance, repair, replacement, and reinstatement, as required, of all areas occupied by HLWJV to undertake the works
- All other temporary works and measures required for the construction of the permanent works or performance of HLWJV's activities.

4. Purpose and objectives

This Community Investment and Benefits Plan (CIBP) has been developed to guide the HLWJV's approach to the development and delivery of community benefits as part of HumeLink West in a manner that directly contributes to the growth of social licence for HumeLink and Transgrid. The CIBP is the overarching plan that informs all the community investments and benefits initiatives that the HLWJV will develop and deliver during the construction of HumeLink West.

This CIBP explains how the HLWJV will navigate the investigation and validation of strategically targeted investment opportunities in a manner that maximises benefits to people in the project area and specifies how select initiatives will be developed and delivered to generate the most favourable social and economic outcomes for the community and the best reputational legacy outcomes for the project. The CIBP should be read in conjunction with other HLWJV management plans, such as the Community and Stakeholder Engagement Management Plan (CSEMP), to understand the HLWJV's engagement, participation, and procurement practices for HumeLink West.

The key objectives and applications of HumeLink West Community Investment and Benefits Plan (CIBP) include:

- To address HumeLink West's introduced impacts and deliver socioeconomic outcomes and benefits to the Area of Influence Communities (AICs). An AIC are those local and regional communities impacted by the project where local represents the Local Government Areas (LGAs) hosting the infrastructure footprint and *regional* identifies the LGAs where the project could have an extended social and economic impact.
- To guide the prioritisation of opportunities to deliver investments and benefits to local communities during construction. Community investment and benefits (CIB) refers to numerous and diverse local and regional economic development opportunities. Scope may include contributions, grants, sponsorship, and partnership initiatives targeted to improve or promote one or more of the following strategic focus areas:

1. Community connection
2. Education and skills development
3. Local industry development
4. Care for Country
5. Transgrid social legacy initiatives

The CIBP aligns with:

- The identified needs of the relevant LGAs, key community stakeholders and organisations in the region
- Transgrid's Social Licence Framework
- Transgrid's Draft Community Investment and Benefits Framework and
- HumeLink Community Investment and Benefits Plan (Draft October 2022).

4.1. Document purpose

This CIBP has been developed to outline how the HLWJV will realise its commitment to environment, social and governance responsibilities throughout delivery of HumeLink West.

This plan specifically outlines how the HLWJV commits to investing in local communities to create distinct social legacies as a result HumeLink West, positively impacting the way people live, work, and prosper in their daily lives.

This CIBP is an operational document and will be used by the HLWJV in delivery of the contract works and to assist Transgrid with monitoring the positive impact of these legacies beyond project practical completion and future social licence oriented community investment initiatives.

This plan has been developed to align with the following Transgrid documents:

- Transgrid Energy Charter
- HumeLink ECI Request for Tender, Volume 2A, ECI Stage 2 Returnable Schedules, March 2023
- Schedule 2 Employer's Requirements, Appendix F: Management Requirements
- Transgrid's Draft Community Investment and Benefits Framework
- HumeLink Community Investment and Benefits Plan (Draft December 2023)

This CIBP should be read in conjunction with the following UGL documents:

HumeLink West Community and Stakeholder Engagement Management Plan (CSEMP)

HumeLink West Aboriginal and Torres Strait Islander Participation Plan (APP)

HumeLink West Workforce and Workforce Development Plan (WWDP).

HumeLink West Procurement Plan

HumeLink West Local Industry Participation Plan (LIPP)

HumeLink West Sustainability Management Plan (SMP)

This CIBP is primarily responsible for community investments and benefits initiatives associated with HumeLink West during the project delivery phase but may generate wider benefits beyond the immediate project region and completion date.

4.2. Guiding principles

The guiding principles that underpin this plan are informed by standards and principles set out in:

- The Clean Energy Council's (CEC) *A Guide to Benefit Sharing Options for Renewable Energy Projects* (2019) and

- The Energy Charter's *Landholder & Community Better Practice Engagement Guide* (2021)¹.

The goal of this CIBP is to genuinely identify and add mutual value in the areas and communities in which we operate. In delivering this plan the HLWJV is guided by the following principles:

- **Authentic and transparent**

- The CIBP recognises that simply doing good things in communities does not offset the responsibility to manage impacts.
- To be authentic and transparent about what outcomes can be achieved or not through the CIBP.
- Benefits are pursued for the sake of sharing the proceeds of the project and building positive relationships and will not come with conditions of silence or consent.
- Involve communities in identifying areas where we can contribute to and ideally strengthen communities through a project or projects.
- Aim to genuinely understand communities vantage point and values and ask how we can make the experience better.
- The CIBP will be transparently available to the community and provide a clear and understandable rationale for the various programs and who is eligible to participate.
- The prioritisation of initiatives and the outcomes of the CIBP will be transparently evaluated and reported on.

- **Strategic and integrated**

- Development of CIBP initiatives will consider the importance of the legacy of the project, its assets and what is left "behind" in a principled manner which is conducive to building wider reputational capital and social licence.
- The plan is designed to bring mutual benefit to local communities, the project and its owners and developers to achieve 'win-win' outcomes.
- The CIBP seeks to integrate HLWJV, Transgrid and the HumeLink West project as valuable community members by:
 - (a) developing links, partnerships, and genuine relationships with communities
 - (b) directly supporting the local economy through local employment and procurement opportunities
 - (c) exploring opportunities to partner and innovate with other industries or with government or other organisations to provide collaborative investment for validated initiatives.
- The CIBP is aligned with Transgrid's broader approach to community engagement, project development and related regional and community strategies.

¹ The Guide was co-designed by the National Farmers Federation, Queensland Farmers Federation, NSW Farmers Federation, Victorian Farmers Federation, AgForce Queensland, Cotton Australia and Energy Charter signatories APA Group, Powerlink Queensland, TransGrid with support from Essential Energy and Jemena.

- **Appropriate and flexible**

- This plan reflects the fact that the success of the HumeLink West Community Investment and Benefits program initiatives will necessitate extensive targeted community and key stakeholder participation throughout the conceptualisation, validation, development, and delivery phases.
- Each concept initiative will be subjected to robust analysis and validation to test any assumptions and determine the strength of an investment business case, risks, and mitigations.
- The implementation and outcomes of the CIBP will be tailored to the local circumstances, culture and needs, helping to address (not create or reinforce) patterns of conflict or inequality.
- To do this the HLWJV will:
 - Seek community perspectives on how benefit sharing might most effectively create positive, lasting, and meaningful local social and economic impacts.
 - Work with the local community to better understand develop targeted benefit sharing strategies that respond to unique local contexts and needs, such as those identified by Transgrid's HumeLink West Social Impact Assessment consultations.

The CIBP is also responsive to HumeLink West's impacts, seeking to deliver socioeconomic outcomes and benefits to AICs² by providing guidance around the prioritisation and monitoring and evaluation of a series of initiatives and investments designed to deliver benefits to local communities during construction.

The scope of initiatives and investments included in this CIBP include:

- Contributions
- Grants and sponsorships, and
- Partnership initiatives.

Each of the initiatives will be developed and implemented to benefit and promote one or more of the following five strategic focus areas that were identified by Transgrid following the analysis of extensive engagements and consultations in the project region:

1. Community connection
2. Education and skills development
3. Local industry development
4. Care for Country
5. Existing or new Transgrid social legacy initiatives

5. Assessment of HumeLink West 'Area of Influence' Community (AIC) needs and impacts

Although there are currently no known examples of direct benefit sharing related to transmission infrastructure in Australia, consideration can be given to how the location of new high voltage power lines relates to the 'community of benefit boundary' in the development of any benefit sharing strategy.

² Area Of Influence communities represents the Local and Regional communities impacted by the project where Local represents the LGAs hosting the infrastructure footprint and Regional represents the LGAs where the project could have an extended social and economic impact on.

The key social license issues relating to high voltage transmission lines as part of large-scale project developments are:

- Visual impact and landscape changes
- Biodiversity (flora and fauna) impacts
- Construction and traffic
- Socio-economic (unequal distribution of project benefits)
- Glare, glint and light (especially near roads)
- Safety/obstruction (roads and fire access).
- (CEC 2019; 14)

5.1. HumeLink West AIC's

The HumeLink West transmission route currently passes through the Wagga Wagga and Snowy Valleys LGAs. The areas and communities HumeLink West passes through have been identified as AIC's for the purposes of HumeLink West.

AICs refers to the local and regional communities impacted by the project where *local* represents the LGAs hosting the infrastructure footprint and *regional* represents the LGAs where the project could have an extended social and economic impact. The impacts on these areas may alter with confirmation of the final alignment. Refer to Appendix A: AIC Profiles for summary profiles of the HumeLink West AICs.

5.2. Identified AIC impacts and needs

Having been appointed as Transgrid's HumeLink West project delivery partner, the HLWJV has commenced community and stakeholder engagement in support of the CIBP implementation.

Transgrid has already undertaken consultations in support of HumeLink project development which directly shed light on CIB program issues and opportunities by revealing, for example, how HumeLink West impacts AICs socially, economically and the nature of perceived offsets and solutions.

This initial CIBP draft captures and explores these known AIC impacts and needs using consultation data and analytical resources and other information provided by Transgrid including:

- The HumeLink Social Impact Assessments (SIAs) undertaken by Transgrid as a part of the EIS and environmental approvals processes, and
- Minutes from the Community Consultation Group (CCG) meetings available on the HumeLink website.

5.3. HLWJV AIC impacts and needs identified in HumeLink CCG meeting minutes (Transgrid)

Initial sources used by the HLWJV to identify specific AIC impacts and needs relevant to the construction phase of the HumeLink West project included the minutes of previous CCG meetings conducted by Transgrid. Publicly available and accessed through the HumeLink website, these documents were reviewed and analysed. Specific AIC impacts and needs were identified and coded by the HLWJV in terms impact/need themes and CCG region.

A summary of the results of that early HLWJV analysis is presented in Table 3 below.

The highest number of identified impacts/needs were around the theme of *Infrastructure (roads, housing, telecommunications)* which accounted for almost a quarter (23.4%) of all identified impacts/needs. This was closely followed by *Environment (weeds, bushfires, biosecurity)* (21.2%) impacts/needs.

Almost two-thirds of the impacts/needs identified were from the Snowy Valleys CCG (63.8%), where the themes of *Infrastructure* and *Environment* predominated.

The impacts and needs identified by the Wagga Wagga CCG differed to the Snowy Valleys CCG, being highest around the themes of:

- Community wellbeing (neighbour impacts, distrust of HumeLink) – 4.
- Environment (weeds, bushfires, biosecurity) – 3.
- Cultural Values (amenity, Aboriginal heritage e.g., cultural burning) – 3; and,
- Economic (changed farming practices on affected land, tourism, skill shortages, pressure on supply chains, compensation) – 3.

Table 2: Themed analysis of Wagga Wagga and Snowy Valleys CCG meeting minutes (2002-2023), aligned to HumeLink West focus areas

AIC Identified Impact/Needs Themes	Alignment with UGL HumeLink West Focus Areas	Wagga CCG	Snowy Valleys CCG	TOTAL
		#	#	#
Environment (weeds, bushfires, biosecurity)	Care for country Transgrid social legacy initiatives	3	7	10
Infrastructure (roads, housing, telecommunications)	Community connection Transgrid social legacy initiatives	2	9	11
Cultural Values (amenity, Aboriginal heritage e.g., cultural burning)	Community connection Care for country Transgrid social legacy initiatives	3	4	7
Economic (changed farming practices on affected land, tourism, skill shortages, pressure on supply chains, compensation)	Care for country Education and skills development Transgrid social legacy initiatives	3	3	6
Community wellbeing (neighbor impacts, distrust with HumeLink)	Community connectivity Care for country Transgrid social legacy initiatives	4	4	8
Long-term implications (ability to diversify economy, sustainability of economic benefits beyond construction)	Community connectivity Care for country Education and skills development Transgrid social legacy initiatives	2	3	5
TOTAL		17	30	47

5.4. AIC impacts and needs identified in HumeLink Social Impact Assessment (SIA) Report

A second key information source used by the HLWJV to identify specific AIC impacts and needs relevant to the construction phase of the HumeLink West project was the findings of Social Impact Assessment undertaken by Transgrid in preparation of the environmental assessment reports during project development.

Table 4 presents the summary of impacts and recommended mitigation measures presented in the SIA Report. The table shows the main themes in the SIA were housing impacts, impacts on social services (e.g., health) and social infrastructure, social cohesion and employment and livelihoods, HumeLink social license and project legacy. Some of these themes overlap others, such as employment and training opportunities, and have influenced the development of initiatives in this CIBP.

Table 3: Summary of changes, impacts and recommended mitigation measures identified for the construction phase in the HumeLink SIA Report

Summary of change	Detail of impact and recommended mitigation measures
Accommodating temporary construction workers	- Up to approximately 800 construction workers would be required during the construction period, potentially increasing the demand for housing in the social locality, noting some workers would come from within the social locality. - Workers would be able to be accommodated throughout the social locality in existing short-term accommodation and in a purpose-built worker accommodation facility at Tumbarumba. - Demand from construction workers would support the recovery of accommodation services from the COVID-19 pandemic. - Adequate short-term accommodation is available to avoid impacts to local rental housing supply and affordability, assuming construction of the proposed accommodation facility at Tumbarumba proceeds. - Mitigation measure: The HLWJV is preparing and will implement a worker accommodation strategy for the construction workers during the construction period.
Impacts on local services from influx of temporary workers	- Service providers in Tumbarumba have indicated that services can be augmented to accommodate any increase in demand as a result of the increase in population from the temporary worker accommodation. - Impacts may arise to medical services in the social locality including local general practitioners (GPs), as access is already limited. - Mitigation measures include: - potential to provide community access to services on worker accommodation sites such as healthcare services - proposed investment in existing healthcare facilities in the region to ease impact of influx of temporary workers - provide temporary workers with information on community services and recreation facilities, events, and tourism activities so a wide variety of providers can be accessed - provide temporary workers with details on how to access health services including dedicated telehealth services organised by Transgrid - share information with temporary workers on accessing a company contact if help is needed - sharing a Code of Conduct with temporary workers to minimise the incidence of risk drinking and drug behaviours.
Changes to community, culture, and social cohesion	- The addition of large numbers of non-resident workers in small, regional communities could result in antisocial behaviour or heightened anxiety or stress. - Construction work has the potential to disturb, destroy, or change the context of Aboriginal cultural heritage and archaeological artefacts, impacting connection to Country. - Mitigation measure: Information will be provided to the construction workers that includes: - encourage temporary workers to access information on community services and recreation facilities, events, and tourism activities so they become familiar and attached to the area - share information with temporary workers about details on how to access health services including dedicated telehealth services organised by Transgrid - share information with temporary workers on accessing a company contact if help is needed - sharing a Code of Conduct with temporary workers to minimise the incidence of risk drinking and drug behaviours - encourage temporary workers to volunteer in the local community and to participate in HLWJV-led volunteer initiatives
Employment and livelihood	The project would deliver substantial benefits through the creation of employment opportunities. There would be important flow-on benefits to local communities related to the 1,200 workers needed for construction of the project.

Summary of change	Detail of impact and recommended mitigation measures
	Positive benefits would also arise from supporting tourist accommodation to recover following the COVID-19 pandemic.

6. Proposed Community Investment and Benefits initiatives and validation processes

The HLWJV proposes to deliver a package of focused community investment and benefits initiatives as part of HumeLink West. The initiatives are guided by five key focus areas identified in the Social Impact Assessment:

- Community connection
- Education and skills development
- Local industry development
- Care for Country
- Transgrid social legacy initiatives

The initiatives are also based on insights from a number of existing resources and information provided by Transgrid including:

- Minutes from the Community Consultation Group (CCG) meetings available on the HumeLink website
- The HumeLink Social Impact Assessment (SIA) Report provided by Transgrid.
- HumeLink CIBP.

The HumeLink West project will invest in targeted initiatives that directly and substantively benefit the community and consequently expand Transgrid's social licence to operate. This will be made possible through the validation, development and delivery of efficient, effective, and financially robust outcomes which are unequivocally seen to advantage the people impacted by the construction and future operation of the project.

Focused initiatives that deliver such tangible benefits to the local project region are most likely to be noted, appreciated, and remembered by relevant communities and key stakeholders.

6.1. Package of proposed Community Investment and Benefit initiatives

In consideration of these themes and demonstrated local needs, the HLWJV has identified a package of five prospective community investment and benefits program initiatives, detailed in Table 5 below. Each has required validation through targeted stakeholder consultation and development through co-design to verify feasibility and guide implementation. A final version of the CIBP is due for submission in May 2024. The total projected cost of \$7.1M for the package of four CIBP initiatives is based on estimates and is currently the subject of more detailed costings. Note that the budget will be contingent upon validation of business cases for each initiative as well as the Australian Energy Regulator's endorsement of Transgrid's proposal for each initiative.

Table 4: Proposed/draft summary community investment and benefits initiatives

Challenge	Initiative	Rationale	Benefits	Focus area	Cost
Poor mobile phone reception in the project area affects those living and working in the region.	Improving mobile phone blackspots in the HumeLink West project area.	Providing an effective 4G / 5G mobile phone network offers a meaningful and compelling answer to the community stakeholder question, 'What's in it for me?'. It also demonstrates Transgrid's respect and empathy for impacted communities. Lumea and a specialist team within UGL is currently helping Telstra fix mobile phone blackspots and would be integral to this initiative.	Providing secure mobile phone coverage would significantly enhance the liveability and economic productivity of the region, with direct benefits to local residents, communities, police, and emergency services (ambulance and fire fighters), healthcare and educational workers, farmers, and industry – including the HumeLink West project team. The initiative would also help attract and retain skilled workers and young people to the project region. Potential related initiatives include the use of 5G geospatial mapping of biosecurity hazards (noxious weeds, infestations) by farmers, land care workers and volunteers for professional eradication during project delivery.	Community Connection (improving access to local healthcare, emergency calls, medical calls and emails, tele-health consultations) Care for Country (firefighting, biosecurity / geo-positioning infestation locations) Education and skills development Transgrid social legacy initiatives	The HLWJV has extensive current experience in the engineering and provision of telecommunications blackspots solutions for Telstra, including upgrade of 4G and 5G networks. The cost is estimated to be in the order of \$3M – with potential for this amount to be offset by interfacing initiatives undertaken by Lumea and a contribution from a telco – e.g., Telstra. The technical scope and delivery timeframe is currently unknown to the HLWJV, but we propose engaging with Transgrid and Lumea to investigate. The HLWJV must also engage with telecommunication stakeholders, specifically carriers, to ensure a smooth transition once infrastructure is improved.
As a result of the influx of temporary workers, concerns have been raised about impacts on local health services. This includes impacts on medical services in the social	Improving local access to emergency health care. This may include allowing access to HumeLink West worker accommodation medical facilities, and/or investing in or improving existing facilities.	The delivery of HumeLink West will see an increase of temporary workers in the region. Investing in the improvement of access to emergency health care will not only address this immediate impact but will work to leave a lasting legacy in the region.	Improving access to emergency health care in the AICs creates broad and lasting social benefits. Access to health care in regional communities, including mental health facilities	Community Connection (improving access to local healthcare, emergency calls, medical calls and emails, tele-health consultations)	The HLWJV must undertake stakeholder consultation with key agencies such as Regional Health NSW and local health care providers to ensure proposed initiatives meet the needs of the region and have a net positive

Challenge	Initiative	Rationale	Benefits	Focus area	Cost
locality, including local general practitioners, as access is already limited			and dental health care, is challenging. Increasing access will benefit all local demographics and will create a positive and lasting social impact.	Transgrid social legacy initiatives	social impact. This consultation process will also include investigating the most efficient and beneficial approach to how members of the community can benefit from access to additional health services, including how potential patients are triaged, access and types of services. The budget for this initiative is approximately \$1M.
Lack of social and affordable and accessible accommodation in the region	Improve access to affordable accommodation by re-locating surplus worker dwellings to approved sites.	Repurposing worker accommodation units used during delivery of HumeLink West can help to ease pressure resulting from the existing accommodation crisis affecting all corners of Australia. Investing in the relocation and reestablishment of these units in a way that can address accommodation scarcity can leave a tangible and lasting social benefit that has a far reaching and meaningful social benefit.	Relocating worker accommodation units so that they can be utilised in another capacity to help benefit the local community will have a positive flow on effect for the region. For example, repurposing the units for tourist accommodation on pre-approved and appropriately zoned land can encourage increased tourism and increase the number of available dwellings in the region available for accommodation.	Community Connection Local industry development Transgrid social legacy initiatives	The cost will be limited to the number of dwellings that can be provided within the available budget. A cost build-up and Business Case will be developed to verify feasibility and determine the size of this initiative which could be worth in the order of \$1M.
Small businesses often don't have experience or acumen when it comes to tendering for work with large infrastructure projects. This means they miss crucial opportunities to realise benefits	Improving opportunities for small business participation. The HLWJV will provide a fulltime local Business Participation Mentor (BPM) to proactively concierge local and regional business participation in the HumeLink West construction project. Indigenous business	Successful integration of project procurement opportunity for local businesses throughout the early works, construction, and demobilisation of the project, will require proactive liaison to achieve maximum alignment between project demand and to understand the capacity and effectively	By reaching a mindful mutual understanding of the aspirations, capacity, and trading terms of business stakeholders, we can adapt to facilitate maximal local participation in the	Community Connection, Local industry development Education and skills development Care for Country	The cost would be centred on the provision of 1.5 fulltime experienced business development personnel and would be further supported by the wider local resourcing and skills training and employment commitment.

Challenge	Initiative	Rationale	Benefits	Focus area	Cost
	participation will be facilitated by the HLWJV Aboriginal Engagement and Participation Advisor as per the Aboriginal Participation Plan.	manage the expectations of local suppliers. This may extend to adjusting HLWJV invoice payment terms to account for small business cashflow needs	project goods and services supply chain. An example is adjusting payment terms to payment upon invoice to avoid cashflow problems for small businesses. This proactive process will ensure that no local supplier is overlooked and that local businesses and their employees share the benefits of project construction.	Transgrid social legacy initiatives	The anticipated investment for the Local Business Participation Mentor would be in the order of \$0.7M
There is an opportunity to contribute to lasting impacts in the region by giving the community the tools they need to flourish in the long term and not just during project delivery – which is so often the case with large infrastructure projects.	Investing in community, educational, employment and economic development initiatives. Early community engagement on HumeLink West has identified a significant number of compelling opportunities for the project to invest in a range of community, educational, employment and economic development initiatives during construction and beyond.	Local stakeholders, including Councils, registered training organisations (RTOs), not-for-profit-organisations and Regional Development Australia Riverina have an evidence-based understanding of community investment and benefits sharing needs and opportunities. These span trades apprenticeships, skills training and employment upskilling, Indigenous employment agencies, educational and scholarship opportunities, and various initiatives to share knowledge, attract capital investment and visitation, and measures to improve liveability and retain young people within the region.	Providing targeted financial assistance and participating in these community-led programs and initiatives will demonstrate the HumeLink West delivery teams' respect, trust and support for local community leaders and groups. Reaching this level of understanding will be informed by proactive community and stakeholder engagement and our active management of select local partnership and participation programs during the construction phase, including measuring and reporting on progress. Some initiatives may go	Community connection Education and skills development Transgrid social legacy initiatives	The cost would correspond to the community investment benefits made for similar sized projects, which can be expressed as a percentage of the approximate dollar value of construction. To ensure maximum investment value, the merits of each individual program initiative would be evaluated according to a uniform set of criteria. The anticipated investment over the life of construction would be in the order of \$1.4M.

Challenge	Initiative	Rationale	Benefits	Focus area	Cost
			on to be funded as part of the Transgrid Community Partnerships Program beyond Practical Completion of HumeLink West.		

7. Validation of CIB initiatives

To ensure a robust, sensible, and practical approach to the delivery of the proposed CIB initiatives, the HLWJV must apply a rigorous validation process for each proposed activity. This includes an in-depth analysis, via development of a business case, that considers all benefits, opportunities, and risks for each proposed initiative. Table 6 below outlines the CIB validation process via business case development.

Table 5: CIB validation process

			Business case development				
CIB initiatives		Describe the initiative and the problem it is seeking to solve	Identify various options describing how to deliver the initiative	Determine preferred option and rationalise the investment via social licence investment opportunity evaluation process	Develop an implementation strategy	Finalise recommendations, gain approval from decision makers	Begin implementation and deliver initiative
	Improving mobile blackspots	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q2 2025	Q3 2025
	Improving local access to emergency healthcare	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q1 2025	Q2 2025
	Improving access to affordable accommodation	Q2 2024	Q2 2024	Q3 2024	Q4 2024	Q3 2025	Q2 2025
	Improving opportunities for small business participation	Q1 2024	Q2 2024	Q2 2024	Q3 2024	Q2 2024	Q3 2024
	Investing in community, educational, employment and economic development initiatives	Q1 2024	Q2 2024	Q2 2024	Q3 2024	Q3 2024	Q4 2024

8. Implementation and delivery of Community Investment and Benefits initiatives

8.1. Community consultation and finalisation of CIBP and CIB initiatives

A critical part of the approach is meaningful community engagement, where the community participates as a partner in the planning of activities and initiatives that deliver legacies.

The next step is to include community and stakeholder insights.

Understanding community values and the potential impacts on communities that will be delivered through the construction of HumeLink West will help identify additional opportunities for social impact creation that may not have been considered previously.

This stage will be informed by the HumeLink West Community Engagement Strategy and gather community feedback on the proposed HumeLink West CIBP Initiatives outlined in Section 3.

The finalised CIBP and CIB Initiatives will include:

- Goals and objectives
- AICs
- Budget
- Theory of change
- Detail initiatives and alignment with:
 - Regional plans/strategies
 - Project timeline (construction phase)
 - Community engagement strategy
- Timeline for implementation, delivery, and management
- Monitoring and evaluation approach – in partnership with Transgrid, the HLWJV will develop a social impacts metrics table for each CIBP initiative.

8.2. Methodology and approach to monitoring, evaluation and reporting of CIB initiatives

Implementing a uniform Social Impact Delivery Model for all CIB delivery outcomes ensures a standardised method for monitoring and reporting on HumeLink West's social impact. This approach caters to both Employer Requirements and the Community Investment and Benefits Plan, offering a shared communication framework that facilitates consistent tracking and reporting on the Project's social impact.

The Social Impact Delivery Model empowers Transgrid and the HLWJV to:

- Streamline reporting of CIB objectives, inputs, activities, outputs, metrics, enablers, and outcomes in a logical manner
- Showcase the positive social impact of the CIB initiatives on the community
- Pinpoint opportunities for building or scaling effective community support at program and system level
- Measure social returns on investment, crucial for unlocking social licence and fulfilling environmental, social and governance objectives, demonstrating financial value to stakeholders.

Importantly, the Social Impact Delivery Model will work to satisfy the requirements of the Australian Energy Regulator (AER). The AER stipulates that electricity transmission agencies develop Social Licence Engagement Plan. The Plan should address the prudence and efficiency of costs to achieve social licence and should be considered along with other elements of transmission development and operation.

The AER states that it is the responsibility of the transmission agency to define how each element of its social licence costs contributed to the delivery of the overall project in a prudent and efficient manner.

This Social Impact Delivery Model will be mapped out and reported against using the Impact Log Frame (see Table 6) which maps key performance indicators over the life of HumeLink West delivery.

Table 6: Impact Log Frame

	Issues/Objectives	Activities to achieve objectives	Risks/Challenges	Enablers	Inputs	Outputs	Outcomes	Impact
Deliver								
Measure								
How								

	Issues/Objectives	Activities to achieve objectives	Risks/Challenges	Enablers	Inputs	Outputs	Outcomes	Impact
Who								
When								

The HLWJV will continue to work closely with Transgrid's lead of community engagement and consultation to refine the evaluation outcomes.

The Community Programs and Investment Lead will schedule and oversee evaluation activities. All evaluations will be reported to Transgrid at monthly project meetings. Identified improvements to the HLWJV's community investment and benefits approach will be recorded in a revised CIBP.

The section below explains how the HLWJV will report on CIBP matters to Transgrid at monthly project meetings.

8.3. HLWJV reporting

The HLWJV will report on community investment and benefits initiatives to Transgrid at monthly project meetings. HLWJV representatives will attend all monthly meetings as required. The HLWJV will report on the following CIBP matters each month:

- Status update of CIBP initiatives
- Upcoming activities for CIBP initiatives
- Cost reporting of CIBP expenditure
- Opportunities for further innovation identified by subcontractors
- Outcomes of any CIBP evaluations including lessons learned.

Monthly social impact reporting will be developed by HLWJV. Monthly reporting will also be developed for Local Industry Participation, Workforce and Workforce Development and Aboriginal Participation Management Plans.

8.4. Review and evaluation of this CIBP

This HumeLink West CIBP will be reviewed and updated every six months.

This CIBP will also be reviewed and updated if processes or procedures change during HumeLink West delivery. This includes if new partnerships are entered into during delivery.

The Director, KRA Programs and Investment Initiatives) will manage reviews and revisions of this CIBP and distribute updated copies to Transgrid and the HumeLink West Delivery Team.

The HLWJV is also committed to the principles of evaluation and continual improvement to build a sustainable social legacy in AICs.

The HLWJV will review the effectiveness of this CIBP in collaboration with Transgrid and community partners. Reviews will be completed in conjunction with monitoring and evaluation activities explained above.

The HLWJV will report on the evaluation methodology, outcomes and identified process improvements. This CIBP will be reviewed and updated with any process improvements identified during evaluation.

The HLWJV will keep a register of lessons learned that will be reviewed and shared with the wider delivery team regularly.

8.5. Roles and responsibilities

The 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. The team is well resourced to ensure we meet Transgrid's engagement objectives. The roles below will be filled by UGL/CPB representatives.

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

8.5.1. Senior Community and Stakeholder Communications Manager

- Strategic oversight of communication and engagement function reporting to Project Director
- Oversight of all engagement strategies and plans including Community Investment, Indigenous engagement, media and the broader Transgrid corporate strategy
- Implementation of engagement best practices
- Key stakeholder relationships.

8.5.2. Community Programs and Investment Lead

- Development, implementation, reviews, and revisions of HumeLink West CIBP
- Design, implement, monitor, evaluate and monthly report on CIPB impact and outcomes
- Design, implement, monitor, evaluate and monthly report on CIP Initiatives impact and outcomes
- Responsible for of Community Investment projects
- Communication with community stakeholders on processes, selection and delivery of Community Investment projects and activities.

9. Existing community investment and benefit initiative

Appendices

Appendix A: Area of influence community profile

Area Of Influence communities represents the Local and Regional communities impacted by the project where Local represents the LGAs hosting the infrastructure footprint and Regional represents the LGAs where the project could have an extended social and economic impact on.

Table 8: Area of influence community profile

Indicator	Source	Batlow		Gundagai		Tumbarumba		Tumut		Wagga Wagga		Rest of NSW	
		Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Population													
Total persons	G01	1,022	-	1,970	-	1,505	-	6,518	-	49,686	-	2,829,637	-
Proportion of people aged 14 years or younger	G01	166	16.24 %	317	16.09 %	263	17.48 %	1,270	19.48 %	9,875	19.87 %	505,534	17.87 %
Proportion of people aged 65 years or older	G01	283	27.69 %	521	26.45 %	385	25.58 %	1,466	22.49 %	9,023	18.16 %	628,053	22.20 %
Proportion of population of working age	G01	573	56.07 %	1,132	57.46 %	857	56.94 %	3,782	58.02 %	30,788	61.97 %	1,696,050	59.94 %
Aboriginal and Torres Strait Islander population	G01	55	5.38%	89	4.52%	111	7.38%	508	7.79%	3,675	7.40%	185,873	6.57%
Overseas born	G01	146	14.29 %	201	10.20 %	142	9.44%	622	9.54%	5,904	11.88 %	343,955	12.16 %
Language other than English spoken at Home	G01	90	8.81%	154	7.82%	48	3.19%	347	5.32%	4,744	9.55%	187,528	6.63%
Education													
Persons aged 15 or over no longer attending primary or secondary school	G16	826	-	1,593	-	1,190	-	5,043	-	38,045	-	2,235,624	-
Proportion of the above category who have completed year 12 or equivalent	G16	262	31.72 %	535	33.58 %	388	32.61 %	1,855	36.78 %	17,918	47.10 %	994,237	44.47 %
Housing and households													
Total private dwellings	G36	480	-	865	-	710	-	2,795	-	20,797	-	1,206,503	-
Separate house	G36	397	82.71 %	667	77.11 %	579	81.55 %	2,186	78.21 %	15,976	76.82 %	882,102	73.11 %

Indicator	Source	Batlow		Gundagai		Tumbarumba		Tumut		Wagga Wagga		Rest of NSW	
		Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Terrace/flat/to her etc.	G36	8	1.67%	85	9.83%	24	3.38%	361	12.92%	3,221	15.49%	185,780	15.40%
Unoccupied private dwellings	G36	62	12.92%	107	12.37%	104	14.65%	241	8.62%	1,568	7.54%	134,891	11.18%
Total households	G35	418	-	758	-	605	-	2,558	-	19,226	-	1,071,609	-
Family households	G35	262	62.68%	468	61.74%	405	66.94%	1,699	66.42%	12,635	65.72%	737,521	68.82%
Non-family households	G35	161	38.52%	289	38.13%	199	32.89%	859	33.58%	6,593	34.29%	334,086	31.18%
Average household size	G02	2.2	-	2.3	-	2.3	-	2.3	-	2.4	-	2.4	-
Housing tenure - median monthly mortgage repayment	G02	\$867.00	-	\$1,120.00	-	\$1,129.00	-	\$1,300.00	-	\$1,500.00	-	\$1,733.00	-
Housing tenure - median weekly rent	G02	\$195.00	-	\$230.00	-	\$220.00	-	\$245.00	-	\$290.00	-	\$330.00	-
Transport													
Households with no vehicles	G34	20	4.78%	49	6.46%	25	4.13%	167	6.53%	1,384	7.20%	58,952	5.50%
Average motor vehicles per dwelling	QS	1.9	-	1.7	-	1.8	-	1.8	-	1.8	-	1.9	-
Health													
People with need for assistance	G18	68	6.65%	122	6.19%	117	7.77%	499	7.66%	3,332	6.71%	193,513	6.84%
Community strength													
Voluntary work	G23	120	11.74%	274	13.91%	283	18.80%	871	13.36%	6,144	12.37%	360,680	12.75%
Employment													
Proportion of population over 15	G46	856	-	1,652	-	1,242	-	5,244	-	39,809	-	2,324,100	-
Labour force	G46	412	48.13%	837	50.67%	676	54.43%	2,950	56.25%	24,717	62.09%	1,310,611	56.39%

Indicator	Source	Batlow		Gundagai		Tumbarumba		Tumut		Wagga Wagga		Rest of NSW	
		Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Median household weekly income	G02	\$963.00	-	\$1,160.00	-	\$1,260.00	-	\$1,250.00	-	\$1,502.00	-	\$1,434.00	-
Unemployment (as proportion of labour force)	G46	26	6.31%	32	3.82%	25	3.70%	153	5.19%	1,126	4.56%	59,669	4.55%
Industries and occupations													
Most common industry of employment	G53	Agriculture, forestry, and fishing	21.90 %	Manufacturing	19.31 %	Manufacturing	16.69 %	Manufacturing	15.07 %	Health care and social assistance	19.36 %	Health care and social assistance	16.26 %
Second most common industry of employment	G53	Health care and social assistance	12.66 %	Health care and social assistance	10.46 %	Public administration and safety	11.79 %	Health care and social assistance	14.17 %	Education and training	10.70 %	Retail trade	9.39%
Third most common industry of employment	G53	Manufacturing; administrative and support services	11.87 %	(Equal) accommodation and food services; construction	10.21 %	Agriculture, forestry, and fishing	10.26 %	Retail trade	11.28 %	Retail trade	10.49 %	Construction	9.35%
Most common profession, 2016	G53	Labourers	29.55 %	Labourers	25.09 %	Labourers	18.38 %	Labourers	17.14 %	Professionals	20.92 %	Professionals	19.18 %
Second most common profession, 2016	G53	Machinery operators and drivers	15.04 %	Technicians and trades workers	12.55 %	Community and personal service workers	15.62 %	Technicians and trades workers	15.89 %	Technician s and trades workers	14.65 %	Technician s and trade workers	14.53 %

Indicator	Source	Batlow		Gundagai		Tumbarumba		Tumut		Wagga Wagga		Rest of NSW	
		Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Third most common profession, 2016	G53	Community and personal service workers	12.93 %	Managers	12.18 %	Machinery operators and drivers	15.47 %	Professional s	14.49 %	Community and personal service workers	13.90 %	Managers	13.41 %

Tumut

Tumut is a town located in the foothills of the Snowy Mountains, around the confluence of Tumut River, Goobarragandra River, and Gilmore Creek, approximately four kilometres east of the project footprint. The areas surrounding Tumut were historically used for sheep and cattle grazing, remaining locally significant industries. Forestry-related employment, in sawmills, as well as in paper and cardboard production, is also important to the area. Transport in Tumut is provided by the Snowy Mountains Highway, from which it is connected to the Hume Highway; Gocup and Brindabella roads, which connect the town to Gundagai and Canberra; and a small, council-operated airport. The town hosts a Snowy Valleys Council office, NSW TAFE Tumut, and a variety of shops, restaurants, cafés, and hardware stores.

Tumut is also home to an industrial and manufacturing area, with various operators serving the wider area in a range of specialties. Tourism and outdoor recreation are also important in Tumut, due to its proximity to national parks and reserves, lakes, and rivers. Snowy Mountains Scheme infrastructure is located south of the town, with water diverted into the Tumut River for electricity generation at upstream dams. Tumut is served by the Tumut District Hospital, providing a 24-hour emergency care facility, with specialist connection capability via telehealth, as well as a number of general practices.

Table 9 identifies key demographic data for the key community of Tumut, using population, housing, health, education, employment, transport data extracted from the ABS 2021 Census.

Table 9: Key demographic statistics for Tumut

Indicator	Information
Population	- At the 2021 Census, Tumut was home to 6,518 people. - In 2021, the proportion of Tumut residents who identified as Aboriginal and Torres Strait Islander was 7.8 per cent, compared to 5.6 per cent in the social locality, and 6.6 per cent in the Rest of NSW. - In 2021, 9.5 per cent of Tumut residents were overseas born, compared to 10.1 per cent in the social locality, and 12.2 per cent in the Rest of NSW. - The proportion of Tumut residents who spoke a language other than English at home in 2021 was 5.3 per cent. This was lower than the social locality, at 6.5 per cent, and the Rest of NSW, at 6.6 per cent.
Median age	At the 2021 Census, the median age of Tumut was 41 years, slightly younger than the Rest of NSW's 43 years.
Labour force	- In 2021, 56.3 per cent of residents in Tumut over 15 were participating in the labour force, a lower proportion than the 56.4 per cent in the Rest of NSW. - Of those residents in the labour force in Tumut, 5.2 per cent were unemployed, similar to 4.6 per cent across the Rest of NSW. - In 2021, employed residents in Tumut most commonly worked in the industries of manufacturing (15.1 per cent), health care and social assistance (14.2 per cent), and retail trade (11.3 per cent). The most common occupations were labourers (17.1 per cent), technicians and trades workers (15.9 per cent), and professionals (14.5 per cent).
Housing and households	- There was a total of 2,795 private dwellings and 2,186 households in Tumut at the 2021 Census, with an average household size of 2.3. - At the 2021 Census, separate (detached) dwellings were the most common housing typology within Tumut, at 78.2 per cent, lower than the social locality, at 79.1 per cent, but higher than the Rest of NSW, at 73.1 per cent.
Education	At the 2021 Census, approximately 36.8 per cent of residents in Tumut over the age of 15 had completed year 12 or equivalent, considerably lower than the 44.9 per cent of residents in the social locality over 15, and the 44.47 per cent of Rest of NSW residents over 15.
Income	At the 2021 Census, the median weekly household income in Tumut was \$1,250, lower than the \$1,434 across the Rest of NSW.
Short-term accommodation	- As of 9 August 2022, Tumut had 257 rooms/rentals available for short-term accommodation. - Of these, 183 rooms/rentals were hotels motels or pubs. Tumut Valley Holiday Park provides a further 9 motel rooms, 4 cabins, 4 backpacker rooms and up to 30 powered caravan sites. Tumut also offers a small selection of private short-term rentals. - Factoring in 40 per cent vacancy, availability would be 103 rooms/rentals.

Batlow

Batlow is a small town in the Snowy Valleys LGA, located between Tumut to the north, and Tumbarumba to the south. The project footprint is approximately six kilometres to the east of the town, from which it is approximately 10 minutes by car at the nearest point. Situated in Wiradjuri country, the town of Batlow originally grew from gold mining industry in the mid-19th century, before transitioning into a centre for fruit growing. Apple growing in particular has continued as a significant industry for the town, continuing into the present day.⁸

Batlow's facilities include schools, a medical centre, a library, and sporting facilities. There are several accommodation providers within Batlow, including the Batlow Hotel, the Apple Inn, and Batlow Caravan Park.

The Table below identifies key demographic data for Batlow, using population, housing, health, education, and employment data extracted from the ABS 2021 Census.

Table 10: Key demographic statistics for Batlow

Indicator	Information
Population	- At the 2021 Census, Batlow was home to 1,022 people. - In 2021, the proportion of Batlow residents who identified as Aboriginal and Torres Strait Islander was 5.4 per cent, compared to 5.6 per cent in the social locality, and 6.6 per cent in the Rest of NSW. - In 2021, 14.3 per cent of Batlow residents were overseas born, compared to 10.1 per cent in the social locality, and 12.2 per cent in the Rest of NSW. - The proportion of Batlow residents who spoke a language other than English at home in 2021 was 8.8 per cent. This was higher than the social locality, at 6.5 per cent, and the Rest of NSW, at 6.6 per cent.
Median age	At the 2021 Census, the median age of Batlow was 49 years, older than the Rest of NSW's 43 years.
Labour force	- In 2021, 48.1 per cent of residents in Batlow over 15 were participating in the labour force, a considerably lower proportion than the 56.4 per cent of residents in the Rest of NSW. Of those residents in the labour force in Batlow, 6.3 per cent were unemployed, compared to 4.6 per cent across the Rest of NSW. - Employed residents most commonly worked in the industries of agriculture, forestry, and fishing (21.9 per cent), health care and social assistance (12.7 per cent), manufacturing (11.9 per cent), and administrative and support services (11.9 per cent). The most common occupations were labourers (29.6 per cent), machinery operators and drivers (15 per cent), and community and personal service workers (12.9 per cent).
Housing	- There were a total 480 private dwellings and 418 households in Batlow at the 2021 Census, with an average household size of 2.2. - At the 2021 Census, separate (detached) dwellings were the largest proportion of housing typologies within Batlow, at 82.7 per cent, considerably higher than the Rest of NSW, at 73.1 per cent.
Education	At the 2021 Census, approximately 31.7 per cent of residents in Batlow over the age of 15 had completed year 12 or equivalent, markedly lower than the 39.2 per cent of Rest of NSW residents over 15.
Income	At the 2021 Census, the median weekly household income in Batlow was \$963, considerably lower than the \$1,434 across the Rest of NSW.
Short-term accommodation	- As of 9 August 2022, Batlow had 39 rooms/rentals including 6 private rentals, 18 rooms in pubs or hotels, 6 caravan park cabins and 9 powered caravan sites. - The nearest accommodation is in Tumut and Tumbarumba (see other sections).

Tumbarumba

Tumbarumba is a small town in the Snowy Valleys LGA, located on the western edge of the Snowy Mountains, approximately 20 kilometres west of the project footprint, or 20 minutes by car. It is located on Tumbarumba Creek, a tributary of the Murray River. Tumbarumba was originally established as a base for nearby gold, timber,

and agriculture industries. Today, Tumbarumba has locally significant industries in forestry, cattle and sheep farming, wine and berry production, and tourism.

The town is surrounded by forest, with Mannus Correctional Centre also located nearby. Tumbarumba's facilities include service stations, a veterinary clinic, supermarkets, cafes and restaurants, specialty shops, and tourist facilities. Tumbarumba also hosts a small medical multipurpose service, including a 24-hour emergency care facility, with specialist connection capability via telehealth.

Accommodation in Tumbarumba is provided by several hotel/motel operators and the Tumbarumba Caravan Park. Table 11 identifies key demographic data for Tumbarumba, using population, housing, health, education, and employment data extracted from the ABS 2021 Census.

Table 11: Key demographic statistics for Tumbarumba

Indicator	Information
Population	- At the 2021 Census, Tumbarumba was home to 1,505 people. - In 2021, the proportion of Tumbarumba residents who identified as Aboriginal and Torres Strait Islander was 7.4 per cent, compared to 5.6 per cent in the social locality, and 6.6 per cent in the Rest of NSW. - In 2021, 9.4 per cent of Tumbarumba residents were overseas born, compared to 10.1 per cent in the social locality, and 12.2 per cent in the Rest of NSW. - The proportion of Tumbarumba residents who spoke a language other than English at home in 2021 was 3.2 per cent. This was lower than the social locality, at 6.5 per cent, and the Rest of NSW, at 6.6 per cent.
Median age	At the 2021 Census, the median age of Tumbarumba was 46 years, older than the Rest of NSW's 43 years.
Labour force	- In 2021, 54.4 per cent of residents in Tumbarumba over 15 were participating in the labour force, a lower proportion than the 56.4 per cent in the Rest of NSW. - Of those residents in the labour force in Tumbarumba, 3.8 per cent were unemployed, compared to 4.8 per cent across the Rest of NSW. - In 2021, employed residents in Tumbarumba most commonly worked in the industries of manufacturing (16.7 per cent), public administration and safety (11.8 per cent), and agriculture, forestry, and fishing (10.3 per cent). The most common occupations were labourers (25.1 per cent), community and personal service workers (15.6 per cent), and machinery operators and drivers (15.5 per cent).
Housing	- There was a total of 710 private dwellings and 605 households in Tumbarumba at the 2021 Census, with an average household size of 2.3. - At the 2021 Census, separate (detached) dwellings were the most common housing typology within Tumbarumba, at 81.6 per cent, higher than the social locality, at 79.1 per cent, and the Rest of NSW, at 73.1 per cent.
Education	At the 2021 Census, approximately 32.6 per cent of residents in Tumbarumba over the age of 15 had completed year 12 or equivalent, considerably lower than the 44.9 per cent of residents in the social locality over 15, and the 44.47 per cent of Rest of NSW residents over 15.
Income	At the 2021 Census, the median weekly household income in Tumbarumba was \$1,260, lower than the \$1,434 across the Rest of NSW.
Short-term accommodation	- As of 9 August 2022, Tumbarumba had 201 rooms/rentals available for short-term accommodation. - As of June 2016, at which time Tumbarumba was within Tumbarumba LGA, the LGA provided approximately 30,000 total room nights across the year, of which 14,000 or 46 per cent were occupied. - Nearest alternative accommodation is at Batlow (39 rooms/rentals) or Tumut (257 rooms or rentals).

Wagga Wagga

Wagga Wagga is located in the centre of the Riverina region, approximately halfway between Sydney and Melbourne. Wagga Wagga's city centre is located approximately 10 kilometres (or 20 minutes by road) from the nearest point of the project footprint, the existing Wagga 330 kV substation. Wagga Wagga was originally established as a river crossing site on the route between Sydney and Melbourne, with surrounding areas settled for grazing, and today sits within the Wagga Wagga City LGA. Wagga Wagga is located at the intersection of the Sturt Highway and the Olympic Highway. Wagga Wagga Railway Station connects the city to the Main South Railway line of NSW's railway system.

The city hosts Wagga Wagga airport, with daily direct flights to Sydney and Melbourne. Wagga Wagga has a services and knowledge-oriented economy, hosting Charles Sturt University's largest campus, the Riverina Institute of TAFE NSW, RAAF Base Wagga, and the Army Recruit Training Centre Kapooka. The city hosts a full range of commercial facilities and medical services, including the Wagga Wagga Base Hospital, which has 24-hour emergency department operation. Food and wine production are important to the region. Wagga Wagga has numerous cafes, restaurants, pubs, and vineyards, more than 30 hotel/motel operators, and five caravan parks. Table 12 identifies key demographic data for the Wagga Wagga, using population, housing, health, education, employment, transport data extracted from the ABS 2021 Census.

Table 12: Key demographic statistics for Wagga Wagga

Indicator	Information
Population	- At the 2021 Census, Wagga Wagga was home to 49,686 people. - In 2021, the proportion of Wagga Wagga residents who identified as Aboriginal and Torres Strait Islander was 7.0 per cent, compared to 5.6 per cent in the social locality, and 6.6 per cent in the Rest of NSW. - In 2021, 11.9 per cent of Wagga Wagga residents were overseas born, compared to 10.1 per cent in the social locality, and 12.2 per cent in the Rest of NSW. - The proportion of Wagga Wagga residents who spoke a language other than English at home in 2021 was 9.6 per cent. This was considerably higher than both the social locality, at 6.5 per cent, and the Rest of NSW, at 6.6 per cent.
Median age	At the 2021 Census, the median age of Wagga Wagga was 37 years, younger than the Rest of NSW's 43 years.
Labour force	- In 2021, 62.1 per cent of residents in Wagga Wagga over 15 were participating in the labour force, a significantly higher proportion than the 56.4 per cent in the Rest of NSW. - Of those residents in the labour force in Wagga Wagga, 4.6 per cent were unemployed, equal to the Rest of NSW, also at 4.6 per cent. - In 2021, employed residents in Wagga Wagga most commonly worked in the industries of health care and social assistance (19.4 per cent), education and training (10.7 per cent), and retail trade (10.5 per cent). The most common occupations were professionals (20.9 per cent), technicians and trades workers (14.7 per cent), and community and personal service workers (13.9 per cent).
Housing	- There was a total of 20,797 private dwellings and 19,226 households in Wagga Wagga at the 2021 Census, with an average household size of 2.4. - At the 2021 Census, separate (detached) dwellings were the most common housing typology within Wagga Wagga, at 76.8 per cent, compared to the social locality, at 79.1 per cent, and the Rest of NSW, at 73.1 per cent.
Education	At the 2021 Census, approximately 47.1 per cent of residents in Wagga Wagga over the age of 15 had completed year 12 or equivalent, higher than the 44.9 per cent of residents in the social locality over 15, and the 44.47 per cent of Rest of NSW residents over 15.
Income	At the 2021 Census, the median weekly household income in Wagga Wagga was \$1,502, higher than the \$1,434 across the Rest of NSW.
Short-term accommodation	- As of 9 August 2022, Wagga Wagga had 1,635 rooms/rentals available for short-term accommodation. - Around 850 rooms are hotels, motels or serviced apartments with the remainder being private rentals. - As of June 2016, the Wagga Wagga City LGA provided approximately 315,000 total room nights

Indicator	Information
	across the year, of which 204,000 were occupied, marking an increase in available room nights by 4.5 per cent since the previous year. Between 2015 and 2016, room occupancy rates in Wagga Wagga City LGA also rose by 0.4 per cent, to 64.9 per cent (Destination NSW, 2017c).

Gundagai

Gundagai is a small town located on the Murrumbidgee River in the Cootamundra-Gundagai Regional LGA. It is situated approximately 20 kilometres from the project footprint at its nearest point, or 20 minutes by road.

Gundagai is situated directly adjacent to the Hume Highway, approximately halfway between Wagga Wagga and Yass. Situated within Wiradjuri country, the town's history has been shaped by its existence as a riverport, its proximity to gold in the 1860s and 1870s, and more recent uses of the land for farming. Most of the town is located to the north of the Murrumbidgee River, but some of the town is located approximately one kilometre to the south and known as South Gundagai. Between the two segments of the town is a floodplain upon which Gundagai was originally built, before it was destroyed on this site by flooding in the 1850s.

Currently, Gundagai's facilities include primary schools, a public high school, a library and neighbourhood centre, a medical centre, a physiotherapy and fitness centre, Gundagai District Hospital, parks, reserves, and sporting facilities. There are a range of accommodation providers in Gundagai, including hotels, motels, eco-huts, and caravan parks. Table 13 identifies key demographic data for Gundagai, using population, housing, health, education, and employment data extracted from the ABS 2021 Census.

Table 13: Key demographic statistics for Gundagai

Indicator	Information
Population	- At the 2021 Census, Gundagai was home to 1,970 people. - In 2021, the proportion of Gundagai residents who identified as Aboriginal and Torres Strait Islander was 4.5 per cent, compared to 5.6 per cent in the social locality, and 6.6 per cent in the Rest of NSW. - In 2021, 10.2 per cent of Gundagai residents were overseas born, compared to 10.1 per cent in the social locality, and 12.2 per cent in the Rest of NSW. - The proportion of Gundagai residents who spoke a language other than English at home in 2021 was 7.8 per cent. This was higher than the social locality, at 6.5 per cent, and the Rest of NSW, at 6.6 per cent.
Median age	At the 2021 Census, the median age of Gundagai was 45 years, older than the Rest of NSW's 43 years.
Labour force	- In 2021, 50.7 per cent of residents in Gundagai over 15 were participating in the labour force, a lower proportion than the 56.4 per cent of residents in the Rest of NSW. - Of those residents in the labour force in Batlow, 3.8 per cent were unemployed, lower than the 4.6 per cent across the Rest of NSW. - Employed residents most commonly worked in the industries of manufacturing (19.3 per cent), health care and social assistance (10.5 per cent), accommodation and food services (10.2 per cent), and construction (10.2 per cent). The most common occupations were labourers (25.1 per cent), technicians and trades workers (12.6 per cent), and managers (12.2 per cent).
Housing and households	- There were a total 865 private dwellings and 758 households in Gundagai at the 2021 Census, with an average household size of 2.3. - Of the 758 households, 468 (61.7 per cent) of these were family households, lower than the 68.8 per cent of households in the Rest of NSW. - At the 2021 Census, separate (detached) dwellings were the largest proportion of housing typologies within Gundagai, at 77.1 per cent, higher than the Rest of NSW, at 73.1 per cent.
Education	At the 2021 Census, approximately 33.6 per cent of residents in Gundagai over the age of 15 had completed year 12 or equivalent, lower than the 39.2 per cent of Rest of NSW residents

Indicator	Information
	over 15.
Income	At the 2021 Census, the median weekly household income in Gundagai was \$1,160, lower than the \$1,434 across the Rest of NSW.
Short-term accommodation	As of 10 August 2022, Gundagai had 200 rooms/rentals, including in motels, hotels/pubs, eco-huts, and BnB-style accommodation. In addition, two local caravan parks provided 81 powered or unpowered sites, and 18 cabins. Short-term stays were also available in RV reserves, and long-term stays (over two weeks) at Gundagai Auto Cabins and Motel.

Appendix B: Existing community investment and benefit initiatives

Transgrid has programs it already runs to support community investment outcomes in the areas it works and operates. As part of Transgrid, HumeLink West will use the existing programs alongside project-specific opportunities to deliver investment in communities along the corridor. As Transgrid's Delivery Partner for HumeLink West, HLWJV seeks to build on the foundations established by Transgrid to continue investing in community initiatives during delivery.

Below is a summary of existing community investment and benefit initiatives started or outlined by Transgrid on HumeLink. Some initiatives, such as CareerTrackers and Skilling and employment programs, are initiatives already planned by HLWJV to deliver on HumeLink West and will be integrated into the final CIBP design. The HumeLink West Aboriginal and Torres Strait Islander Participation Plan (APP) and Workforce and Workforce Development Plan (WWDP) should be referred to for more details.

The HLWJV is reviewing other initiatives and will support Transgrid to maximise investment in community benefit initiatives. For instance, the HLWJV will support Transgrid to finalise and deliver the planned Lumea mobile network expansion, among others.

Table 7: Summary of existing community investment and benefit initiatives

Alignment with Focus Areas of HumeLink West CIBP									
Initiative	Specific to HumeLink	Partnership	Infrastructure. Repurposing	Description/Budget/ Metrics	Connection	Education and skills development	Local industry development	Care for Country	Transgrid social legacy initiatives
Career Trackers	No	Yes	No	2 Indigenous interns p.a.	X	X		X	X
STEM scholarships for women	No	Yes	No	UTS x 2 scholarships - Women - Indigenous UNSW - Scholarship - Summer camp		X		X	X
Transgrid Community Partnership Program	No	Yes		March and September 2023 rounds of grants funding through the CPP have concluded. Rounds for 2024 will open in March and September. Total CPP grants in 2022-2023 (including HumeLink and Project EnergyConnect) valued at \$270,000 The SIA notes that "Positive impacts could also arise from Transgrid's existing community investment programs including the Community Partnerships Program makes grants available to non-profit organisations operating in communities that fall within Transgrid's planning, operations/assets, and major projects. HumeLink would expand the application of the program to parts of the social locality where assets and operations occur. The program offers grants to organisations for a range of uses, including community infrastructure, to workshops, along with inclusivity and accessibility projects. The scheme operates in rounds and would thus be an ongoing source of finance for eligible community initiatives (noting that the scheme is targeted at capital expenditure and not operating costs). This initiative is targeted at entities within the communities that are affected by Transgrid's project and the key communities."	X	X	X	X	X
Lumea mobile network expansion	Yes	No		Transgrid is committed to facilitating a more connected regional Australia, partnering with its subsidiary business, Lumea to roll out a faster mobile network to improve telecommunications in regional communities	X			X	X

Alignment with Focus Areas of HumeLink West CIBP									
Initiative	Specific to HumeLink	Partnership	Infrastructure. Repurposing	Description/Budget/ Metrics	Connection	Education and skills development	Local industry development	Care for Country	Transgrid social legacy initiatives
Worker Accommodation	Yes	Yes	Yes	Accommodation for workers on HumeLink bringing shared value in creating multiple community benefits including skilling and employment, potential future student housing and accommodation for alternative housing use for disadvantaged community cohorts. Initiatives are focused on support for innovative financing such as impact investment and industry/Government co-funding/PPP opportunities. SIA notes "Further benefits may arise from the potential reuse of the proposed worker accommodation facility in Tumbarumba which would not be required once HumeLink is operational. Any opportunities for appropriate long-term use for worker accommodation facilities will be identified in consultation with councils. Suggestions provided during consultation included potential reuse as new low-cost housing, accommodation, camp, or caravan site post-project use. It was noted that the worker accommodation facility could present an opportunity to assist with the supply of social housing and essential worker accommodation for existing and ongoing infrastructure projects to help alleviate pressure on a heavily constrained rental market. "Any repurposing of worker accommodation would be undertaken in collaboration with the Snowy Valleys Council to assist with developing sustainable solutions to the existing housing shortage. This would ensure that housing solutions, which would extend beyond the lifetime of the project, would have the greatest chance of delivering social benefits to the wider community. There is potential for significant benefits (livelihoods and way of life) to be realised through the collaborative reuse of housing within the accommodation facilities, subject to detailed investigation with councils."	X	X	X	X	X
Skilling and Employment Program Partnerships	Yes	Yes		Skilling and Employment Program Partners include NSW Department of Education and Training, Regional Development Australia, Workforce Australia, Thomson Bridges, and others to be developed.		X	X	X	X

Alignment with Focus Areas of HumeLink West CIBP																		
Initiative	Specific to HumeLink	Partnership	Infrastructure. Repurposing	Description/Budget/ Metrics	Connection	Education and skills development	Local industry development	Care for Country	Transgrid social legacy initiatives									
Workforce planning pathway support project	Yes	Yes		To support project capability, while supporting skilling and training requirements in partnership with local registered training providers, job networks and relevant education and training government agencies.		X	X	X	X									
HumeLink West local procurement targets	Yes			HumeLink West Local Industry Participation and Australian Industry Participation targets <table><tr><th>Target</th><th>Project Target (% of Target Cost)</th><th>JV Stretch Target (% of Target Cost)</th></tr><tr><td>Local Industry Participation</td><td>5%</td><td>10%</td></tr><tr><td>Australian Industry Participation</td><td>45%</td><td>50%</td></tr></table> Aboriginal Participation employment targets: 3% minimum participation target 4% stretch participation target	Target	Project Target (% of Target Cost)	JV Stretch Target (% of Target Cost)	Local Industry Participation	5%	10%	Australian Industry Participation	45%	50%		X	X	X	X
Target	Project Target (% of Target Cost)	JV Stretch Target (% of Target Cost)																
Local Industry Participation	5%	10%																
Australian Industry Participation	45%	50%																
Partnerships with Regional Development Australia Riverina	Yes	Yes		In August 2022, a Memorandum of Understanding (MOU) was signed by Transgrid and Regional Development Australia Riverina to invest in the region and drive workforce development and economic growth initiatives for Riverina communities. Under the MoU, Transgrid and RDA Riverina will work in partnership to:	X	X	X	X	X									

Alignment with Focus Areas of HumeLink West CIBP									
Initiative	Specific to HumeLink	Partnership	Infrastructure. Repurposing	Description/Budget/ Metrics	Connection	Education and skills development	Local industry development	Care for Country	Transgrid social legacy initiatives
				- Maximise opportunities from energy infrastructure and Renewable Energy Zone projects - Identify and develop strategies to address employment and skill shortages - Offer and support skills and training initiatives, and - Assist research and advocacy projects on issues of concern including housing and accommodation, labour and skills shortages, and infrastructure challenges A proposal for a formal, financially supported Regional Workforce Development Strategic Partnership is in development (August 2022). The partnership proposal is structured over three years from FY23 with an option to renew for up to five years. The proposal broadly incorporates Transgrid's support for the following RDA initiatives in the Riverina region					
Youth Pathways				Expanding RDA Riverina's successful "Grow Our Own" program into the Eastern Riverina. The program provides an opportunity for employers to mentor, support, and evaluate prospective employees for 'best fits' with their organisation's ethos. Developing local talent can help promote and raise the profile of your business. Investing in the early training and development of staff is recognised as a key point for retaining employees. This is an effective strategy for rural and regional businesses to get the best staff and keep them.	X	X	X	X	X
Riverina Workforce Hub				Support for the Jobs Riverina online employment platform. Jobs Riverina was created in order to establish a platform for local business to advertise their vacancies at no cost and to provide an easily searchable platform for jobseekers in the Riverina region	X	X	X	X	X

Alignment with Focus Areas of HumeLink West CIBP									
Initiative	Specific to HumeLink	Partnership	Infrastructure. Repurposing	Description/Budget/ Metrics	Connection	Education and skills development	Local industry development	Care for Country	Transgrid social legacy initiatives
<i>Riverina Livability Hub.</i>				Supporting RDA's Country Change program, which aims supports efforts to attract people to the Riverina for work, education, and recreation. The program is regularly highlighted as a nation leading place-based solution to regional workforce development	X	X	X	X	X
<i>Riverina Knowledge Hub</i>				Supporting advocacy for the region and the benefits of Transgrid's infrastructure and projects in the area	X	X	X	X	X
Charles Sturt University Partnership	N	Y		In 2022, Transgrid partnered with Charles Sturt University to develop the Transgrid Civic Engineering Scholarship Fund. The Scholarship fund will support 100 Charles Sturt engineering students over a four- year period and will supply them each with a \$20,000 contribution towards their study. The \$2 million-dollar focused scholarship is open for all first-year students undertaking a Bachelor of Engineering (Civil) (Honours) or a Bachelor of Technology (Civil) / Master of Engineering (Civil) at CSU. Students will undertake project-based learning and cadet work placements designed to accelerate learning outcomes RE training centre		X	X	X	X

Humelink West Project Emergency Response Plan



Document Information	
Project Name	HumeLink West
Client	TransGrid
Document Number	HLW-HLJV-PRW-WHS-PLN-000001
Issue Date	19/05/2025
Revision	05.02
Status:	IFR
Author / Position	Andrew Bruce

Revision History						
Revision No	Date	Revision Detail/Status	Author	Reviewer	Approver	Signature
A	01/01/2024	Initial Document	Greg Lowe	Greg Lowe	Jim Maniord	
B	07/02/2024	First Review – TG Comments	Greg Lowe	Greg Lowe	Jim Maniord	
00	29/02/2024	IFC	Greg Lowe	Greg Lowe	Jim Maniord	
01	14/08/2024	Update reviewed plan, updated key contacts and aligned with UGL requirements	Andrew Bruce	Andrew Bruce	Tim Burns	
02	10/09/2024	Update to include Hospital Routes Appendix 8 & 9. Reviewed reference docs numbers.	Andrew Bruce	Francis Williams	Andrew Bruce	
03	01/10/2024	Updated to review doc references and include sections 6,	Andrew Bruce	Ed Finnilla/ Nathan Blair	Andrew Bruce	
04	11/10/2024	Updated Appendix 9 to include Fire & Rescue NSW contact details	Ed Finnilla	Ian Irwin/Killian Makurumidze	Andrew Bruce	
04.01	04/12/2024	Included Access Points and Evacuation Routes with consideration to flood risk (s17)	Ed Finnilla	Ian Irwin/Killian Makurumidze	Andrew Bruce	
05	06/01/2025	IFC	Andrew Gillies	Ian Irwin/Killian Makurumidze	Andrew Bruce	
05.01	08/04/2025	Updated to include feedback received from SES Inclusion of Construction Compound in Appendix 3 Definitions Emergency contact lists updated	Andrew Gillies	Andrew Bruce	Andrew Bruce	<i>A Bruce</i>
05.02	19/05/2025	Updated to reflect emergency services feedback including SES and FCNSW comments	Amanda Barraud	Andrew Gillies	Andrew Bruce	<i>A Bruce</i>

Contents

1.	Introduction.....	6
2.	Project overview & scope	6
3.	Purpose of Plan.....	7
4.	Environmental Requirements	8
5.	Minister's Conditions of Approval.....	10
6.	Relationship with UGL Business Continuity Plan	11
7.	Site Location	11
8.	Updated Mitigation Measures (UMM).....	11
9.	Description of the geographic location, access, and transportation	13
10.	Emergency Planning Positions	15
11.	Emergency Planning Committee (EPC)	15
12.	Emergency Control Organisation (ECO).....	15
13.	Emergency Preparation and Testing	17
14.	Information Requirements	17
15.	High Risk Activity Response Planning.....	17
16.	Emergency response exercises.....	19
17.	Client Requirements	19
18.	Actual Emergencies.....	19
19.	Emergency Response Hardware - Location, Accessibility, Suitability.....	20
20.	Evacuation Plans	22
21.	WeatherZone.....	29
22.	Healthcare facilities within the Geography of the project.....	29
23.	Designated 24-hour emergency departments and Wagga Wagga hospital: distance and travel time	31
24.	Wagga Wagga	32
25.	Batlow	34
26.	Tumut	36
27.	Tumbarumba	38
28.	Pre-Hospital and retrieval services.....	40
29.	NSW Ambulance	40
30.	Aeromedical operations.....	41
31.	Helicopter services.....	41
32.	Fixed-wing services	42
33.	Aerodrome facilities for proposed camps	43
34.	Medical Emergency Response Preparedness and Response Plan (MERP)	43
35.	Communication of Emergency Response Requirements	45
36.	Project Radio Channels	45
37.	Project Apps and Websites	45
38.	Site Evacuation	46

39.	Accounting for persons during an emergency	46
40.	Emergency Service Information Package	46
41.	Emergency Services Contact Details	46
42.	Alarms	47
43.	Vehicle Emergency Response Requirements	47
44.	Work Permit Cancellation	47
45.	Emergency Response Training	47
46.	ECO Qualifications and Certification:	48
47.	Project medical emergency equipment specification	49
48.	Four-Wheel Drive Ambulance Specification	49
49.	Project First Aid	50
50.	Notification and Communication	51
51.	Internal Notifications	52
52.	External Notifications	52
53.	Media Relations	52
54.	Emergency Categories	53
55.	Incident Escalation Workflow	54
56.	Termination of Emergency	55
57.	Return of Control to the CW from the PFES	55
58.	Investigation and Reporting	55
59.	Recovery and Restoration	55
60.	Debrief Procedures	55
61.	Trauma Counselling	56
62.	Records	56
63.	Review of ERP and Response Procedures	57
64.	Appendices	58
	APPENDIX 1 – HLWJV HEALTH, SAFETY & ENVIRONMENT – INCIDENT MANAGEMENT PROCESS	58
	APPENDIX 2 – HLW JV ONSITE TRIAGE & REMOTE INJURY MANAGEMENT SERVICE	59
	APPENDIX 3 - RESPONSIBILITIES	60
	APPENDIX 4 - DEFINITIONS	64
	APPENDIX 5 - LEGISLATION	65
	APPENDIX 6 - EMERGENCY CONTACT DETAILS	65
	APPENDIX 7 - SITE OPERATIONS ECO CONTACT DETAILS	65
	APPENDIX 8 - SYDNEY OFFICE ECO CONTACT DETAILS	67
	APPENDIX 9 - PROJECT OPERATIONS CONTACT DETAILS	67
	APPENDIX 10 - TRANSGRID KEY EMERGENCY CONTACTS	67
	APPENDIX 11 - EXTERNAL EMERGENCY CONTACT DETAILS	69
	APPENDIX 12 - SPECIFIC EMERGENCY RESPONSE SCENARIOS	72
	APPENDIX 13 - TYPES OF FIRE EXTINGUISHER	89

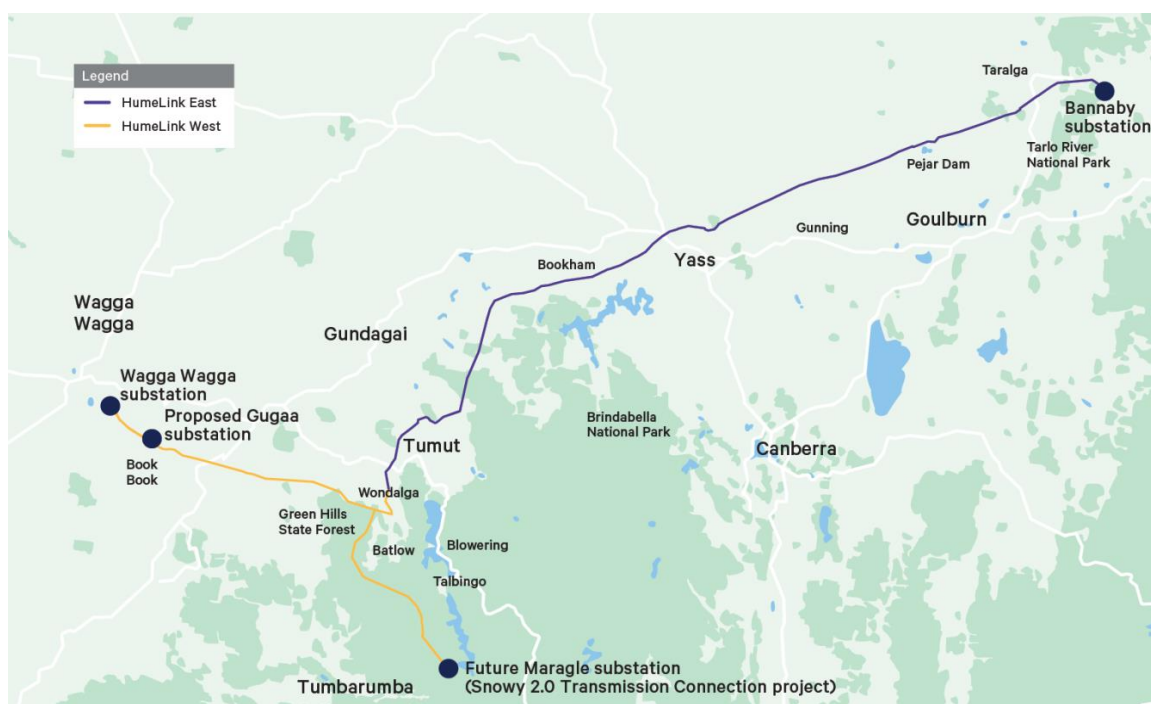
APPENDIX 14 LIGHTNING ALERT MATRIX	90
APPENDIX 15 TARCUTTA SITE AND ADMINISTRATION FACILITIES TO WAGGA WAGGA BASE HOSPITAL.....	93
APPENDIX 16 KUNAMA SITE AND ADMINISTRATION FACILITIES TO BATLOW - ADELONG MULI PURPOSE SERVICE ..	94
APPENDIX 17 MEDICAL EMERGENCY RESPONSE PLAN: MARAGLE SUBSTATION.....	95
APPENDIX 18 MEDICAL EMERGENCY RESPONSE PLAN: KUNAMA	96
APPENDIX 19 MEDICAL EMERGENCY RESPONSE PLAN: TARCUTTA	97
APPENDIX 20 MEDICAL EMERGENCY RESPONSE PLAN: GUGAA / WAGGA WAGGA	98

1. INTRODUCTION

2. PROJECT OVERVIEW & SCOPE

HumeLink West is an electricity transmission project broadly constructed from Wagga Wagga to Wondalga, with a spur to Maragle. The project is in the Wagga Wagga City and Snowy Valleys local government areas. The terrain is varied from rolling hills / plains, to sub-alpine and alpine.

The project involves the augmentation of the existing Wagga 330/132kV substation, augmentation of the Maragle 330kV switching station to establish the combined Maragle 500/330kV substation, design, and construction of the new Gugaa 500/330kV substation, and the design and construction of approximately 150km of new 500kV double circuit quad bundle transmission line between Maragle and Wagga, and from the T-Point to the Interface Point.



2.1. Interface with Other Planning Documents

This Plan is a component of a suite of documents, prepared as part of the implementation of HLW's Environmental Management System (UGL-EMS). The UGL-EMS overview is described in the Section 1.4 of the CEMP.

Table 1: Key Interfaces with this document

Plan	Interface
Construction Environmental Management Plan (CEMP)	Provides details on overall HLW staging, interactions between Sub-Plans of the CEMP, and management of cumulative impacts. Provides a framework for how the construction works will be managed. Identifies procedures, processes and management systems that will apply in relation to construction activities.

	Provides environmental planning and controls for construction including environmental risk assessment, regulatory requirements, protection measures and sustainability requirements.
Soil and Water Management Sub-plan (SWMP)	Provide details on potential flooding impacts and mitigations measures across the project. Details spill management response
Biodiversity Management Sub-plan (BMP)	Details vegetation clearing and management Provide details of the impact of bushfires on vegetation surrounding the project.
Accommodation Camp Sub-Plan (ACMP)	Details accommodation Camp locations and flooding mitigation measures Provides list of hazards mitigations for accommodation camps
Bush Fire Emergency Management and Evacuation Plan (BFEMEP)	Details Bush Fire Prone Lands. Identifies Bushfire risk mitigation, prevention and bushfire procedures. Provides bushfire evacuation responsibilities and details.
Community Communication Strategy	Details the framework for management of stakeholders and how to engage them. Provides processes and procedures that guide the outcome of community engagement. Provides an assessment of sensitive receivers indicating special considerations that will impact traffic control devices.
Health & Safety Management Plan	Details framework for health and safety processes. Provides health and safety procedures for those wastes that have potential human health risks.
Interface and Third-Party Management Plan	Details framework for third party interaction. Provides procedures, processes and management systems that will apply in relation third party management.

In Addition to the HLWJV's documents the TTMP Emergency Management Plan (ERP). ERP will also interface with external documents including, but not limited to the HLE works and the Snowy 2.0 Transmission Line works (SSI – 9717).

These documents are separate to the UGL-EMS and do not form part of the approval of this CEMP document and will be managed through the HLWJV Interface Management Plan to assist in the management of cumulative impacts.

3. PURPOSE OF PLAN

This plan documents the project's procedures to enable emergency prevention, preparation, response and recovery. The plan also details the project's procedure to implement, test and review the (ERP).

The ERP forms an integral part of the overall Project Health and Safety Manual (HSM) HLW-HLVJ-PRW-WHS-MAN-000001.

For all bush fire emergencies refer to the Bush Fire Emergency Management and Evacuation Plan HLW-HLJV-PRW-WHS-PLN-000005.

In the event of External Emergency Services will be responding to an emergency onsite the following Emergency Services Information Package (ESIP) subplans have been established:

- Kunama Accommodation Office Site – HLW-HLJV-PRW-WHS-PLN-000012,
- Tarcutta Accommodation Office Site - HLW-HLJV-PRW-WHS-PLN-000013.

4. ENVIRONMENTAL REQUIREMENTS

This plan describes the HLWJV approach to emergency management during construction of HLW. This Plan addresses the requirements detailed within the HumeLink Infrastructure Approval NSW SSI 36656827. This includes the Planning Approval Documentation listed in the Minister's Conditions of Approval (MCoA) A2:

- HumeLink - EIS (Transgrid)RtS EIS (Transgrid)
- HumeLink – Amendment Report (Transgrid)

4.1. Legislation

- Legislation and regulatory requirements relevant to air quality for the HLW include:
- Environmental Planning and Assessment Act 1979 (EP&A Act).
- Protection of the Environment Operations Act 1997 (POEO Act).
- Protection of the Environment Operations (Clean Air) Regulation 2010 (POEO Clean Air Regulation).
- Biodiversity Conservation Act 2016
- Biosecurity Act 2015
- Electricity Supply Act 1995
- Electricity Supply (Safety and Network Management) Regulation 2014
- Environmental Planning and Assessment Act 1979
- Environmental Protection and Biodiversity Conservations Act 1999
- Fire Brigades Act 1989
- National Environmental Protection Council Act 1994
- Rural Fires Act 1997
- State Emergency and Rescue Management Act 1989
- Work Health and Safety Act 2011. Relevant provisions of the above legislation are explained in the register of legal and other requirements included within the CEMP.

4.2. Guidelines and Standards

The main guidelines, specifications and policy documents relevant to this plan include:

- Air Quality Management Guideline (Transport for NSW, 2019).
- Guidance on the assessment of dust from demolition and construction (IAQM, 2014).
- National Environment Protection Councils (NEPC) – National Environment Protection Measure (NEPM) for Ambient Air Quality Guidelines (AAQNEPM).
- AS 3580.1.1-2007 Methods of Sampling Analysis of Ambient Air. Part 1.1 Guide to Siting Air Monitoring Equipment.
- AS 3580.10.1-2003 Methods of Sampling Analysis of Ambient Air. Determination of Particulate Matter – Deposited Matter - Gravimetric Method.
- Approved Methods for the Modelling and Assessment of Air Pollutants in New South Wales (NSW EPA 2016) (EPA Approved Methods).
- Approved Methods for the Sampling and Analysis of Air Pollutants in NSW (DEC, 2007)).
- NSW Government Resource Efficiency Policy (OEH 2014) (GREP).
- Technical Framework – Assessment and Management of Odour from Stationary Sources in NSW (DEC, 2006).
- Managing Urban Stormwater: Soils and Construction, Volume 1 (Landcom 2004) and Volume 2 (DECC 2008) (the “Blue Book”).
- Planning for Bushfire Protection – RFS, 2019;
- AS 1940:2017 “The storage and handling of flammable and combustible liquids;
- TransGrid Fire Risk Assessment and Control Measures (FRACM) form;
- ISSC 20 – Guideline for the Management of Activities Within Electricity Easements and Close to Electricity Infrastructure – ISSC, 2012;
- Hot Work and Fire Risk Work Procedure Rev 15 – TransGrid, March 2020;
- The Department’s Hazardous Industry Planning Advisory Paper No. 1, ‘Emergency Planning’; (2019)
- FCNSW Guidelines including the Code of Practice for Timber Harvesting in Softwood Plantations 2022;
- RFS’s Development Planning – A Guide to Developing a Bush Fire Emergency Management and Evacuation Plan (RFS, 2014);
- The Fire and Rescue NSW Act 1989; and
- The Work Health and Safety (WHS) Act 2011.
- Emergency Services information and tactical fire plan (FRNSW, 2019).

5. MINISTER'S CONDITIONS OF APPROVAL

The MCoA relevant to this Plan are listed in Table 31. A cross reference is also included to indicate where and how the conditions are addressed in this Plan or other HLW management documents.

MCoA No.	Condition Requirements	Document Reference
B52	Prior to commencing Enabling Works (unless the relevant requirements of this condition are adequately addressed in the Enabling Works Management Plan of condition B64) and/or construction, the Proponent must develop and implement a comprehensive Emergency Plan and detailed emergency procedures for the development, including an evacuation plan for the accommodation camps, and provide a copy of the plan to the local Fire Control Centre and FRNSW. The Applicant must keep two copies of the plan on-site in a prominent position adjacent to the site entry point(s) to the construction compounds and substations at all times. The plan must:	This Plan
	A) be consistent with the Department's Hazardous Industry Planning Advisory Paper No. 1, ' <i>Emergency Planning</i> ' and RFS's <i>Planning for Bushfire Protection 2019</i> (or equivalent);	Section 4.2
	b. be consistent with the NSW RFS document: <i>A Guide to Developing a Bush Fire Emergency Management and Evacuation Plan</i> ;	Section 4.2
	c. detail access provisions for emergency vehicles and contact details for both a primary and alternative site contact who may be reached 24/7 in the event of an emergency;	Appendix 17 medical emergency response plan: Tarcutta Appendix 18 medical emergency response plan: Gugaa / wagga wagga
	d. include procedures for the storage and maintenance of any flammable materials;	Hazardous Substances Management Plan
	e. include fire emergency management planning, including:	BFEMEP Section 6.2 BFEMEP Section 6.5 BFEMEP Section 6 BFEMEP Section 5.7
	v.details of how RFS would be notified, and procedures that would be implemented in the event that: - there is a fire on-site or in the vicinity of the site; - there are any activities on site that would have the potential to ignite surrounding vegetation; or - there are any proposed activities to be carried out during a bushfire danger period; and	BFEMEP Section 9
	vi.detail specific response measures in the case of flood to ensure site safety;	Appendix 10 - Specific Emergency Response Scenarios – Item 9
	describe the specific emergency exit routes to be used in the case of flood and include evidence of access agreements with relevant landowners (e.g. right of carriageway); and	Appendix 10 - Specific Emergency Response Scenarios – Item 9
	Viii include an Emergency Services Information Package in accordance with Emergency Services information and tactical fire plan (FRNSW, 2019) to the satisfaction of FRNSW and RFS;	Section 3
	Ix operational procedures in the event of bushfires to minimise interference with aerial firefighting operations; and	BFEMEP Section 7.4
	X include details of how live transmission infrastructure can be safely isolated in an emergency.	Appendix 10 - Specific Emergency Response Scenarios – Item 24
Note: The Emergency Plan must incorporate all relevant aspects of the development, including Enabling Works consistent with the requirements of condition B67.		

6. RELATIONSHIP WITH UGL BUSINESS CONTINUITY PLAN

Following initial emergency response, the category of emergency will determine if either the Project Crisis Management Plan, UGL Business Continuity Plan (or UGL Crisis management Team) or both are to be activated. Emergency scenarios have been categorised into Level 1, 2, 3 and 4 as described in section 54 Emergency Categories. Level 3 and 4 emergencies (Critical Emergencies) require activation of the UGL Business Continuity Plan.

7. SITE LOCATION

The project is located along an easement of approximately 130km from Wagga Wagga to Maragle. Key site locations are:

Site	Address	What 3 Words
Sydney Office	Darling Square, Level 11, 35 Tumbalong Boulevard, Haymarket NSW 2000	///barks.asleep.solar
Wagga Wagga Office	3 Ball Place, Wagga Wagga, NSW 2650	///faulty.prayers.stated
Wagga Wagga 330kV Substation	50 Ashfords Rd, Gregadoo NSW 2650	///birdcage.planetary.interacting
Gugaa Substation	Livingstone Gully Rd, Gregadoo NSW 2650	///lenders.mural.lighters
Tarcutta Accommodation, Office, Batchplant & Laydown	Mates Gully Rd, Tarcutta NSW 2652	///suave.undeclared.crushing
Ellerslie Rd Laydown (TBC)	Cnr Ellerslie Rd & Yaven Creek Rd, Darlow NSW 2729	///backstroke.contacting.locked
Lower Bago Rd Batchplant & Laydown (TBC)	Lower Bago Rd, Green Hills NSW 2730	///healings.stun.impressionist
Kunama Accommodation & Office	Green Hills Access Rd, Kunama, NSW 2730	///brokering.continually.decline
Memorial Avenue Compound	Memorial Avenue, Batlow NSW 2730	///sheep.drinkable.dustpan
Snubba Rd Compound (TBC)	Batylow Road, Laura Hill, NSW	///subject.inland.optically
Maragle Substation	Elliott Way, Nurenmerenmong NSW 2649	///mapping.tradition.vineyards

8. UPDATED MITIGATION MEASURES (UMM)

UMM.	Management Requirement	Document Reference
Social		
SO3	Emergency services will be regularly updated on work plans and access routes in the event of an emergency.	
Soils, geology and contamination		
SC4	All chemicals, fuels or other hazardous substances will be stored in accordance with the supplier's instructions and relevant legislation, Australian Standards and applicable guidelines. Environmental spill kits	ACMP SWMP Project Induction

	containing spill response materials suitable for the work being undertaken will be available with extras available to be carried in vehicles. A spill response procedure will be developed and implemented. All staff will be trained in emergency spill procedures.	
	An Erosion and Sediment Control Plan (ESCP) will be developed and implemented in consultation with a Certified Professional in Erosion and Sediment Control during construction for activities and areas that are considered higher risk. The plan will detail the processes, responsibilities and measures to manage potential soil and water quality impacts in accordance with the principles and requirements in:	
Hazards and risks		
HR1	Asset protection zones (APZs) will be managed in accordance with Planning for Bush Fire Protection: A guide for councils, planners, fire authorities and developers requirements (NSW RFS, 2019) (PBP), and associated criteria.	BFEMEP Section 6.2
HR4	Access to substations and project buildings within the bushfire survey area will be established in accordance with: Planning for Bushfire Protection 2019 requirements (NSW RFS 2019) criteria Access requirements will be in accordance with NSW Fire Trail Standards (NSW RFS 2016) and Fire Trail Construction and Design Maintenance Manual (Soil Conservation Science 2017)	
HR5	The project will be designed and constructed in accordance with a Bush Fire Emergency Management and Evacuation Plan (BFEMEP). The BFEMEP will be prepared by a suitably qualified person and will include: - Bushfire Emergency Evacuation Plan (BEEP). - Bush Fire Risk Management Plan (BRMP) protocols during construction, considering activities during days with fire danger rating 'high' or greater bushfire response and notification measures to report fires at the earliest opportunity. - Bushfire mitigation measures including maintaining asset protection zones (APZs) and mechanisms for the handling and use of any dangerous goods. - Bushfire risk induction and training for personnel, including risks and management measures associated with construction equipment and activities. - Fire reporting, emergency areas, on-site refuges, and evacuation procedures and is to be consistent with Development Planning: A guide to developing a bush fire emergency management and evacuation plan (NSW RFS, 2014). The BFEMEP will be consistent with relevant Australian standard and development plans and guides. For the Special Fire Protection Purpose (SFPP), the BFEMEP will include planning for the early relocation of occupants in the event of a potential bushfire or other emergency situation. A copy of the BFEMEP will be provided to the Local Emergency Management Committee for its information prior to occupation of the development.	Bush Fire Emergency Management and Evacuation Plan
HR11	The Wagga 330 kV substation and Bannaby 500 kV substation Emergency Response Manuals will be updated to include the modifications and required revised emergency response procedures.	This Plan Appendix 18 medical emergency response plan: Gugaa / wagga wagga
HR12	An Emergency Response Manual will be prepared for the proposed Gugaa 500 kV substation and will include emergency response procedures.	This Plan Appendix 18 medical emergency response plan: Gugaa / wagga wagga
HR15	A minimum of 20,000 litre static water supply for firefighting purpose will be provided for each construction compound and worker accommodation facility where no reticulated water is available in accordance with Planning for Bush Fire Protection: A guide for councils, planners, fire authorities and developers (NSW RFS, 2019).	This Plan ACMP

9. DESCRIPTION OF THE GEOGRAPHIC LOCATION, ACCESS, AND TRANSPORTATION

The HumeLink West JV Project transmission line will run from Wagga Wagga to Maragle in regional NSW, with a T-point interface extending to Batlow/Gilmore – comprising over 141km of transmission line. The project area is within the largely agricultural Riverina region of NSW. Situated at the midpoint between Sydney (450km) and Melbourne (450km), and approximately 250km from Canberra, the Riverina region is a transportation hub, with major highways including the Hume Highway, the Sturt Highway, and the Mid Western Highway. Wagga Wagga is the largest populous in the Riverina region and serves as the major hub for the region's surrounding smaller towns and communities. The Bureau of Meteorology classifies the Riverina region as a hot dry zone (with cooler winters). Places in this climatic zone can be very hot in the summer months, conversely in winter nights can be considerably cold with cool to mild days. The transmission line does not follow any major highway but will run close to many small towns and communities.

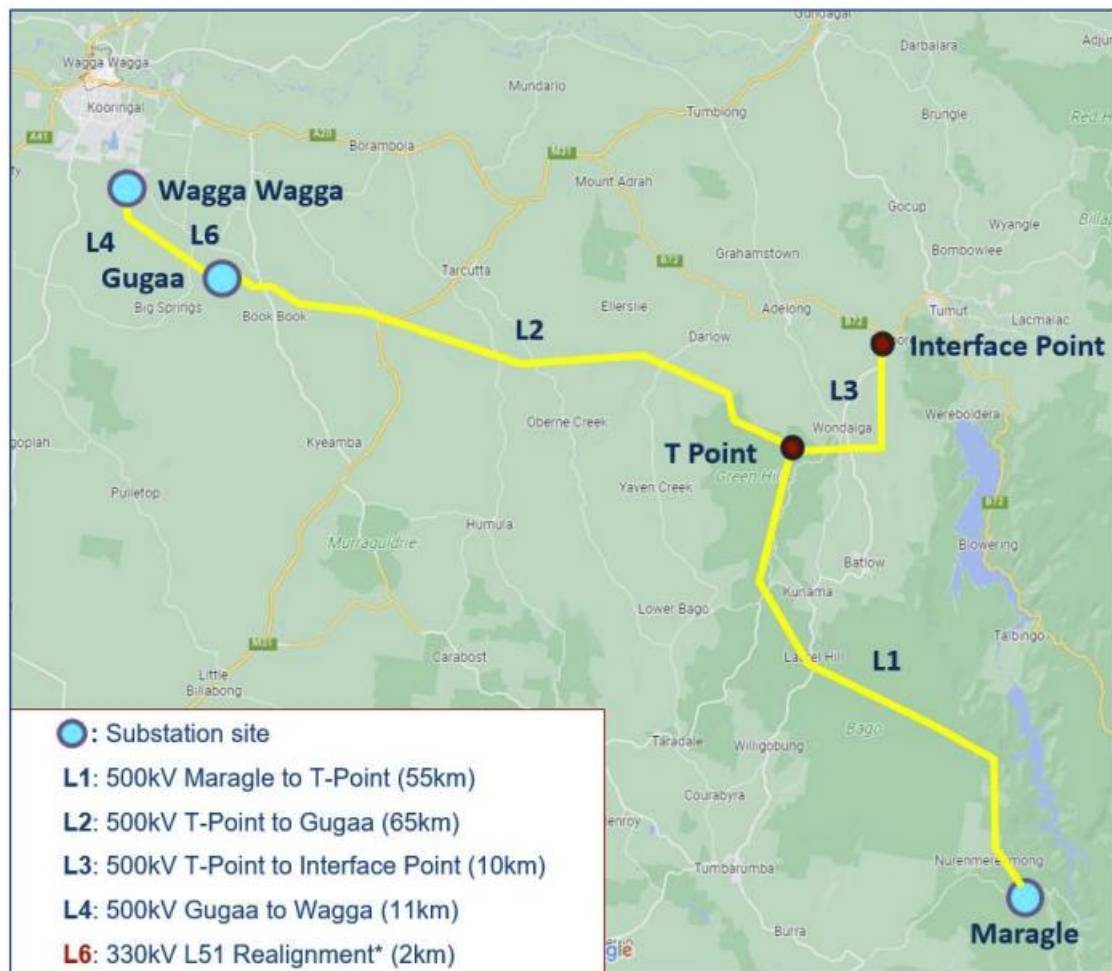


Figure 1 Proposed Transmission line and substation placement for the HumeLink West JV Project (Source: UGL & CPB JV)

9.1. Commercial Flights

Access by air to the region is mainly facilitated by the main regional airport in Wagga Wagga. At the time of this report REX airlines had recently announced the airline is going into administration. Whilst all REX flights between major hubs have ceased, regional flights (including flights between Wagga Wagga and Sydney and Melbourne) are expected to continue daily at the time of this report. QantasLink also operates daily direct flights between Wagga Wagga and Sydney as well as Melbourne. Charter flights are also available.

9.2. Road Transportation

The Hume Highway (M31) runs from Sydney to Melbourne, passing through Tarcutta 50km from Wagga Wagga as pictured in Figure 2. The Stuart Highway (A20) runs East to West from Sydney to Adelaide passing directly through Wagga Wagga as pictured in Figure 3. The Mid-Western Highway & Olympic Highway (A41) also runs north to south from Bathurst to Albury though Wagga Wagga depicted in Figure 4. These are all major sealed roads on the National Highway Network.

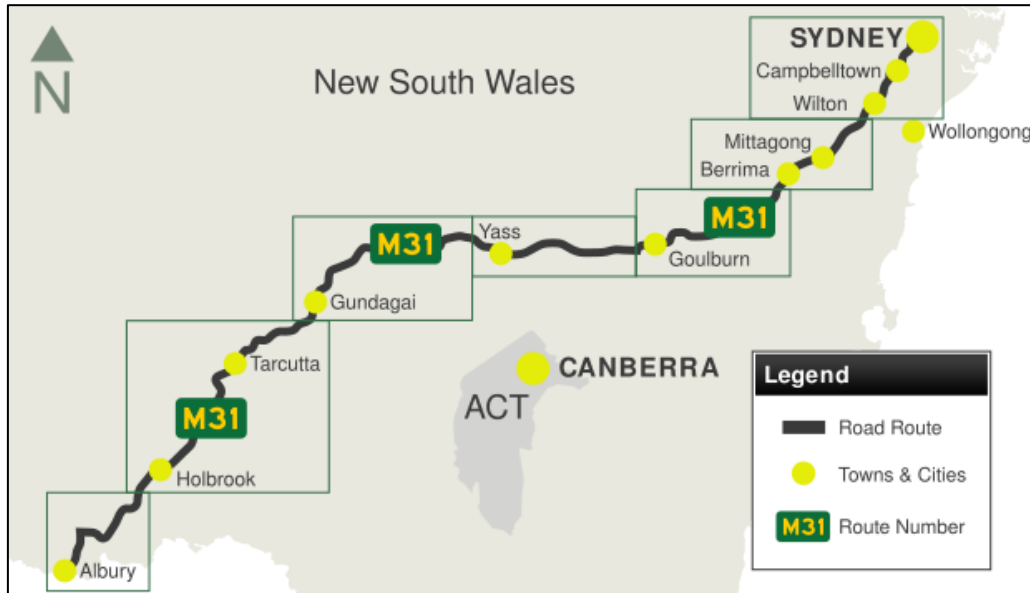


Figure 2 Map of Hume Highway (M31)

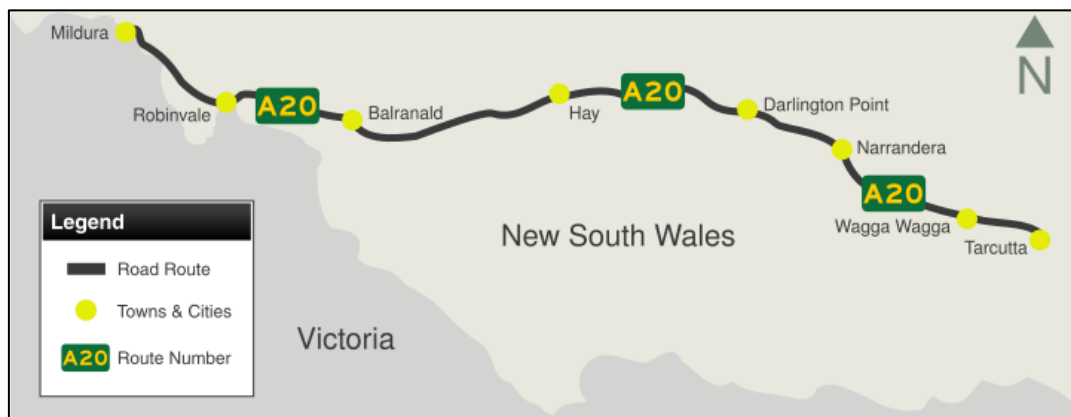


Figure 3 Map of the Stuart Highway (A20)

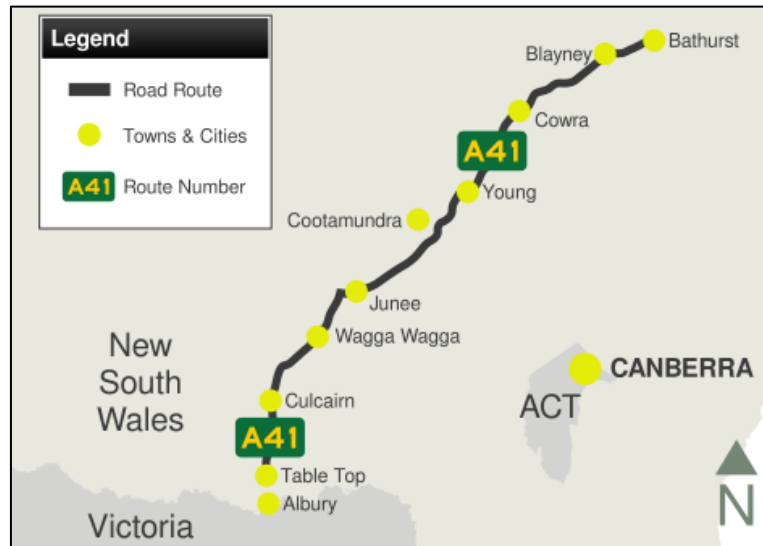


Figure 4 Map of Mid-Western Highway & Olympic Highway (A41)

10. EMERGENCY PLANNING POSITIONS

11. EMERGENCY PLANNING COMMITTEE (EPC)

The Emergency Planning Committee (EPC) are responsible for the development, implementation and testing of the projects Emergency Response Plan.

NAME	ROLE
Tim Burns	Project Director
Vince Newton	Construction Director
Andrew Bruce	Senior Health and Safety Manager
Ryan Robertson	Plant and Logistics Manager
Ryan Perez	Project Manager (Overhead Transmission Lines)
Sherif Mansour	Project Manager (Substations)
Glenn Hamilton	Construction Manager (Overhead Transmission Lines)
Abdallah Joudeh	Construction Manager (Substations)
Jeremy Slattery	Environmental Manager Construction

12. EMERGENCY CONTROL ORGANISATION (ECO)

The Emergency Control Organisation (ECO) are appointed by the emergency planning committee to direct and control the implementation of the project's emergency response procedures.

12.1. Site Operations ECO

Title	Name	ROLE	Identified By:
Construction Director	Vince Newton	Chief Warden Project	Red Wardens Helmet
Health and Safety Manager	Andy Gillies	Chief Warden Project	Red Wardens Helmet
Project Manager	Ryan Perez	Chief Warden Transmission Lines	Red Wardens Helmet
Project Manager	Sherif Mansour	Chief Warden Substations	Red Wardens Helmet
Construction Manager	Glenn Hamilton	Deputy Chief Warden Transmission Lines	Yellow Wardens Helmet
Construction Manager	Abdallah Joudeh	Deputy Chief Warden Substations	Yellow Wardens Helmet
Electrical Superintendent	Glen George	Deputy Chief Warden Substations - Maragle	Yellow Wardens Helmet
CSE Manager	Chantelle Garrett	Communications Officer - Project	Black vest with role
Executive Assistant	Stephanie Poole	Deputy Communications Officer - Project	Black vest with role
Electrical Supervisor	Aaron Schleicher	Warden Substations - Maragle	Yellow Wardens Helmet
Civil Supervisor	Nathan Hardy	Deputy Chief Warden Substations – Maragle	Yellow Wardens Helmet
Senior Safety Advisor	Nathan Blair	First Aider Substation	Red vest with role
Safety Advisor	Amanda Barraud	First Aider Substations - Maragle	Vest with white cross on a green background
Supervisor	Carlu Botha	Warden Transmission Lines	Red vest with role
Safety Advisor	Francis Williams	First Aider Transmission Lines	Vest with white cross on a green background
Paramedic – commencing in June main construction	TBC	Paramedic Tarcutta	Vest with white cross on a green background
Paramedic – commencing in June main construction	TBC	Paramedic Kunama	Vest with white cross on a green background

12.2. Sydney Office ECO

Title	Name	ROLE	Identified By:
CSE Manager	Peter Cassuben	Communications Officer	Black vest with role
P&C	Patricia Dionisio	Warden – Office First Aider	Red vest with role
Document Controller	Sanaz Rezaei	Warden - Office	Red vest with role
Administrator	Moz Golabi	Warden - Office	Red vest with role
Senior Site Administrator	Dianne Murphy	Warden - Office	Red vest with role
H&S	Blaze Recek	Warden – Office / First Aider	Vest with white cross on a green background

13. EMERGENCY PREPARATION AND TESTING

14. INFORMATION REQUIREMENTS

All personnel employed on the HLW JV Project, including Subcontractors and Customer/Client personnel who are not visitors, shall be informed of the following information:

- general requirements of this ERP,
- who are the key personnel identified in this ERP,
- the location of the emergency exits,
- the location of the evacuation muster point,
- the location of emergency hardware / equipment,
- emergency drawings; and
- evacuation requirements.

The above information shall form part of the Site/Project Induction.

The Emergency Control Organization (ECO) personnel shall undertake relevant training specific to the requirements of the ERP.

15. HIGH RISK ACTIVITY RESPONSE PLANNING

The Hazard Identification and Risk Management activities for the project or operation will have assessed the risks associated with the activities to be undertaken on site. Control measures for responding to these events, should they occur, are as defined in specific emergency response scenarios.

During the development of the Emergency Management Plan, the Project Manager in consultation with the Project Safety Manager will undertake a review of the Project Specific Risk Assessment to identify the credible potential emergency scenarios applicable to the project. The assessment will also consider any identified and managed client related emergency scenarios, or other stakeholders where applicable.

The credible scenarios identified for this project include:

Possible Emergency Situations	Applicable Y / N	Site Specific Plan Developed Y / N
Injury / Illness	Y	Y
Emergency Evacuation	Y	Y
Fire & Explosion	Y	Y
Medical Emergency	Y	Y
Environmental Incident (Spill/Release)	Y	Y
Hazardous Spills / Contaminated Material	Y	Y
Bomb Threat	Y	Y
Storm Damage	Y	Y
Flooding	Y	Y
Power Outage	Y	Y
Earthquake	Y	Y
Workplace Violence / Hostage Situation / Armed Siege	Y	Y
Snake or Spider Bite	Y	Y
Motor Vehicle/Pedestrian Incident	Y	Y
Contact with Overhead/Underground Services (Gas, Telecommunication, Pipeline, electrical, etc.)	Y	Y
Arrested fall / Rescue at Height	Y	Y
Fatality	Y	Y
Civil Disorder / Illegal Occupancy	Y	Y
Missing Worker	Y	Y
Heritage or Cultural Area Disturbance	Y	Y
Lightning	Y	Y
Heat Stroke Dehydration	Y	Y
Electric Shock	Y	Y
Structural Collapse (Building, Wall, Scaffold, Tilt-up/Precast, Temporary Structure, etc.)	Y	Y
Excavation/Trench Collapse	Y	Y
Mobile Plant (Roll over, Striking object/pedestrian, etc.)	Y	Y
Helicopter Emergency Response	Y	Y

The emergency response scenarios covered in this plan are covered in APPENDIX 12 - SPECIFIC EMERGENCY RESPONSE SCENARIOS and HLWJV Emergency Action Handbook.

16. EMERGENCY RESPONSE EXERCISES

Simulation exercises testing a sample of the identified potential emergency scenarios shall be carried out on site within 3 months of site establishment and then every 3 months for each site, to test the effectiveness of the ERP. The aspects of the ERP that shall be tested and evaluated are as following, but not limited to:

- Effectiveness of emergency hardware / equipment including its suitability, location, and accessibility
- Effectiveness of communications
- Response to injury
- Recovery mechanisms.

The ERP may be reviewed at the conclusion of each response exercise and may result in:

- Changes to the ERP to reflect lessons learnt
- Changes to emergency equipment in respect to suitability, location, and accessibility
- Further training for project personnel
- Communication to project personnel.

Records of the Exercise shall be kept, including using the Emergency Response Checklist or equivalent. These documents will be retained in accordance with the documents control procedure and results will be included in the monthly report to the client along with any corrective actions identified.

17. CLIENT REQUIREMENTS

All ECO and other operational personnel must attend and participate in any client or site-specific drills and responses as determined by the client.

The client shall maintain the responsibility to communicate and schedule their individual response exercises and drills.

18. ACTUAL EMERGENCIES

In the event of a declared emergency situation, the alarm will be sounded and where all personnel instructed by the Wardens shall immediately evacuate the site and proceed to the nearest evacuation assembly area as marked on the Site Map.

The ECO shall also:

- Complete the Emergency Response Checklist after each Emergency;
- Maintain records for all Emergency Evaluation and Emergency Response Exercise.

The emergency response requirements in the event of an emergency scenario/situation are as documented in Specific Emergency Response Scenarios.

The responsibilities for the personnel in the event of an emergency scenario/situation are as documented in Responsibilities. The immediate steps to be undertaken by individuals at the site of the emergency are listed below:

General Emergency Response

WHEN AN EMERGENCY SITUATION ARISES, IT IS MOST IMPORTANT TO:

Do not endanger yourself > Remain Calm > Act quickly and decisively

1. **Be Aware** - identify that there is an emergency.
2. **Assess** – identify what is occurring and what action would be best – what are your options.
3. **Act** – RAISE THE ALARM then develop an actual plan, call out to the worker needing rescue so they are aware you are going to help them, gather the tools you need and carry out the rescue.
4. **After** – provide care following the rescue, such as First Aid, Expired Air Resuscitation (EAR) or Cardiopulmonary Resuscitation (CPR) (or both as required) etc, until medical assistance arrives.

RAISE THE ALARM ON PROJECT		IT IS SAFE TO DO SO	IF YOU ARE REQUIRED TO EVACUATE
First worker on the scene:	EMERGENCY, EMERGENCY, EMERGENCY MY NAME IS... I AM AT... THE EMERGENCY IS... THERE ARE xx PEOPLE INJURED... I NEED... THERE IS A RISK OF (fire, fumes, leak etc.) I HAVE DONE...	If you are safely able to: - Assist any injured worker/s (if trained). - Evacuate the affected area, if needed. Maintain radio communication, wait for further instructions. Unless there is a risk of further injury (e.g. a fire), do not attempt to move the injured workers.	Move in an orderly fashion, Do Not run. Go directly to the muster point. Remain at the muster point and await further instructions. Return to normal duties when directed.
- State your name - Give the exact location of emergency - State the type of emergency, e.g. injury, fire, spill, etc. - State the number of workers injured - Detail what assistance required: - Detail any potential escalation - State what action has been taken			

19. EMERGENCY RESPONSE HARDWARE - LOCATION, ACCESSIBILITY, SUITABILITY

Emergency response hardware as associated with the project is to be considered as part of the Hazard Identification and Risk Management Activities of the project.

Emergency response hardware and consumables will be stored, located, and maintained on Mobile Plant and Light Vehicles in use at each work Site. Whenever emergency equipment is used, medical provider must be informed so that supplies may be replenished.

As part of the scheduled weekly inspection program, a member of the HLW JV Safety team or/ medical service provider shall inspect key emergency hardware/equipment.

An authorised external authority shall inspect fire extinguishers and fire blankets at least every 6 months, external inspectors may also be required for specialised emergency response equipment which shall be maintained on the applicable site register.

Emergency Response hardware, equipment and procedures have been reviewed by a competent person.

Risk areas Hazard / injury type	Details	Response hardware provisions	Location	Suitability	Accessibility
Mobile plant Crush injuries Spills Caught between, struck by.	Personnel struck by mobile plant Structures or equipment contacted by mobile plant	Fire extinguishers First aid kit Defibrillator Stretcher Spill kit Delineation signage fencing.	At immediate work site	yes	Yes
Electrical Contact with live parts Energised equipment Burns Electrocution	Persons contact with live part/equipment Mobile plant contacting energised electrical equipment Potential of electrocution of additional persons	First Aid kits LV Rescue Kits Defibrillator	At immediate work site	Yes	Yes
Fires Burns Damage to plant and equipment, buildings, and the environment	Fire contained in part of site that could damage plant and equipment Potential for explosion	Fire extinguisher First aid kit Water cart or portable water contained on site by the plant	At immediate work site	Yes	Yes
Excavation Crush injuries Suffocation	Worker engulfed by excavation cave in Worker falls into open pit	Shovel First aid kit Defibrillator	At immediate work site	Yes	Yes
Medical emergency – that require medical emergency services	Heart attack, cuts, crush, burns, fractures, seizure, snake bite, illness, serious vehicle incident	First aid kit Defibrillator	At the immediate work site	Yes	Yes
Hazardous spills or contaminated material Burns Asphyxiation Chemical / hydrocarbon release	Loss of containment Exposure to substances	Fire extinguisher First aid kit Spill kit Portable eye wash bottles Applicable SDS	At immediate work site	Yes	Yes
Medical emergency that requires Ambulance	Heart attack, cuts, crush, burns, fractures, seizures, snake bite, illness, etc	First Aid Defibrillator Oxy viva	At immediate work site	Yes	Yes

Risk areas Hazard / injury type	Details	Response hardware provisions	Location	Suitability	Accessibility
Storms/severe weather event, flood	Light structures been blown around, tree limbs fallen, power lines down Lightning strikes Rising river levels or localised flooding due to heavy rain	First aid kits Weather Stations Lightning detectors	At immediate work site	Yes	Yes

20. EVACUATION PLANS

Location specific Evacuation Plans for the project shall be developed and displayed in prominent positions. It shall be the responsibility of the Manager in control of the work site to ensure posted evacuation plans are clear, legible, and current.

Evacuation plans shall detail the location of the following:

- The site address or description, including coordinates;
- Fire extinguishers;
- Emergency exits;
- Emergency alarms; and
- Emergency assembly areas and alternative safe zones.
- Traffic Management.
- All work sites shall have a designated emergency assembly points.

This section outlines the designated emergency assembly areas and specific evacuation routes to be utilized in various emergency scenarios, including floods. The planning process has incorporated flood risk assessments to ensure the safety and accessibility of these routes. The methodology employed in determining these routes is detailed below, with references to relevant flood risk studies and access agreements with landowners.

The following locations have been identified as emergency assembly areas due to their strategic positions and accessibility:

- Wagga Wagga Compound: 3 Ball PI, Wagga Wagga, NSW 2650
- Tarcutta Compound: 28 Mates Gully Rd, Tarcutta, NSW 2652
- Kunama Compound: Lot 1 DP 739328 Green Hills Access Rd, Kunama, NSW 2730

The selection of evacuation routes involved:

- Flood Risk Identification: Utilizing data from NSW Flood Data Portal including Wagga Wagga Major Overland Flow Floodplain Risk Management Study and Plan; Tarcutta, Ladysmith and Uranquinty Floodplain Risk Management Studies and Plans, areas prone to flooding were identified.
- Route Evaluation: Roads were evaluated based on elevation, historical flood data, and connectivity to emergency assembly areas. Preference was given to major roads and highways with higher elevations and minimal flood history.
- Access Agreements: Where evacuation routes traverse private properties, access agreements, such as rights of carriageway, have been established with landowners to ensure unimpeded passage during emergencies. These agreements are documented and maintained by the project management team.

The following tables detail the primary and secondary evacuation routes from each access point to the nearest emergency assembly area.

Access Point Address	Emergency Assembly Area	Primary Evacuation Route	Secondary Evacuation Route
Wagga Wagga 330kV Substation, 50 Ashfords Rd, Gregadoo NSW 2650	Wagga Wagga Compound	Head west on Ashfords Rd, turn right onto Gregadoo Rd, continue to Koorinal Rd, proceed to 3 Ball Pl, Wagga Wagga.	Head east on Ashfords Rd, turn left onto Holbrook Rd, continue to 3 Ball Pl, Wagga Wagga.
Gugaa Substation, Livingstone Gully Rd, Gregadoo NSW 2650	Wagga Wagga Compound	Proceed north on Livingstone Gully Rd, turn left onto Gregadoo Rd, continue to Koorinal Rd, proceed to 3 Ball Pl, Wagga Wagga.	Head south on Livingstone Gully Rd, turn right onto Holbrook Rd, continue to 3 Ball Pl, Wagga Wagga.
Ellerslie Rd Laydown, Cnr Ellerslie Rd & Yaven Creek Rd, Darlow NSW 2729	Kunama Compound	Proceed south on Ellerslie Rd, turn right onto Yaven Creek Rd for around 26Klms, continue until Yaven Creek Rd, turns into Lower Bago Rd, Turn Left onto Wondalga Rd, turn right onto Lower Bago Rd, then turn left onto Green Hill Access Rd, the entry to Kunama Compound is on your left-hand side just after Frogs Hollow Rd on your right.	Head North on Yaven Creek Rd for 11klms turn right onto Snowy Mountains Highway, Snowy Mountain Highway to Adelong, turn right into Lynch St, then turn right onto Campbell St, Turn Left onto Gundagai St, then turn right onto Selwyn St, Selwyn will then turn into Wondalga Rd, follow to Wondalga, road then turns into Green Hills Access Rd, continue then turn right into the entry of the Kunama Compound just before Frogs Hollow Road Rd.
Lower Bago Rd Batchplant & Laydown, Lower Bago Rd, Green Hills NSW 2730	Kunama Compound	Turn left onto Lower Bago Rd, when the road come to a T intersection turn left onto Broadleaf Park Rd, turn right onto Lower Bago Rd, turn left onto the Green Hill Access Rd, follow until the entry to Kunama Compound is on your left-hand side just after Frogs Hollow Rd on your right.	Turn left onto Lower Bago Rd, when the road come to a T intersection turn left onto Broadleaf Park Rd follow for 6.5 klms, when you come to a T intersection turn right onto Green Hill Access Rd, follow this road for 3klms and turn right into the entry of Kunama Compound just before Frogs Hollow Road on your left.
Memorial Avenue Compound, Memorial Avenue, Batlow NSW 2730	Kunama Compound	Proceed South on Memorial Avenue, turn left onto Pioneer St, turn right onto Selwyn St, Turn Left onto Batlow Rd continue for 7 Klms to Green Hills Access Rd, then to Kunama Compound.	Head West on Memorial Ave, turn right onto Kurrajong Ave, turn right onto Batlow Rd, turn left onto Wondalga Rd, turn left on Greenhills Access Rd, follow until the entry to Kunama Compound is on your right-hand side just before Frogs Hollow Rd on your left.

Boiling Down Rd, Gregadoo NSW 2650	Wagga Wagga Compound	Proceed north on Boiling Down Rd, turn left onto Holbrook Rd, continue to 3 Ball PI, Wagga Wagga.	Head south on Boiling Down Rd, turn right onto Gregadoo Rd, continue west to Koorinal Rd, proceed to 3 Ball PI, Wagga Wagga.
102 Ashfords Rd, Gregadoo NSW 2650	Wagga Wagga Compound	Head west on Ashfords Rd, turn right onto Gregadoo Rd, continue to Koorinal Rd, proceed to 3 Ball PI, Wagga Wagga.	Head east on Ashfords Rd, turn left onto Holbrook Rd, continue to 3 Ball PI, Wagga Wagga.
Ivydale Rd, Gregadoo NSW 2650	Wagga Wagga Compound	Proceed north on Ivydale Rd, turn left onto Gregadoo Rd, continue to Koorinal Rd, proceed to 3 Ball PI, Wagga Wagga.	Head south on Ivydale Rd, turn right onto Holbrook Rd, continue to 3 Ball PI, Wagga Wagga.
1075 Gregadoo E Rd, Gregadoo NSW 2650	Wagga Wagga Compound	Head west on Gregadoo E Rd, turn right onto Holbrook Rd, continue to 3 Ball PI, Wagga Wagga.	Head east on Gregadoo E Rd, turn left onto Tumbarumba Rd, continue to Ladysmith, then proceed to 3 Ball PI, Wagga Wagga.
Angels Ln, Gregadoo NSW 2650	Wagga Wagga Compound	Proceed north on Angels Ln, turn left onto Gregadoo Rd, continue to Koorinal Rd, proceed to 3 Ball PI, Wagga Wagga.	Head south on Angels Ln, turn right onto Holbrook Rd, continue to 3 Ball PI, Wagga Wagga.
Big Springs Rd, Gregadoo NSW 2650	Wagga Wagga Compound	Head north on Big Springs Rd, turn left onto Holbrook Rd, continue to 3 Ball PI, Wagga Wagga.	Head south on Big Springs Rd, turn right onto Tumbarumba Rd, continue to Ladysmith, then proceed to 3 Ball PI, Wagga Wagga.
Livingstone Gully Rd, Gregadoo NSW 2650	Wagga Wagga Compound	Proceed north on Livingstone Gully Rd, turn left onto Gregadoo Rd, continue to Koorinal Rd, proceed to 3 Ball PI, Wagga Wagga.	Head south on Livingstone Gully Rd, turn right onto Holbrook Rd, continue to 3 Ball PI, Wagga Wagga.
Livingstone Gully Rd, Gregadoo NSW 2651	Wagga Wagga Compound	Proceed north on Livingstone Gully Rd, turn left onto Gregadoo Rd, continue to Koorinal Rd, proceed to 3 Ball PI, Wagga Wagga.	Head south on Livingstone Gully Rd, turn right onto Holbrook Rd, continue to 3 Ball PI, Wagga Wagga.

Livingstone Gully Rd, Gregadoo NSW 2652	Wagga Wagga Compound	Proceed north on Livingstone Gully Rd, turn left onto Gregadoo Rd, continue to Koorringal Rd, proceed to 3 Ball PI, Wagga Wagga.	Head south on Livingstone Gully Rd, turn right onto Holbrook Rd, continue to 3 Ball PI, Wagga Wagga.
Gregadoo E Rd, Book Book NSW 2650	Wagga Wagga Compound	Head west on Gregadoo E Rd, turn right onto Holbrook Rd, continue to 3 Ball PI, Wagga Wagga.	Head east on Gregadoo E Rd, turn left onto Tumbarumba Rd, continue to Ladysmith, then proceed to 3 Ball PI, Wagga Wagga.
Tumbarumba Rd, Book Book NSW 2650	Wagga Wagga Compound	Proceed north on Tumbarumba Rd, continue through Ladysmith to 3 Ball PI, Wagga Wagga.	Head south on Tumbarumba Rd, turn right onto Gregadoo E Rd, continue to Holbrook Rd, then proceed to 3 Ball PI
Trewalla Rd, Book Book NSW 2650	Wagga Wagga Compound	Head west on Trewalla Rd, turn right onto Tumbarumba Rd, continue through Ladysmith to 3 Ball PI, Wagga Wagga.	Head east on Trewalla Rd, turn left onto Keajura Rd, continue to Hume Hwy, then proceed to 3 Ball PI, Wagga Wagga.
Keajura Rd, Tarcutta NSW 2652	Tarcutta Compound	Proceed north on Keajura Rd, turn left onto Hume Hwy, continue to 28 Mates Gully Rd, Tarcutta.	Head south on Keajura Rd, turn right onto Trewalla Rd, continue to Tumbarumba Rd, then proceed to 28 Mates Gully Rd, Tarcutta.
Hume Hwy, Tarcutta NSW 2652	Tarcutta Compound	Proceed north on Hume Hwy, continue directly to 28 Mates Gully Rd, Tarcutta.	Head south on Hume Hwy, take the exit toward Tumbarumba Rd, continue to Trewalla Rd, then proceed to 28 Mates Gully Rd, Tarcutta.
Wilds Rd, Tarcutta NSW 2652	Tarcutta Compound	Head north on Wilds Rd, turn left onto Hume Hwy, continue to 28 Mates Gully Rd, Tarcutta.	Head south on Wilds Rd, turn right onto Comatawa Rd, continue to Humula Rd, then proceed to 28 Mates Gully Rd, Tarcutta.
Comatawa Rd, Tarcutta NSW 2652	Tarcutta Compound	Proceed north on Comatawa Rd, turn left onto Hume Hwy, continue to 28 Mates Gully Rd, Tarcutta.	Head south on Comatawa Rd, turn right onto Humula Rd, continue to 28 Mates Gully Rd, Tarcutta.
Humula Rd, Tarcutta NSW 2652	Tarcutta Compound	Head north on Humula Rd, turn left onto Hume Hwy, continue to 28 Mates Gully Rd, Tarcutta.	Head south on Humula Rd, turn right onto Comatawa Rd, continue to 28 Mates Gully Rd, Tarcutta.

Westbrook Rd, Oberne Creek NSW 2650	Tarcutta Compound	Proceed north on Westbrook Rd, turn left onto Humula Rd, continue to 28 Mates Gully Rd, Tarcutta.	Head south on Westbrook Rd, turn right onto Hume Hwy, continue to 28 Mates Gully Rd, Tarcutta.
Ellerslie Rd Cnr One Tree Hill Trail	Kunama Compound	Proceed south on Ellerslie Rd, turn right onto Yaven Creek Rd for 26 klms, continue until Yaven Creek Rd, turns into Lower Bago Rd, Turn Left onto Broadleaf Park Rd, turn right onto Lower Bago Rd, then turn left onto Green Hill Access Rd, the entry to Kunama Compound is on your left-hand side just after Frogs Hollow Rd on your right.	Head south on Ellerslie Rd towards Yaven Creek Rd, turn left onto Yaven Creek Rd for 11 klms, turn right onto Snowy Mountains Highway, bear right onto Lynch Street, turn right onto Campbell Street, turn left onto Oberne Street, this road changes to Cromwell St, turn right onto Wondalga Rd, continue to Wondalga, turning right on to Green Hills Access Rd, turn right into the entry of the Kunama Compound just before Frogs Hollow Rd.
Ellerslie Rd, Darlow NSW 2729	Kunama Compound	Proceed south on Ellerslie Rd, turn right onto Yaven Creek Rd for 26 klms, continue until Yaven Creek Rd, turns into Lower Bago Rd, Turn Left onto Broadleaf Park Rd, turn right onto Lower Bago Rd, then turn left onto Green Hill Access Rd, the entry to Kunama Compound is on your left-hand side just after Frogs Hollow Rd on your right.	Head south on Ellerslie Rd towards Yaven Creek Rd, turn left onto Yaven Creek Rd for 11 klms, turn right onto Snowy Mountains Highway, bear right onto Lynch Street, turn right onto Campbell Street, turn left onto Oberne Street, this road changes to Cromwell St, turn right onto Wondalga Rd, continue to Wondalga, turning right on to Green Hills Access Rd, turn right into the entry of the Kunama Compound just before Frogs Hollow Rd.
Yaven Creek Rd, Ellerslie NSW	Kunama Compound	Proceed south on Yaven Creek Rd, continue until Yaven Creek Rd, turns into Lower Bago Rd, Turn Left onto Broadleaf Park Rd, turn right onto Lower Bago Rd, then turn left onto Green Hill Access Rd, the entry to Kunama Compound is on your left-hand side just after Frogs Hollow Rd on your right.	Head north on Yaven Creek Rd for 10 klms, turn right onto Snowy Mountains Highway, bear right onto Lynch Street, turn right onto Campbell Street, turn left onto Oberne Street, this road changes to Cromwell Street, turn right onto Wondalga Road for 15 klms, turn right and stay on Wondalga Rd, continue to Wondalga, turning right on to Green Hills Access Rd, turn right into the entry of the Kunama Compound just before Frogs Hollow Rd.
Sharps Rd, Westwood NSW 2729	Kunama Compound	Head east on Sharps Rd, bear left onto Westwood Rd, turn left onto Yaven Creek Road for 32 klms, continue until Yaven Creek Rd, turns into Lower Bago Rd, Turn Left onto Broadleaf Park Rd, turn right onto Lower Bago Rd, then turn left onto Green Hill Access	Head east on Sharps Rd, bear left onto Westwood Rd, turn left onto Yaven Creek Rd, turn right onto Snowy Mountains Highway, bear right onto Lynch St, turn right onto Campbell St, turn left onto Oberne St, this road changes to Cromwell St, turn right onto Wondalga Road for 15 klms, continue to Wondalga, turning right on to Green Hills Access Rd, turn right into the

		Rd, the entry to Kunama Compound is on your left-hand side just after Frogs Hollow Rd on your right.	entry of the Kunama Compound just before Frogs Hollow Rd.
Millers Rd, Westwood NSW 2729	Kunama Compound	Proceed south on Millers Rd, this road will change to Wilty's road, bear left onto Old Western Boundary Road, then immediately bear right onto Monterey Road, bear left onto Green Hills Forest Way, turn right onto Greenhills Access Rd, Keep straight to get onto Green Hills Access Rd, follow until the entry to Kunama Compound is on your right-hand side just before Frogs Hollow Rd on your left	Head north on Millers Rd towards Westwoods, Head north on Millers Rd, turn left onto Westwood Rd, turn left onto Yaven Creek Rd, continue until Yaven Creek Rd, turns into Lower Bago Rd, Turn Left onto Broadleaf Park Rd, turn right onto Lower Bago Rd, then turn left onto Green Hill Access Rd, the entry to Kunama Compound is on your left-hand side just after Frogs Hollow Rd on your right.
Prickle Rd, Sharps Creek NSW 2729	Kunama Compound	Head southeast on Prickle Rd, turn right onto Back Nacki Creek Rd, until it turns into Northern Boundary Rd, turn right onto Old Western Boundary Rd, turn left into Black Boot Rd, turn left onto Green Hills Forest Way, continue as the road changes to Monterey Rd, Road reverts back to Green Hills Forest Way, turn right onto Greenhills Access Rd, Compound is on your right-hand side just before Frogs Hollow Rd on your left.	Head southeast on Prickle Rd, turn left onto Back Nacki Creek Rd, turn left onto Sharps Creek Rd, turn right onto Wondalga Rd, continue to Wondalga, turning right on to Green Hills Access Rd, turn right into the entry of the Kunama Compound just before Frogs Hollow Rd.
Back Nacki Creek Rd, Sharps Creek NSW 2729	Kunama Compound	Proceed north on Back Nacki Creek Rd, turn right onto Wondalga Rd, continue to Wondalga, turning right on to Green Hills Access Rd, turn right into the entry of the Kunama Compound just before Frogs Hollow Rd.	Head southeast on Prickle Rd, turn right onto Back Nacki Creek Rd, until it turns into Northern Boundary Rd, turn right onto Old Western Boundary Rd, turn left into Black Boot Rd, turn left onto Green Hills Forest Way, continue as the road changes to Monterey Rd, Road reverts back to Green Hills Forest Way, turn right onto Greenhills Access Rd, Compound is on your right-hand side just before Frogs Hollow Rd on your left.
Wilsons Rd, Sharps Creek NSW 2729	Kunama Compound	Proceed East onto Wilsons Rd, turn right onto BP Feeder Rd, continue until you turn right onto Greenhills Access Rd, turn right into	Proceed West on Wilsons Rd, turn left onto Sharps Creek Rd, at T intersection turn left continuing on Sharps Creek Rd, at cross roads continue straight onto Sixty Five Feeder Rd, turn left onto Green Hills

		the entry of the Kunama Compound just before Frogs Hollow Rd.	Forest Way, turn Right onto Green Hills Access Rd (Wondalga Rd on Google Maps) continue straight onto Green Hills Access Rd, turn right into Kunama Compound.
Green Hill Access Rd, Wondalga NSW 2729	Kunama Compound	Head south on Greenhills Access Rd, turn right into the entry of the Kunama Compound just before Frogs Hollow Rd.	Head south on Greenhills Access Rd, turn right onto Broadleaf Park Rd, turn left onto Lower Bago Rd, turn left onto Green Hills Access Rd, turn left into Kunama Compound.
Greenhills Rd, Wondalga NSW 2729	Kunama Compound	Proceed south on Green Hills Rd, turns into Old Tumbarumba Rd, turn right onto Green Hills Access Rd, then turn left into Kunama Compound.	Head north on Greenhills Rd, turn left onto Green Hills Access Rd, continue straight then turn right into Kunama Compound.
Green Hills Access Rd, Green Hills NSW 2730	Kunama Compound	Proceed south on Green Hills Access Rd directly and turn right in to Kunama Compound.	Head north on Green Hills Access Rd, turn left onto Broadleaf Park Rd, turn left onto Lower Bago Rd, turn left onto Green Hills Access Rd, turn left into Kunama Compound.
Batlow Rd, Kunama NSW 2730	Kunama Compound	Proceed north on Batlow Rd towards Kunama, turn left onto Green Hills Access Rd, turn left into Kunama Compound.	Head south on Batlow Rd, turn right into Lochinvar Feeder Rd, turn right into Carrs Rd, continue north to a crossroads, continue straight onto Broadleaf Park Rd, Turn right onto Green Hills Access Rd, then turn right into Kunama Compound.
Batlow Rd, Laurel Hill NSW 2649	Kunama Compound	Proceed north on Batlow Rd, turn left onto onto Lower Bago Rd, continue straight onto Green Hills Access Rd, turn left into Kunama Compound.	Head south onto Batlow Rd, turn right into Lochinvar Feeder Rd, turn right into Carrs Rd, continue north to a crossroads, continue straight onto Broadleaf Park Rd, Turn right onto Green Hills Access Rd, then turn right into Kunama Compound.
Elliott Way, Nurenmerenmong NSW 2649	Kunama Compound	Proceed south-west on Elliott Way, turn right onto Tooma Rd, continue onto Williams St, turn right onto Gilbert St, turn left onto Kent St, turn right onto Batlow Rd to Kunama, turn left onto Green Hills Access Rd, then turn left into Kunama Compound.	Proceed south-west on Elliott Way, turn right onto Tooma Rd, continue onto Williams St, continue left onto Regent street, turn right onto Winton St, turn left onto Bridge St, turn right onto The Parade, turn left onto Albury Street, turn right onto Courabyra Rd, turn left onto Taradale Rd, turn right onto Broadleaf Park Rd, continue north west, turn right onto Lower Bago Rd, turn left onto Green Hills Access road and turn left into Kunama Compound.
Dunns Rd, Ellerslie NSW 2729	Kunama Compound	Proceed east on Dunns Rd, turn left onto Ellerslie Rd, turn right onto Snowy Mountains Hwy/B72, continue straight to Adelong onto Tumut St, turn right onto Selwyn St, continue over Rimmer Brg onto Wondalga Rd, at Wondalga turn right	Head east on Dunns Rd, turn right onto Ellerslie Rd, turn right onto Yaven Creek Rd, continue east onto Lower Bago Rd, turn left onto Broadleaf Park Road, turn right onto Lower Bago Rd, turn left onto Green Hills Access Rd, then turn left into Kunama Compound.

		onto Green Hills Access Rd, then turn right- into Kunama Compound.	
--	--	--	--

21. WEATHERZONE

The weather zone operational forecast system will be utilised on the project to assist with planning for upcoming weather events. The forecast will be communicated at each pre-start daily and will provide information to operations so they can make decision on a risk-based approach to weather planning. The forecast system will supply operations a seven day look ahead for days effected by heavy rainfall risk, high wind risk (>90km/h), thunderstorm risk, wind risk (>36km/h), temperature, rainfall risk, flood risk and chance of rain days.

Weather zone system will also highlight other parameters across the project which can be used to make risk-based decision during project delivery. These parameters which can be displayed are:

- Temperature
- Dew point
- Wind speed/direction
- Wind gusts
- Thunderstorm risk
- Humidity
- Precipitation probability
- Rainfall rate (mm/h)
- Rainfall since 9am
- Feels Like temperature (apparent temperature)
- Fire Danger
- Probability of Exceedance Parameters (POE's/Confidence Bounds).

22. HEALTHCARE FACILITIES WITHIN THE GEOGRAPHY OF THE PROJECT

In many rural and remote regions of Australia, healthcare services are under significant strain and locally available resources are limited. Access to healthcare workers, particularly country GPs, is often patchy and staffing predictions in the short to medium terms are difficult. Many key rural healthcare positions remain vacant, understaffed, or staffed by a series of locums on short-term contracts. The roles are typically filled by junior doctors (2nd - 4th year postgraduates) performing compulsory rural rotations or GPs acting in the role of a Medical Superintendent with right to private practice. Consequently, there is an expected level of uncertainty regarding future planning. All data presented below is current and correct at the time of writing this report.



Figure 5 NSW Regional and Rural Local Health Districts (LDH)

The HumeLink West JV Project falls within the Murrumbidgee Local Health District (LHD) of NSW Health. Murrumbidgee LHD covers almost 125,243km², providing health services to approximately 243,228 people. Services are delivered via 2 base hospitals. Within the vicinity of the HumeLink West JV Project, the main hospital is in Wagga Wagga with smaller supporting hospitals, multipurpose services, and community health services available in the surrounding towns. Figure 6 below shows a map of Murrumbidgee LHD and main health services with the route of the transmission line superimposed.

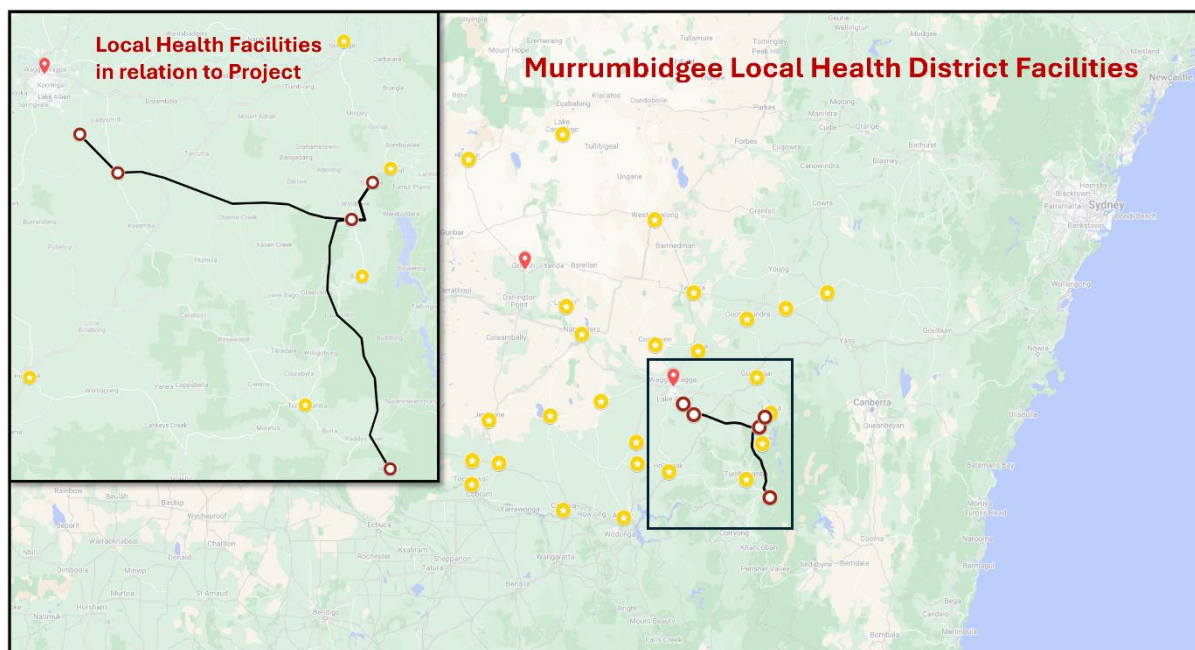


Figure 6 Murrumbidgee Local Health District healthcare facilities and relation to project

The route of the transmission line does not follow main highways and does not pass directly through any communities. The below table outlines the communities the proposed route passes closest to and the time and distance from the nearest 24-hour emergency department as well as definitive care at Wagga Wagga Emergency Department. Most of the population hubs in proximity of the proposed transmission line are very small (<100 people). Tarcutta is slightly larger with a population of 425, although it has no healthcare facilities, with the closest being Wagga Wagga, a 40-minute drive away. Kunama has a permanent population of only 56 people, with the closest 24-hour healthcare facility in Batlow, a 7-minute drive away.

23. DESIGNATED 24-HOUR EMERGENCY DEPARTMENTS AND WAGGA WAGGA HOSPITAL: DISTANCE AND TRAVEL TIME

Place name	Population	Nearest 24-hour Emergency Department	Distance (time) by road	Distance (time) by road to Wagga Wagga Base Hospital
3 Ball Place (Wagga)	68,716	Wagga Wagga	3.5km (8min)	3.5km (8min)
Big Springs	135	Wagga Wagga	30km (30min)	30km (30min)
Book Book	130	Wagga Wagga	34km (29min)	34km (29min)
TARCUTTA	425	WAGGA WAGGA	47KM (39MIN)	47KM (39MIN)
Kyaemba	67	Wagga Wagga	47km (36min)	47km (36min)
Oberne Creek	49	Batlow-Adelong	50km (42min)	66km (52min)
Darlow	30	Tumut	34km (30min)	80km (58min)
Sharps Creek	13	Batlow-Adelong	29km (29min)	97km (1hr 17min)
Wondalga	85	Batlow-Adelong	14km (11min)	97km (1hr 10min)
Windowie	28	Tumut	16km (14min)	100km (1hr 13min)
Gilmore	229	Tumut	9.1km (9min)	95km (1hr 9min)
Tumut	6667	Tumut	-	105km (1hr 18 min)
Batlow	1270	Batlow	-	111km (1hr 22min)
KUNAMA	56	BATLOW	7KM (7MIN)	113KM (1HR 4MIN)
Laurel Hill	21	Batlow	15km (12min)	124km (1hr 28min)
Tumbarumba	3522	Tumbarumba	-	113km (1hr 21 min)

Nurenmerenmong	10	Tumbarumba	43km (28 min)	145km (1hr47min)
Maragle	84	Tumbarumba	42km (37min)	153km (1hr 56min)

24. WAGGA WAGGA

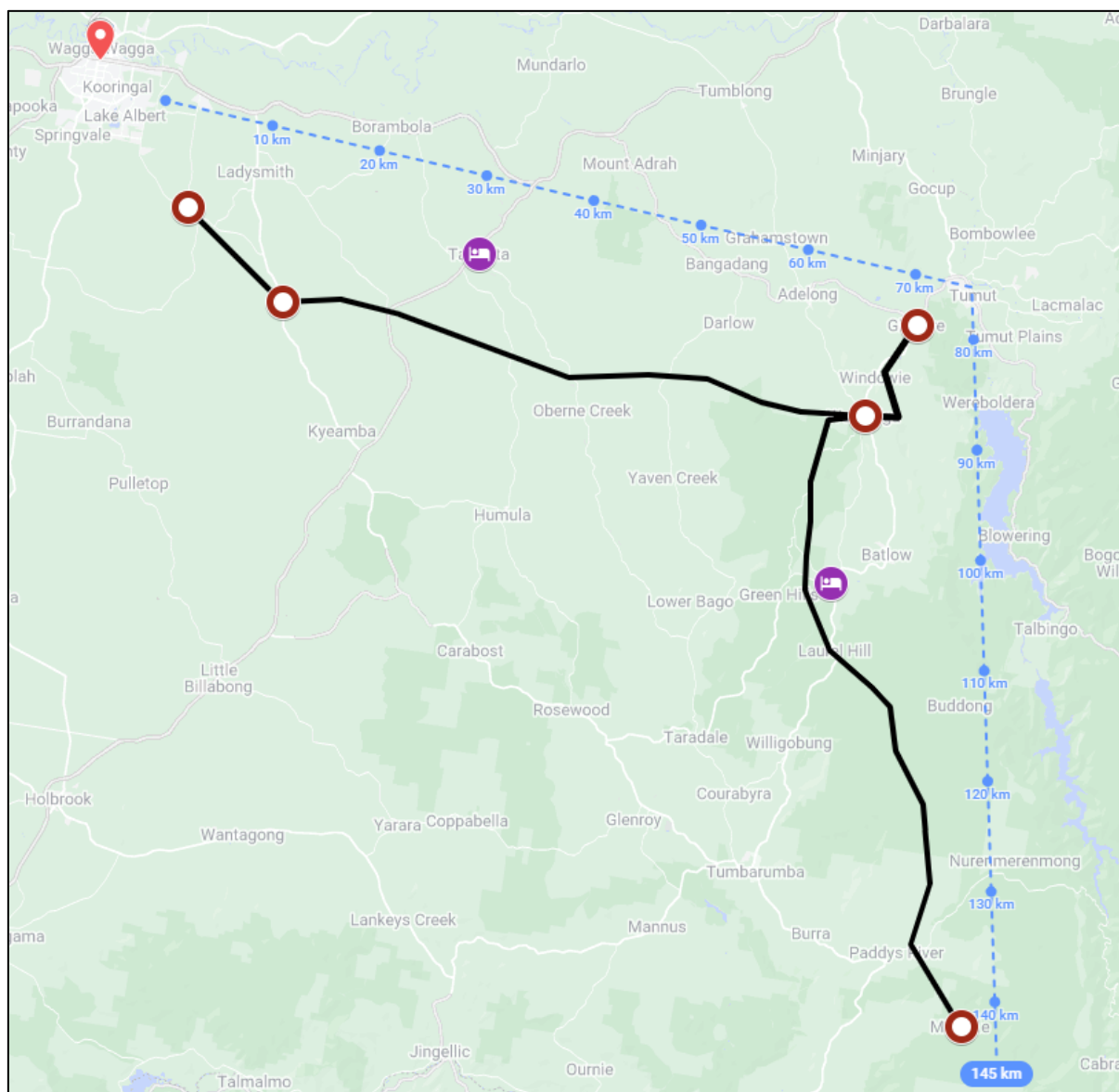


Figure 7 Map of Wagga Wagga in relation to HumeLink West JV

24.1. Table 1 Wagga Wagga Health Facilities

Wagga Wagga: 47km (39 mins) from Tarcutta Camp

Wagga Wagga Base Hospital

Wagga Wagga is the largest city in the region and the Wagga Wagga Health Service is one of 10 designated public regional trauma services in NSW, supported by NSW's major trauma services in Sydney. Services include critical care, cardiovascular, gastroenterology,

Wagga Wagga: 47km (39 mins) from Tarcutta Camp

renal medicine, surgical, orthopaedics, obstetrics, psychiatry and paediatrics. Wagga Wagga Base Hospital also provides mental health and community health services, and a range of allied health and support services such as oral health, physiotherapy, occupational therapy, sexual health and violence prevention and response services.

Calvary Riverina Private Hospital

Calvary is a private hospital adjacent to the public base hospital with surgical, cardiac intervention. and rehabilitation capabilities. It does not have an emergency department.

Address	Edward Street, Wagga Wagga, NSW 2650	
Phone	(02) 5943 1000	
Role delineation of clinical services	Emergency	Level 5
Beds	325 beds, Dedicated Emergency acute beds, fast track and resuscitation facilities.	
Staffing	Staffed overnight by doctors and nurses specialising in emergency care and with critical care skillsets. Emergency consultant onsite during day and evening and on call overnight.	
Private Hospital	Calvary Riverina Hospital offers surgical, cardiological, and maternity services, as well as a busy day surgery and an intensive care unit. Acute admission is via private doctor referral to specialist rooms or Wagga Wagga Base hospital.	
Ambulance	Full ambulance services available	
Helipad	Helipad with night lighting is available on the roof of Wagga Wagga Base Hospital	
GP Services	Over 10 GP practices, multiple 7 day a week and after-hours services	
Diagnostic Imaging	Full diagnostic imaging services are available via Imaging Associates, Regional Imaging, and I-Med Radiology. Services include MRI, CT, and ultrasound.	
Allied Health	Private allied health services are available including physiotherapy, exercise physiologists, and psychology. There are multiple pharmacies with extended weekend and evening opening hours, and the Calvary hospital pharmacy is open 24hours.	

Risk Assessment

Wagga Wagga Base Hospital has acceptable public health services available. Human resources and suitable radiological imaging will make this a diagnostic, treatment and hub for most non-work-related conditions for the project, including cardiovascular events, and most surgical conditions. The Wagga Wagga Base Hospital has the only emergency room in the region equipped with Emergency Physicians and sophisticated diagnostic imaging, so it is likely most serious work-related injuries will be initially assessed and stabilised in this facility before being referred onto private facilities. Major

traumas may be required to be transferred to specialised trauma centres in Sydney including neurosurgical, complex orthopaedic and cardiothoracic surgical conditions.

The adjacent Calvary Riverina Private Hospital does not have an emergency department, and admissions are generally only possible during business hours. Private patients admitted to the base hospital emergency department overnight will usually be required to await transfer in the morning. The private hospital will be the preferred option for workers requiring time sensitive surgical procedures such as wound wash outs and orthopaedic surgeries.

Many specialists in Wagga Wagga do not work in the region full-time, visiting a set number of days per month (generally based out of Sydney). Accordingly, wait times compared to capital cities can be lengthy so it may be more expedient for non-urgent outpatient care (such as orthopaedics) to be delivered in Sydney or the worker's home location. Similarly, workers requiring allied health may be treated quicker and more cost effectively by using providers from the worker's home location with a combination of in person and telehealth care.

25. BATLOW

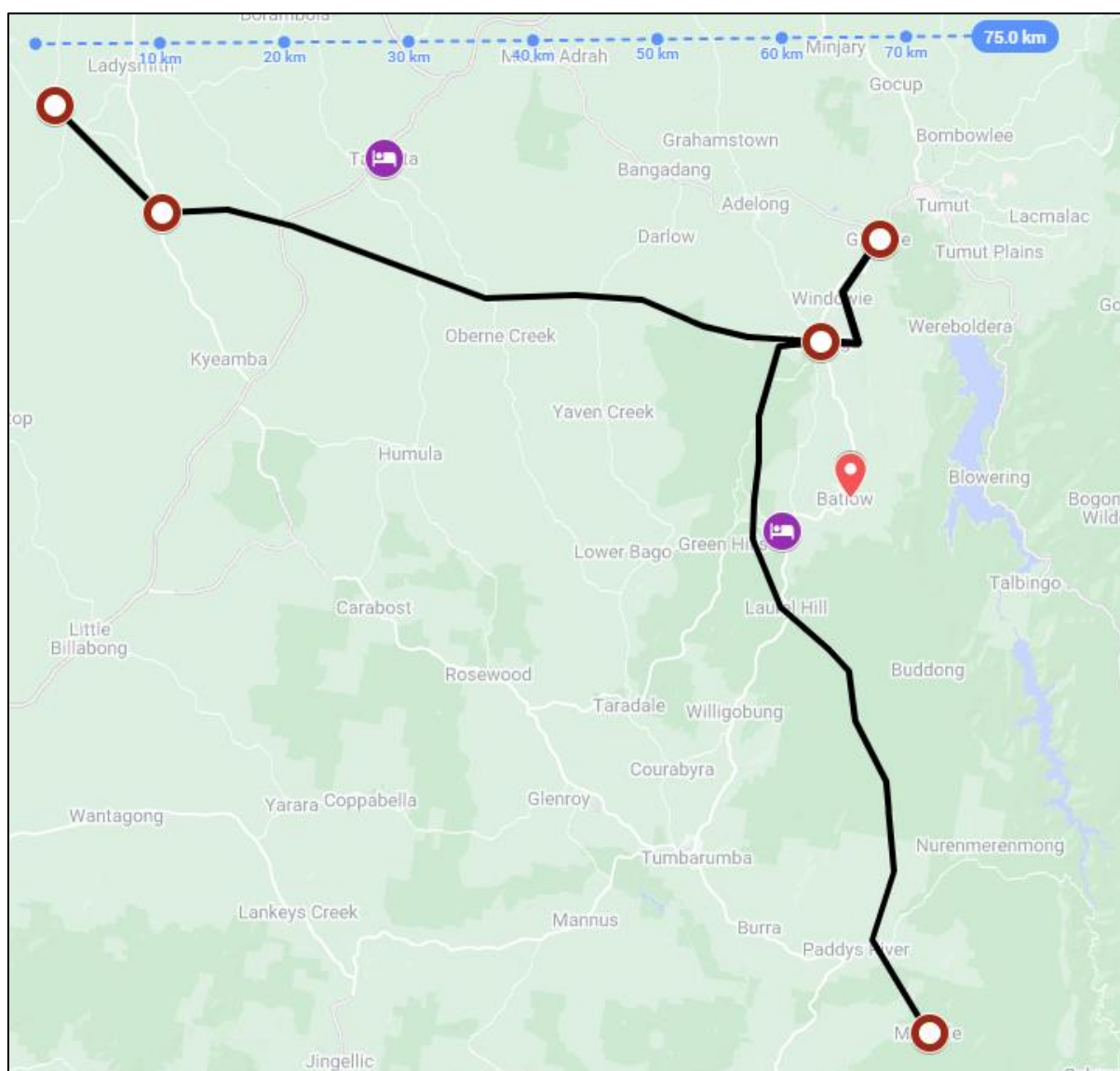


Figure 8 Map of Batlow in relation to HumeLink West JV

25.1. Batlow Health Facilities

Batlow: 8km (8 mins) from Kunama Camp

Batlow-Adelong Multipurpose Service

The Batlow-Adelong Multipurpose Service provides a 24-hour accident and emergency (delivered by nurses) and is a 24-bed facility with 5 hospital care beds and 19 residential aged care beds. Community health services including allied health are outreached from Tumut and include community nursing, child and family health, women's health, speech and occupational therapy, physiotherapy and mental health and drug and alcohol services via the public system only. No locally available private medical services except for a small GP clinic. There are no local radiology services.

Address	61-81 Pioneer Street, Batlow, NSW 2730	
Phone	(02) 6941 4333	
Role Delineation of Clinical Services	Emergency	Level 2
Acute Beds	5	
Staffing	The facility is staffed by registered nurses, with on-call support from a GP in Tumut 3 days a week or the CASS tele-remote service when this doctor is not available.	
Upgrades in care	Patients who require an increased level of care are either moved by road ambulance to Wagga Wagga Base Hospital or are transferred by helicopter to Sydney or Wagga. There is approximately 1 transfer by helicopter per week.	
Ambulance	NSW Ambulance station adjoined to hospital and is staffed by dedicated NSW Ambulance paramedics 24/7	
Helipad	A helipad with night lighting is available offsite at Batlow Showground (2 mins drive from the Health Service).	
Private Hospital	N/A	
GP Services	Batlow Medical Practice is open Mon-Thurs 8am-5pm, Sat 8am-2pm. Currently staffed with 1 doctor, with 1 vacant position and unable to meet the demands of the local community.	
Diagnostic Imaging	No Xray – referred to Tumut	
Allied Health	The Bush Chemist Batlow (Batlow Pharmacy), open Mon-Fri 9am-5pm.	

Risk Assessment

The only private medical services available in Batlow include a small GP practice (currently unable to meet the demands of the community) and a pharmacy. Workers presenting to the emergency department with minor injuries and illnesses with minimal treatment and diagnostic requirements are likely to be managed locally via the public hospital service, although wait times may at times be significant. Any more serious presentations requiring diagnostic imaging and more complex treatment should be referred to Tumut (30-40 mins drive), or alternatively if it is anticipated the care required

may exceed the capability in Tumut, if their condition allows, workers should be referred directly to Wagga Wagga. There is a significant risk the proposed camp would overwhelm the town's healthcare resources. The emergency services are largely nurse driven. There is no ability for emergency radiology. Significant injuries will require onward movement.

26. TUMUT

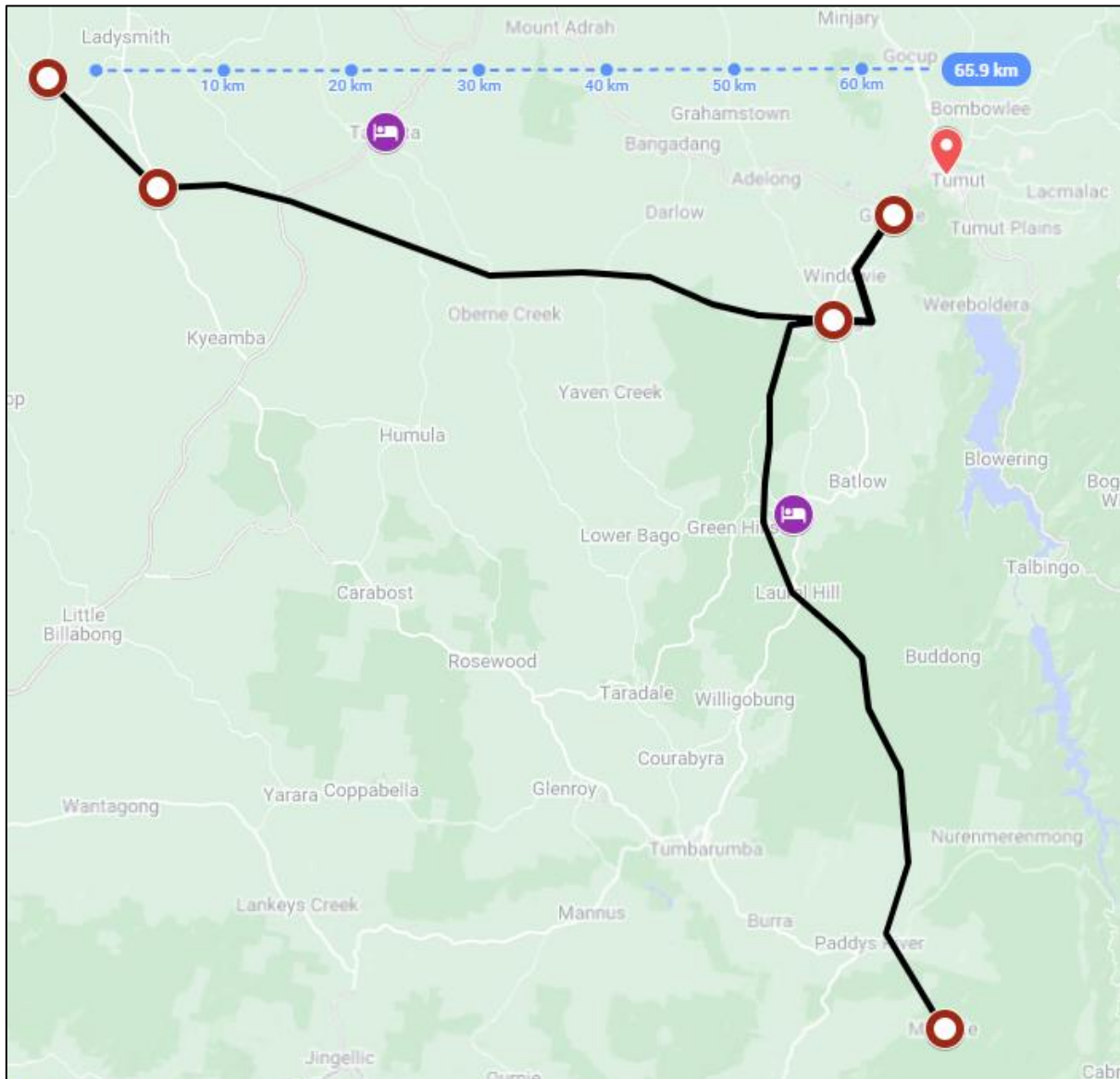


Figure 9 Map of Tumut Hospital in relation to HumeLink West JV

26.1. Tumut Health Facilities

Tumut: 40km (34 mins) from Kunama Camp; 67km (49 mins) from Tarcutta Camp

Tumut Health Service

Health service with 24-hour accident and emergency, and a 30-bed hospital (16 acute care, 4 medical, 4-day surgery, 4 maternity, 1 palliative care, and 1 paediatric care). The Tumut Health Service provides community public health services including community nursing, allied health and mental health services.

Tumut: 40km (34 mins) from Kunama Camp; 67km (49 mins) from Tarcutta Camp		
Address	105 – 107 Simpson Street, Tumut, NSW 2720	
Phone	(02) 6947 0800	
Role Delineation of services	Emergency	Level 3
Beds	30 (16 acute care, 4 medical, 4 day surgery, 4 maternity, 1 palliative, 1 paediatric)	
Staffing	Staffed by a mixture of visiting medical officers and GPs most days, although on rare occasions no doctors are available. Overnight on call covered by local GPs or remote telehealth service if not available.	
Upgrade in Care	Upgrades will be transferred to Wagga by road or air depending on clinical acuity, or by air to Sydney (cardiac or trauma) or Canberra (neuro)	
Private Hospital	N/A	
Ambulance	Dedicated ambulance service manned by NSW Ambulance officers and paramedics 24/7	
Helipad	Helipad with night lighting is available at the hospital.	
GP Services	- Tumut Family Medical Centre, Mon – Fri 8.30-5.30pm - Connection Medical Centre, Mon – Fri 8.30-5.30pm	
Diagnostic Imaging	Private and public CT scanner, Ultrasound (not every day), and Xray available. No MRI (closest is Wagga Wagga).	
Allied Health	Physiotherapy - Health Klinix Tumut, open Mon – Fri 8am-8pm - Rural Health , Mon-Fri 9am-5-pm - Active Physiotherapy, open Mon- Fri 6.30-am-6.30pm - Tumut Community Health Service Physiotherapy Service Pharmacy: - The Bush Chemist, open 7 days - Russell Street Pharmacy Open 9-5 Mon-Fri	

Risk Assessment

Private GPs, diagnostic imaging, and allied health services are available in Tumut. The public hospital is a Level 3 facility which means it can manage moderate emergency presentations, including some complex emergency cases and can provide primary emergency care, including short-term mechanical ventilation, pending transfer to definitive care. The hospital has a full resuscitation facility in a separate space. While the facilities are available, doctor coverage is limited and unpredictable. Simple injuries

are likely to be managed locally but anything requiring surgery, prolonged admission, or speciality care will be transferred to another facility.

Currently there are adequate GP resources for the town, but the loss of even one GP would have a serious impact. Injuries requiring Xray only would likely be managed by Tumut, but due to appointment availability it is likely other types of imaging would still need to go to Wagga Wagga if time sensitive due to appointment availability. Privately available allied health resources for the town are adequate and appear stable.

27. TUMBARUMBA

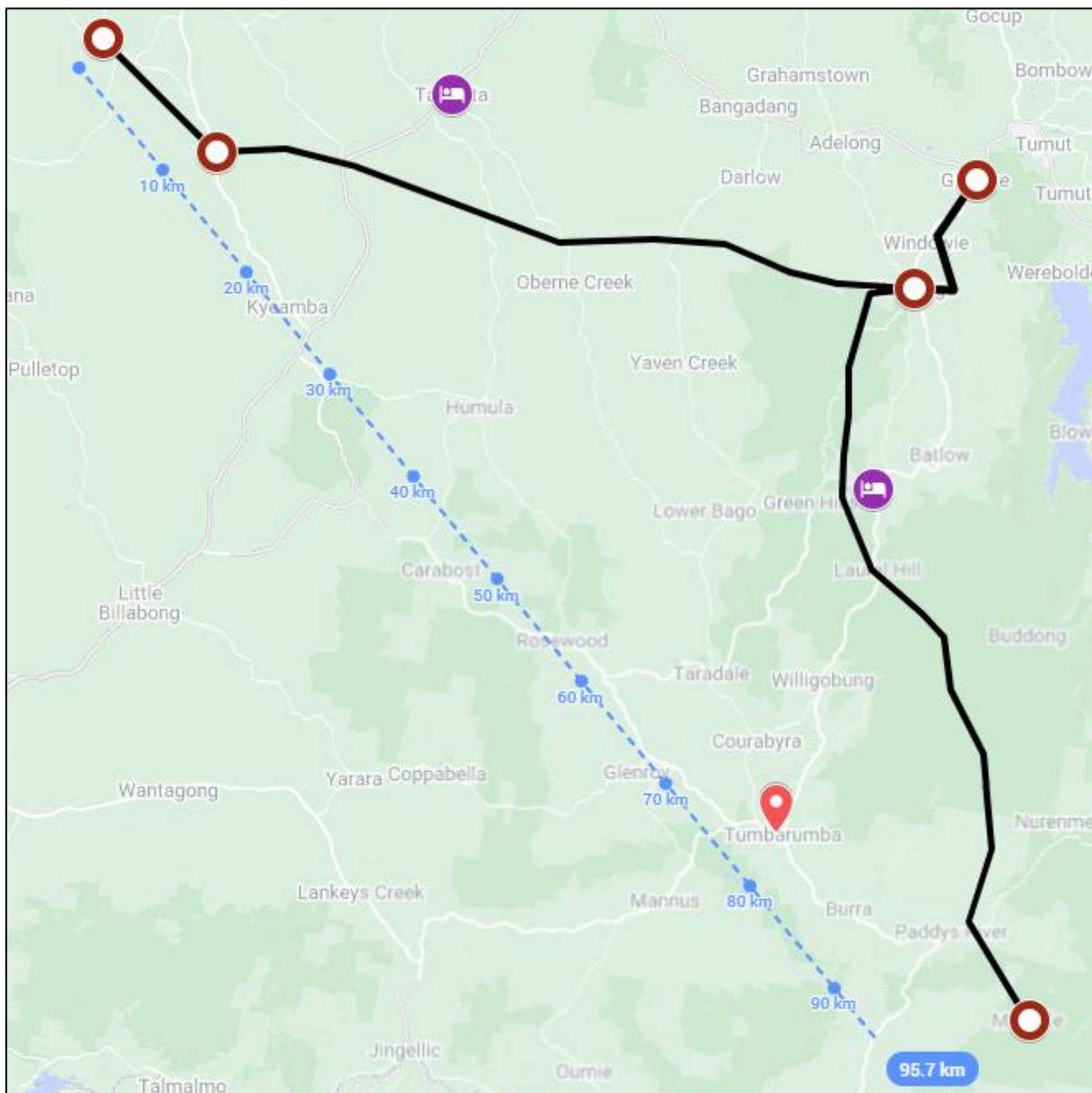


Figure 10 Map of Tumbarumba in relation to HumeLink West JV

27.1. Tumbarumba Health Facilities

Tumbarumba: 30km (22 mins) from Kunama Camp		
Tumbarumba Multipurpose Service The Tumbarumba Multipurpose Service provides 24-hour accident and emergency and is a 42-bed facility with 5 acute care beds, and 33 residential aged care beds.		
Address	4 Mitchell Street, Tumbarumba NSW 2636	
Phone	02 6948 9600	
CSCF Level of Clinical Services	Emergency	Level 2
Beds	42 beds (5 acute care beds, and 33 residential aged care beds)	
Staffing	Staffed by registered nurses with ALS training. The facility currently has two visiting doctors that provide cover during business hours and are on call overnight and on weekends. On occasions these doctors are not available the service relies on remote medical support services.	
Upgrade in care	Generally, most cases are transferred to Tumut or Wagga Wagga by road if clinically indicated. More serious transfers may occur by helicopter to Sydney or Canberra.	
Private Hospital	N/A	
Ambulance	Tumbarumba Ambulance Station staffed by paramedics during the day, and on call overnight.	
Helipad	Helipad is available with night lights, offsite at Tumbarumba Oval (3 mins drive from hospital).	
GP Services	- Tumbarumba Medical Practice, Mon-Fri 8.30am-5.30pm (1 GP) - Roths Corner Medical Centre, Open Mon-Friday 8.3-am-5.30pm (1 GP)	
Diagnostic Imaging	X-ray available 1 day a week. Referred to Tumut or Wagga Wagga If required	
Allied Health	The Bush Chemist, Tumbarumba is open 6 days a week There are no physiotherapy providers	

Risk Assessment

The only private medical services available are via two small GP practices and a pharmacy. Both GPs are currently taking on new patients, with next day appointment availability for minor presentations. The closest private physiotherapist is in Holbrook (over 1 hour 15 mins drive from Kunama Camp). Workers with minor injuries and illnesses with minimal treatment and diagnostic requirements are

likely to be managed locally via GP or the public hospital service. However, any more serious presentations requiring diagnostic imaging and more complex.

28. PRE-HOSPITAL AND RETRIEVAL SERVICES

29. NSW AMBULANCE

NSW Ambulance operates state-wide within the NSW Health System and delivers the following public services:

- Emergency Services including:
 - Emergency out of hospital care
 - Coordination of clinical care and referral, transport and retrieval services for emergency and time sensitive patients
 - Emergency management services and multi-agency operations
 - Receipt and triaging of triple zero calls for residents of NSW and dispatch of ambulance and specialist resources to emergency incidents
- Trauma Services
 - Aeromedical and Medical Retrieval services consisting of the aeromedical control centre, medical retrieval services, fixed and rotary wing and road transport services. The Aeromedical and Medical Retrieval service manages all requests for aeromedical transport and adult medical retrieval
- Demand Management
 - Delivery of integrated care programs that are focussed on improving the integration and patient connectedness through support of new and already established low acuity pathways in and across Local Health District boundaries
 - Development of community health promotion programs
- Emergency Management
 - Emergency management services and multi-agency operations
- Support Services
 - Health related transport services (including secondary aeromedical)
 - Health related transport: booking, scheduling and dispatch
 - Clinical Emergency Response Assistance (CERS Assist)

NSW Ambulance delivers ambulance services from over 250 ambulance stations. 4 control centres are responsible for emergency call taking (000), operational deployment and dispatch, and coordination of non-urgent patient transport services. These are located at Sydney, Newcastle, Wollongong and Dubbo and co-ordinate ambulances within their geographical area.

Within the HumeLink West JV Projection, there are traditional ambulance services and stations available in Wagga Wagga, Holbrook, Tumut, Batlow, and Tumbarumba as depicted below in Figure 12. Not all locations are staffed 24/7 by paramedics, with some utilising on call services overnight. With the exception of Wagga Wagga, the number of vehicles available may also be problematic. Given travel times, number of ambulances available, and the large geographic footprint of each ambulance station's service area, response times from NSW Ambulance may present a foreseeable risk to the project. Further, particularly outside of the Wagga Wagga region, use of NSW Ambulance service by the project may also negatively impact the community.

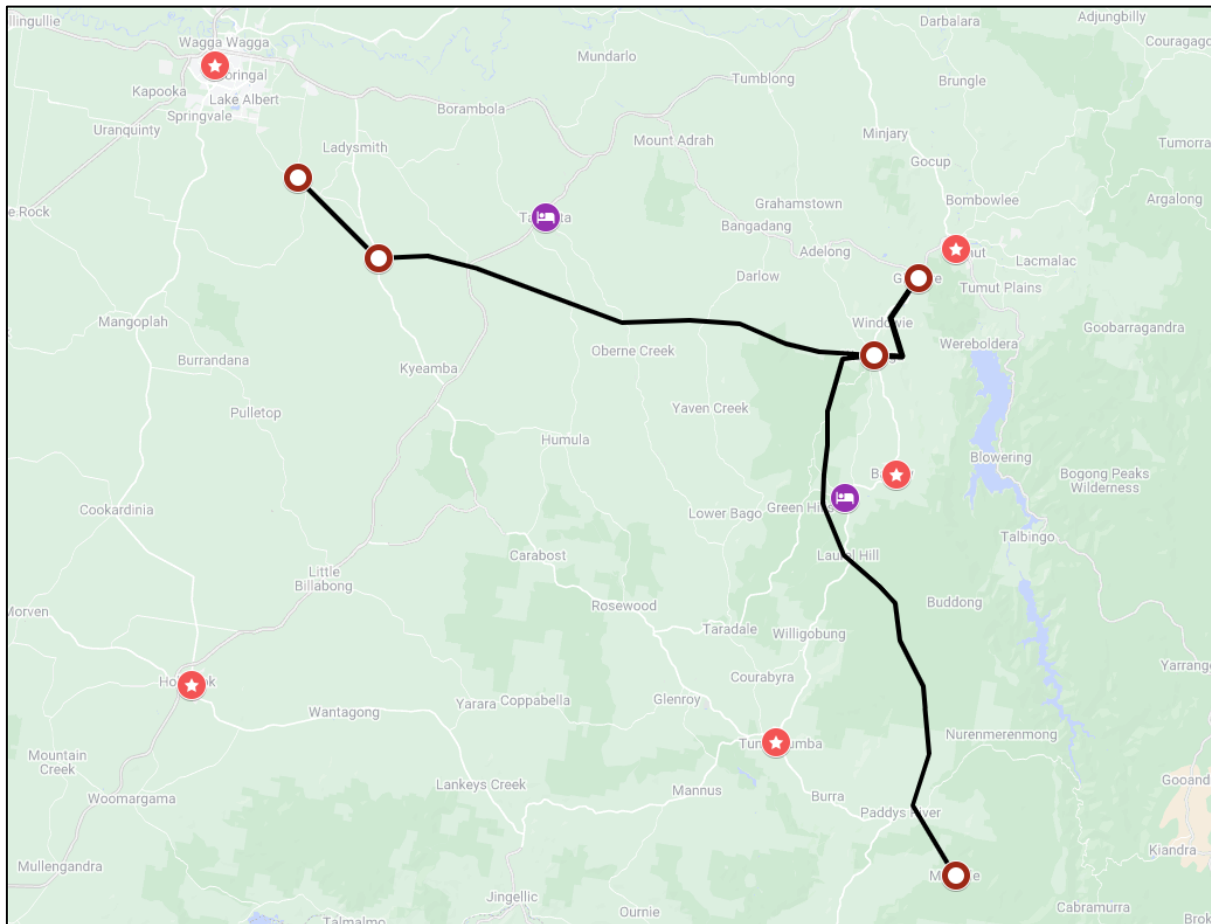


Figure 11 NSW Ambulance Stations in relation to the HumeLink West Project

30. AEROMEDICAL OPERATIONS

The Aeromedical Control centre is in Sydney and is staffed by a multi-disciplinary team of paramedics, critical care nurses and senior critical care doctors who triage patients, provide critical care advice and coordinate the response of specialist medical retrieval teams by road, helicopter or airplane to pre-hospital incidents, medical retrievals, search and rescue operations, major incidents and urgent and routine aeromedical transports.

Two specialist medical retrieval services conduct most trauma retrievals across NSW. These are the Aeromedical Operations and the Newborn and paediatric Emergency Transport Service (NETS). These two services also provide consultant-level clinical advice, supporting clinicians caring for complex trauma patients while they wait for the retrieval team.

These statewide services, in conjunction with regional retrieval services, conduct retrievals by road, helicopter, and fixed-wing aircraft. The specialist teams and associated road, helicopter, and fixed-wing assets are coordinated by the aeromedical operation centres of NSW Ambulance in Sydney.

31. HELICOPTER SERVICES

The helicopter services in NSW are spread across the state, reaching most of the population. NSW Ambulance, through the Greater Sydney Area Helicopter Emergency Medical Service, conducts the largest number of helicopter missions in NSW. The other regional helicopter services have a contract with NSW Health to provide helicopter services to their local area. All helicopter services are coordinated and tasked through the central aeromedical operations centre.

32. FIXED-WING SERVICES

Air Ambulance, the fixed-wing service of NSW Ambulance is located at Sydney Airport. The aircraft, pilot, and ground support staff are supplied by the Royal Flying Doctor Service and the clinical staff are from NSW Ambulance. The clinical staff consists of expert nurses, with the option of teaming up with retrieval doctors from the Greater Sydney Area Helicopter Emergency Service if required.

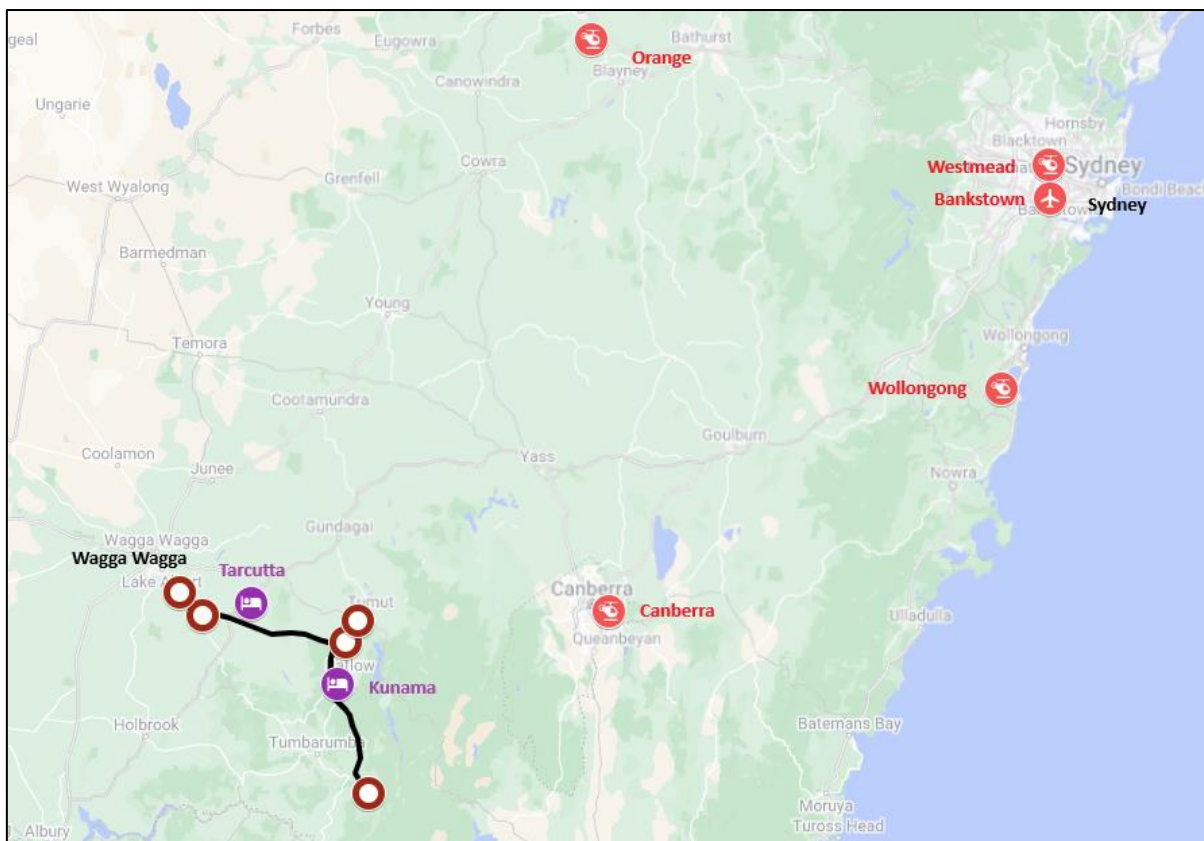


Figure 12 Map of fixed wing and helicopter services in relation to HumeLink West JV

Listed below are the approximate helicopter travel times for each proposed camp.

32.1. Approximate Helicopter Travel Times by Shortest Route for Proposed Camps

Camp	Distance from Wagga Wagga	Travel time by chopper	Distance from Canberra	Travel time by chopper	Distance from Sydney	Travel time by chopper
Tarcutta	38km	19 mins	127km	1 hr 3 mins	356km	2 hrs 58 min
Kunama	85km	42 mins	93km	46 mins	335km	2 hrs 47 min

32.2. Royal Flying Doctors Service (RFDS), NSW

RFDS is one of the largest aeromedical organisations in the world and provides extensive primary healthcare and 24-hour emergency services to people over an area of 7.69 million square kilometres. The RFDS is a not-for-profit organisation funded by the government and community and corporate donations. RFDS NSW operates 3 aeromedical bases located at Bankstown (Sydney), Dubbo, and Broken Hill. The RFDS' NSW fleet consists of Beechcraft King Air B200 series and B350 series aircraft. RFDS has established flight paths that reach across the continent, at times requiring the use of very small, rural airstrips. In the area of this project both camps are approximately 30 minutes by road from the nearest dedicated airstrip.

33. AERODROME FACILITIES FOR PROPOSED CAMPS

Location	Aerodrome
Wagga Wagga	Operated by Wagga Wagga City Council. 15 minute drive from the township. The aerodrome has night lighting and refuelling facilities. Two Runways 1. RWY 05/23: <u>Sealed</u> Runway: 1768m (length) x 45m (width) 2. RWY 12/30: <u>Grass</u> Runway: 894m (length) x 18m (width)
Tarcutta	Wagga Wagga is the closest aerodrome at 27minutes drive (36km)
Kunama	Tumut is the closest aerodrome at 32mins drive (39km)
Tumut	Operated by Snowy Valleys Council. 5-minute drive from the township. The aerodrome currently has one sealed runway measuring 1060m x 18m With emergency lighting for night operations and refuelling facilities. Due to have upgrades to sealed taxiway and renewal of animal fencing. Stage 2 will include precision path indicators for air ambulances. The project is due for completion by 30 June 2025.
Batlow	There is no Aerodrome, only a helipad. The closest aerodrome is at Tumut which is 28 minutes drive (35km)
Tumbarumba	Single grass runway without night lighting: 1158m x 49m. 15-minute drive from Tumbarumba hospital

The closest RFDS aeromedical base to the project is Bankstown in Sydney, as displayed in Figure 12. Despite being a major metropolitan city, Canberra does not have an RFDS base, and Albury, Wangaratta and Wollongong are road bases without aircraft. Though most RFDS flights in NSW are coordinated from their Dubbo Base, most flights are made from Bankstown. Accordingly, flight times from Sydney should be used when assessing response times. For operational efficiency, retrieval services generally transport patients to their homebase, so unless there is a medical or operational factor, most patients would be transported to Sydney over Canberra or Wagga Wagga.

34. MEDICAL EMERGENCY RESPONSE PREPAREDNESS AND RESPONSE PLAN (MERP)

A site-specific Medical Emergency Preparedness and Response Plan (MERP) has been developed and implemented on both Tarcutta and Kunama accommodation sites and construction compounds refer to appendix

15. The MERP provides a systematic process for planning and responding to medical emergencies to minimise the impact to workers, the community, environment, and assets in an emergency. The MERP should be updated annually and include the following:

- A description of medical resources available on and off site
- Contact details for on- and off-site medical resources available.
- A communication and approval process (including contact information) to be used in medical emergencies and offsite emergency evacuation.

A MERP drill should be performed and documented every 6 months.

34.1. Injury and Illness management Telehealth service

An injury and illness management service is established to support the onsite health practitioners, both for work related and non-work-related incidents and include:

- A 24/7 triage/escalation service.
- A 24/7 on call doctor roster system.
- Case management to coordinate medical emergencies and return to work services

This service will liaise with the internal UGL/ CPB health teams to conduct and facilitate the case management of workers should they be moved offsite for further medical treatment and support all injury certification and return to work activities including the production of work capacity certificates, interactions with insurers and nominated service providers.

The injury management service should establish a preferred network of service providers, including but not limited to physiotherapists and orthopaedic surgeons, in Wagga Wagga and Sydney, as well as any other city with a large worker homebase population.

The injury service provider must be able to enter suitable data into the UGL & CPB worker health portal (Solv Health & Solv Injury or any other project portal).

The injury management service provider should be able to deliver an injury management model that allows for the co-ordination of injury management and return to work services at the metropolitan, remote and point of hire settings.

Refer to Appendix 1. for the Onsite Triage and Remote Injury Management Service process for the HLW JV Project.

34.2. Nominated Medical Advisor

HumeLink West JV Project has a Nominated Medical Advisors (NMA) for the project. The NMA should be an Occupational and Environmental Physician with experience in emergency medicine on remote sites. The NMA should perform audits to confirm the onsite services have:

- Suitably trained and qualified healthcare professionals
- Appropriate clinical governance
- Access to adequate resources
- Performing in line with contractual obligations

The NMA should also be available to assist with:

- Case management and queries especially with the transfer of care between service providers.
- Classification of work-related injuries and illnesses.
- Advice on complex cases

35. COMMUNICATION OF EMERGENCY RESPONSE REQUIREMENTS

The communications tools engaged on the project include:

- UHF radio systems
- Star Link
- 4G network
- Mobile phones and tablets with Emergency Plus App installed
- IVMS Vehicle device, satellite phones
- Project inductions
- Pre-starts
- Mock emergency scenarios
- Toolbox meetings
- Feedback after actual events
- Management Meetings
- External exchange of information with external parties such exact location with Emergency Plus App using what3words fire, ambulance, and police.

36. PROJECT RADIO CHANNELS

Location /	UHF Radio Channel
Main Channel and Forestry	Ch. 40
Maragle Substation	Ch. 59

37. PROJECT APPS AND WEBSITES

The following Apps used in support of the Projects Emergency Response include:

Entity	Link to site
St John First Responder	St John First Responder App Download now
Fires near me / Fire risk rating	Fires Near Me
What3Words	what3words /// The simplest way to talk about location
Bureau of Meteorology (BoM)	Australia's official weather forecasts & weather radar - Bureau of Meteorology
Emergency Plus	emergencyplus.com.au
Weatherzone	Australia Weather Radar Rain Radars for all of Australia

Hazards Near Me	Hazards Near Me app NSW Government
NSW SES Website	Homepage NSW SES
Wagga Wagga Emergencies	Emergencies Wagga Wagga City Council
Snow Valleys Council Disaster Dashboard	Disaster Dashboard

38. SITE EVACUATION

In the event that an emergency situation may require the evacuation of some or all site personnel to an identified location, the Chief Warden will convene the ECO and the decision to evacuate will be made via the appropriate communication protocol.

For triggers to evacuate impacted parts of the project a proactive approach to evacuate will be adopted prior to a weather event impacting the site location. The decision to evacuate will be made in consultation with and advice provided to the Chief Warden and ECO from Emergency Services Agencies and from other sources including; Bureau of Meteorology, SES websites and the Hazards Near Me App. During an evacuation event, all personnel will be required to follow the direction of ECO.

Workers are to evacuate the area and muster at the work front muster point as identified for the specific project site location.

Muster points are to be setup and are to be displayed underneath the muster point signage the What3words.

39. ACCOUNTING FOR PERSONS DURING AN EMERGENCY

Where the Chief Warden requires evacuation of any or all remote work crews, direction from the Chief Warden will be provided as per section 4.

During an event, the Chief Warden will exercise full control of all the projects work crew. Where necessary, the Chief Warden may stop all works and direct each crew to proceed to appropriate area Muster Point as per section 3.7.

When initiated by the Chief Warden, the Area Warden of each workgroup (Workgroup is classified as the area defined by the construction area plan) is accountable to carry out a roll call to assist in accounting for their crew within their individual teams. This information will then be confirmed by their direct Area Warden. Upon notification, each Area Warden is required to confirm the accountability of all personnel to the Emergency Response Communicator. The emergency response Communicator will assist the Chief Warden in confirming against the daily personnel manifest.

40. EMERGENCY SERVICE INFORMATION PACKAGE

The project will develop an Emergency Services Information Package (ESIP) in accordance with Emergency Services information and tactical fire plan (FRNSW, 2019) to the satisfaction of FRNSW and RFS using the approved template [01 ESIP Template.docx](#).

A physical copy of the ESIP will be available at each of the project's construction compounds.

41. EMERGENCY SERVICES CONTACT DETAILS

The Specific Emergency Contact details are contained in Emergency Contact Details in 0

APPENDIX 5 - LEGISLATION

Legislation relevant to this Emergency Response Plan includes:

- Electricity Supply Act 1995
- Electricity Supply (Safety and Network Management) Regulation 2014
- Fire Brigades Act 1989
- National Environment Protection Council Act 1994
- Rural Fires Act 1997
- Forestry Act 2012
- State Emergency and Rescue Management Act 1989
- Work Health and Safety Act 2011
- Dangerous Goods (Road and Rail Transport) Act 2008
- The Fire and Rescue NSW Act 1989

APPENDIX 6 - EMERGENCY CONTACT DETAILS & 0 APPENDIX 11 - EXTERNAL EMERGENCY CONTACT DETAILS . Each site is to display the site emergency contact details at the entrance to the building and/or site and within the community areas e.g. site noticeboards.

The route to the Wagga Wagga Hospital for Tarcutta Site and Administration Facilities in 58 Appendix 13.

The route to the Batlow / Adelong Multi Purpose Service for Kunama site and Administration Facilities are located in 59 Appendix 14.

42. ALARMS

When an emergency occurs in a building or at a site, an alarm can be raised by:

- UHF radio
- Shouting “Emergency! Emergency! Emergency!”;
- Thermal/Smoke Detector activating;
- The use of an automated or manual alarm system; or
- The use of a hand siren/signal horn.

When the ““Emergency! Emergency! Emergency!” call is made, all personnel not involved in attempting to control the situation must:

- Cease work,
- Secure their work area (make it safe if safe to do so), and
- Proceed as quickly as possible to the muster point.

A roll call will be conducted using the Daily Attendance Sign on Sheet and Pegasus System to account for all personnel and visitor/s. This will be coordinated by the Emergency Control Organisation or their delegate.

As work locations are constantly changing muster points will be designated by the work area Supervisor.

Be aware that the location of the incident and wind direction may determine which muster point is to be used. Remember always travel up wind of the hazard. Instruction on the selection of which muster point to be used shall be given during the site induction process.

43. VEHICLE EMERGENCY RESPONSE REQUIREMENTS

In the event of an emergency, all vehicles shall:

- Safely pull to the side of the road and stop,
- Turn the car off and leave keys in the ignition,
- Leave the vehicle unlocked,
- Ensure access ways or roads are not blocked,
- Ensure they are parked more than 5m away from the nearest fire hose extinguisher,
- Proceed on foot to the muster point, and

44. WORK PERMIT CANCELLATION

The sounding of the emergency alarm (with the exception of testing) suspends all work permits on site. All work must immediately cease and not recommence until the emergency has been controlled and the 'All Clear' given by the Chief Warden.

45. EMERGENCY RESPONSE TRAINING

Training needs shall be determined for project personnel based on:

- Training required by Management System and Client procedures (i.e. permit system) and regulatory authorities.
- Training identified in project risk assessments and /or training needs analysis.
- Assigned roles and responsibilities.
- The degree of risk associated with the requirements.
- Legal requirements.

It is also a requirement that all site personnel have a general understanding of:

- This ERP.
- OHS Legislation.
- Hazard Identification & Risk Assessments.
- Safe Work Method Statements and implementation
- Communication and consultation.
- Project Safety Procedures.
- Incident Reporting & Investigation requirements including Synergy.
- Emergency Evacuation and First Response Training.

Competency based training may also be aligned to the individual roles and responsibilities, the degree of risk and may include, but not be limited to, such areas as legal, risk management and emergency response.

Training and development are also available through internal and external mediums and where appropriate, assistance is given to individuals to complete education which provides knowledge and skills that can be applied to promote HLW JV Project core business values.

46. ECO QUALIFICATIONS AND CERTIFICATION:

All ECO personnel shall be trained and certified to undertake their functions. The minimum acceptable requirements are identified in the below table:

Role	Qualification Requirements
------	----------------------------

Project/Construction Manager:	Project/Construction Manager shall be briefed in the ERP, undertake trials and sign to acknowledge that they understand and accept the role and responsibilities.
Chief Warden / Deputy Chief Warden	• PUAFER006 Lead an emergency control organisation • Training and familiarisation with this management plan • HLTAID009 Provide Cardiopulmonary Resuscitation • Shall hold one of the below certifications ○ Apply Advanced First Aid (HLTAID014) ○ Provide Cardiopulmonary Resuscitation (HLTAID009)
Area Warden / Warden	• PUAFER005 Operate as part of an emergency control organisation • Training and familiarisation with this management plan • HLTAID009 Provide Cardiopulmonary Resuscitation • Shall hold one of the below certifications ○ Apply Advanced First Aid (HLTAID014) ○ Provide Cardiopulmonary Resuscitation (HLTAID009)
First Aid 1:25	• Training and familiarisation with this management plan • HLTAID009 Provide Cardiopulmonary Resuscitation • Shall hold one of the below certifications ○ Apply First Aid (HLTFA311A) ○ Provide First Aid (HLTAID003) ○ Apply Advanced First Aid (HLTAID014) ○ Provide Cardiopulmonary Resuscitation (HLTAID009)
Emergency Response Communicator	• Training and familiarisation with this management plan
Scenario Specific Training	• Personnel responding to scenario specific emergencies shall be trained in the specific nature of the scenario. I.E. LV event – LV Rescue Training. Training has been out lined next to scenarios.

47. PROJECT MEDICAL EMERGENCY EQUIPMENT SPECIFICATION

48. FOUR-WHEEL DRIVE AMBULANCE SPECIFICATION

48.1. Basic Specifications

The road ambulance must be a manual 4-wheel drive, diesel powered vehicle with air conditioning and fitted with an air snorkel equivalent to a Toyota Land Cruiser 'Troop Carrier' style with rear door access for a stretcher, and rear seating for at least one medical person. Lap sash seat belts (at least) must be fitted for all passengers (excluding stretchered patient).

- It must have radio communications always fitted
- Minimum fuel tank capacity of 90 litres. An auxiliary tank of 90 litres is also required
- Adequate dust seals on all doors and windows.
- Recovery equipment i.e. winch and rated straps

48.2. Signage

- A reflective “AMBULANCE” sign to be provided and placed centrally on both sides of the ambulance
- A reflective “AMBULANCE” sign to be provided and placed centrally on the front and rear of the ambulance
- An oxygen warning sign to be fitted near the oxygen storage.

48.3. Electrical Wiring

The medical compartment of road ambulances must be fitted with two 12V electrical access plugs for the plug-in connection of medical equipment.

All electrical wiring systems of the medical compartment must have separate fuse-boxes and distribution boards. There must be at least 2 circuits.

- The electrical wiring system of the road ambulances must consist of 4 independent subsystems:
- The vehicle’s own basic system (manufacturer)
- A system which feeds the specific devices
- A system for the medical compartment
- A system which supplies the communication devices.

48.4. Medical compartment

- The medical compartment must be spacious enough to contain the medical equipment including a standard sized basket stretcher. The minimum length of the patient compartment shall be 2100mm. The stretcher locking device must be sufficiently strong to restrain the stretcher when an acceleration of 20G is applied to the stretcher in any direction for one second
- The interior walling of the compartment must be covered with washable, water-proof insulating material applied in such manner that it keeps the space water-tight
- Open shelves must have rounded edges
- Drawers shall not open spontaneously or by accident
- A handlebar must be attached to the ceiling
- Maintenance equipment (tools, spare wheel, etc.) must not be stored in the medical compartment
- The medical compartment must be fitted with a ventilation system capable of assuring at least 20 air volume renewals per hour
- An independent heating and air-conditioning system must be fitted
- The medical compartment shall be fitted with a lighting system that doesn’t alter from 300-lux
- A suitable bracket must be fitted in the rear compartment to allow fixing of one ‘D’ size oxygen cylinder
- Bottles are to easily accessible for replacement
- A suspension system allowing for the vertical storage of 2 perfusion sets must be fitted, allowing IV- perfusions to be used at both ends of the stretcher
- To avoid endangering the people present inside the ambulance during transportation, equipment fixation devices must be fitted to avoid any shift of more than 15cm. The same applies to the stretcher and the patient
- One I.V hook shall be fitted to the interior ceiling of the rear compartment.

49. PROJECT FIRST AID

The Safe Work Australia document “Codes of practice: First aid in the workplace” sets out guidance and expectations for organisations with respect to their planning and provision of first-aid facilities in the workplace. This guidance recommends there is 1 first aider for every 25 workers in high-risk workplaces including Provide advance First Aid (HLTAID014) and Provide Cardiopulmonary Resuscitation (HLTAID009). Given the above, the following is required:

- 1 advanced first-aider for every 25 workers. The first-aider must complete refresher training at least once every 3 years, with a CPR refresher annually
- All work parties should have at least two advanced first-aiders (in case one first-aider is injured)
- All work parties should have at least 1 portable AED and first aid kit (inclusive of snake bite & Low Voltage rescue supplements)
- All work parties near High Voltage power should also have a High Voltage Rescue kit

49.1. First aid kit content

Item	Details	Quantity
General First Aid	Band-aid assorted shape (50 pack)	1
	Micropore hypoallergenic tape	1
	Thermal ice instant cold pack 20cm x 15 cm	1
	Pocket Mask CPR in hard case	1
	Basic life support & CPR instruction card	1
	Heavy crepe bandage medium firm 10cm x 1.8m	2
	Gloves nitrile powder free (pair)	2
	Silver space emergency rescue blanket	1
	Eye pad (single)	2
	Gauze swabs 7.5cm x 7.5cm (single)	1
	Island dressing 7cm x 9.5cm (single)	1
	Non-adhesive dressing pad small 5cm x 7.5cm	2
	Scissors blunt/blunt 12.5cm	1
	Saline eye and wound wash 15ml	5
	Splinter probe disposable (5)	1
	Triangular bandage disposable (single)	1
	Combine pad 10cm x 10cm	3
	Combine pad 20cm x 20cm	3
	First aid booklet	1
	Notepad and pencil	1
	Clip seal bag	1
	Heavy duty & waterproof small first aid case	1

Snake bite supplement	Aero form snake bite bandage with indicator 10cm x 10.5m	2
	Low adherent dressing 5 cm x 5 cm	1
	Snake bite instruction card	1
LV Rescue Kit	Waterproof torch with rechargeable battery	1
	Insulated gloves 1000v (AS2225)	1
	Insulated LV Rescue Hook	1
	Fire Blanket 1.2m x 1.8m	1
	Isolation Sign 20cm x 16cm x 3mm	1
	Universal Dressing - 20cm x 91cm	1
	Emergency Accident Blanket	1
	Burn Treatment Card	1
	Reusable Pocket Mask	1
	Burn Dressing 10 x 10cm	1

50. NOTIFICATION AND COMMUNICATION

Following emergency events, two types of communication shall be required:

- Immediate incident notification to appropriate internal and external stakeholders.
- Response to enquiries - from relatives, the media, local community, and general public.

As a general rule, the CW is responsible for all local notifications (e.g. emergency services, nearby businesses, contractors etc.).

Note: All incidents and emergency events must be reported and communicated immediately as per HLW JV Incident Management Procedures and Appendix 1 for the Project Specific Incident Management Process.

51. INTERNAL NOTIFICATIONS

All incidents requiring activation of this ERP must be reported to the CW who in turn will provide communications and a report to the Project Director and Senior Leadership Team who will notify the client.

The ECO shall activate the ERP appropriate to the level of emergency.

52. EXTERNAL NOTIFICATIONS

A wide variety of external parties may need to be notified of an emergency. One of the first external parties to be contacted by the CW will be PFES, and others required for assistance with the immediate on-site response effort. Other external parties to be notified in the event of an emergency, may include such groups as:

- TransGrid
- Federal Government authorities (e.g. Office of Federal Safety Commissioner)
- State Government authorities (e.g. SafeWork NSW, EPA, etc.)
- Government departments (e.g. Local Council, etc.)
- Landowners

- Next of kin
- Specialist authorities (e.g. Electricity Regulator, Telstra, etc.)
- Neighbours and community groups
- Sub-contractors

Refer to Appendix 5 for details on external notification requirements for specific emergency scenarios.

Note: If the emergency is escalated to Level 2 or 3, notifications (with the possible exception of local notifications) will be undertaken by or in agreement with the local authority Emergency Services Agencies.

53. MEDIA RELATIONS

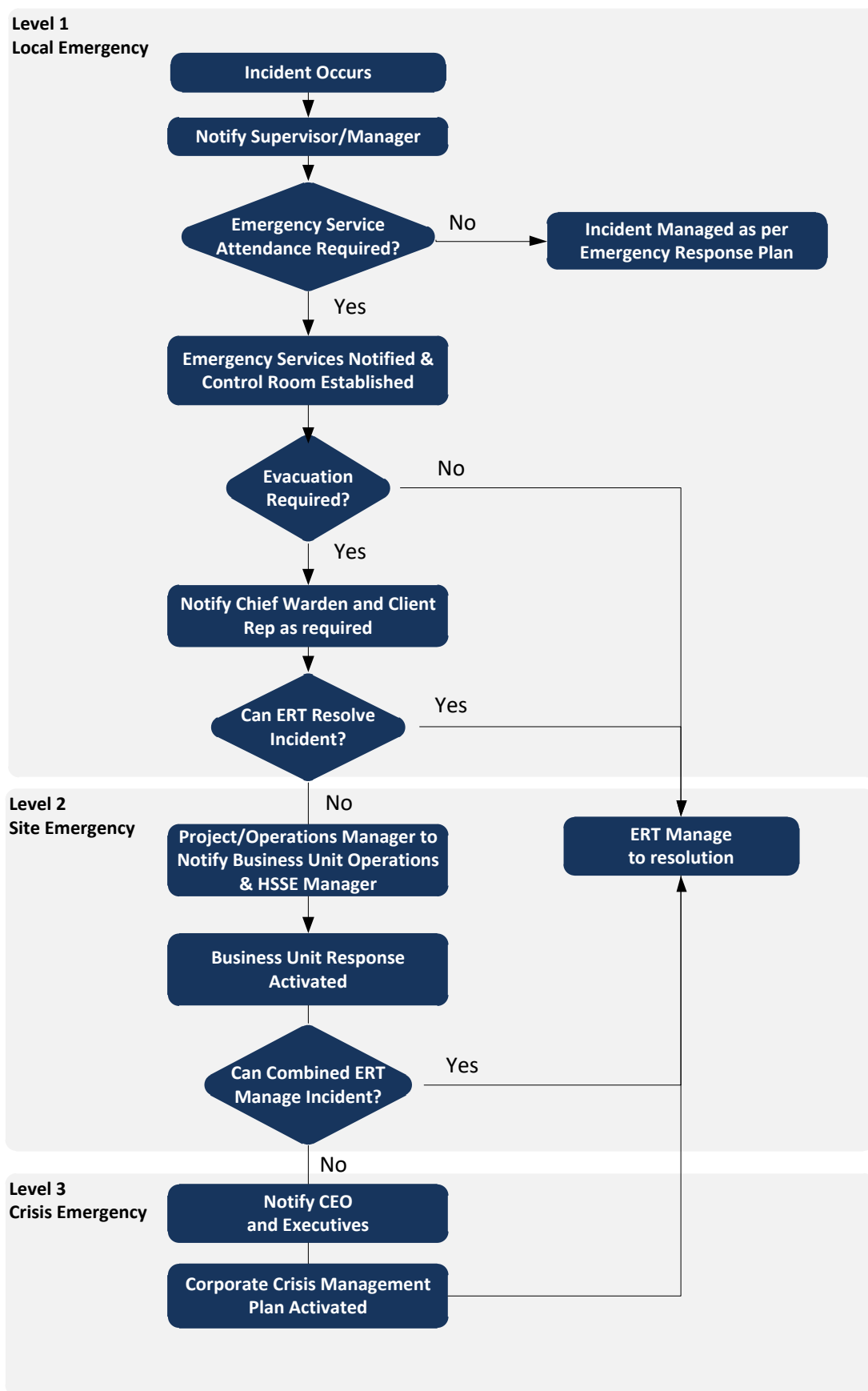
Any condition, emergency or otherwise, requiring liaison with the media shall be referred to the Client, HLW JV Senior Leadership Team.

No personnel have the authority to engage in external media relations without the express consent of the Client, HLW JV Senior Leadership Team.

54. EMERGENCY CATEGORIES

Risk Rating			
Low	Medium	High	Extreme
Level 1 Localised Emergency	Level 2 Site Emergency	Level 3 &4 Critical Emergency	
Emergency Response as required, Incident managed by Site	Emergency Response as required, Incident managed by site with Business Unit support	Emergency Response as required, UGL CMT activated	Emergency Response as required, UGL CMT activated
Example: Minor injury Minor fire Minor damage Severe weather Spill contained on site	Example: Serious injury or illness (hospitalised) Fire/explosion (contained by Site) Storm / flood / bushfire threat	Example: Single/multiple fatality Evacuation of facility Major/minor gas leak Significant environmental damage Large uncontrolled fire/explosion Bomb threat Infrastructure damage	Example: Community unrest/pressure Group protest External demands on Site Regime change Terrorist incident/threat
Notify: - H&S and Environment Advisors - HLW JV Senior Leadership team - Construction Manager - Project Director - Client representative	Notify: - H&S and Environment Advisors - HLW JV Senior Leadership team - Construction Manager - Project Director - PFES - UGLCPB JV Operations and H&S Managers - UGL BU Managers - CPB BU Managers - Client representative	Notify: - H&S and Environment Advisors - HLW JV Senior Leadership team - Construction Manager - Project Director - PFES - UGLCPB JV Operations and H&S Managers - UGL BU Managers - CPB BU Managers - UGL Executive Management - CPB Executive Management - Client representative	

55. INCIDENT ESCALATION WORKFLOW



56. TERMINATION OF EMERGENCY

57. RETURN OF CONTROL TO THE CW FROM THE PFES

Where an Emergency is of such proportions that any Emergency Services are involved, the formal response control will be assumed by a senior member of the Emergency Services. When the Emergency Services Controller decides that the situation is fully under control and no further danger exists, they will formally declare the emergency over, and advise the CW. The CW will in turn notify (by suitable means) other parties involved of the termination, and resumption of normal operational activities.

Once return of control has been received by the Chief Warden, they shall ensure all work areas are safe to return to prior to relaying all clear to the workforce. If areas are deemed unsafe to return, a risk assessment shall be completed to carry out any remediation works required to return the worksite to a safe state, this may include clearing dangerous fauna, completing electrical inspections, assessing structural integrity etc.

58. INVESTIGATION AND REPORTING

All incidents requiring an emergency response will undergo investigation. All incident investigation and reporting will be executed as per HLW JV Incident Management Procedures.

59. RECOVERY AND RESTORATION

The responsibility for planning and implementing recovery and restoration action rests with the CW in consultation with first aid and project H&S personnel, activities may include:

- Rehabilitation of staff;
- Repair of damaged facilities;
- Environmental remediation;
- Replenishment of emergency facilities e.g. fire extinguishers, first aid kits, control room equipment and documents etc;
- Actions to restore image and business operations

60. DEBRIEF PROCEDURES

Formal debriefings shall be conducted for all incidents activating this ERP. It is the responsibility of the Controlling CFW to perform this task.

The initial debrief on the actual incident shall occur within 48 hours or as otherwise agreed. Weekly debriefs shall be held until the recovery and restoration is over.

- Confirm the Time Log/ Sequence of Events to ensure accuracy as to what occurred.
- Identify those aspects of the emergency response where improvements, and lessons learned can be made to systems and procedures, and thereby improve overall business performance.
- Once improvements have been identified responsibilities for completing the tasks are to be assigned. Emergency and Debrief records are to be filed in the office document management system.

61. TRAUMA COUNSELLING

Trauma is a deeply distressing or disturbing experience. Emotional shock following a stressful event or a physical injury, which may be associated with physical shock and sometimes leads to long-term neurosis.

61.1. Counsellors

Following a workplace disaster or emergency situation, HLW JV Senior Leadership Team will determine if counselling services are required for persons affected by the incident. Counselling services will be sourced and managed by the HLW JV Project in consultation with UGL's Health Team.



61.2. Family

In the event that the family of an injured worker is required to be notified, the Project Director will determine the appropriate method of communication, and where required will initiate assistance in accordance with the Crisis Management plan.

61.3. Co-workers and Witnesses

Co-workers and witnesses to incidents will be supported and counselled as required. They may also be required to be interviewed as part of the subsequent incident investigation.

The workforce will be advised of the incident and provided with consistent and factual information to prevent rumour.

61.4. Legal Advice

Where required in accordance with the incident reporting process, HLW JV Legal departments shall be notified by the Project Director or HSEQ Project Director in order to provide advice in the matter as necessary.

61.5. Media

All statements to the media concerning any emergency at any HLW JV workplace shall be made only after consultation with the client and HLW JV Senior Leadership Team and client.

The Media will be treated courteously but should not be allowed free access to the site. All media enquiries and/or releases shall be referred to the client and the HLW JV Project Director, who will refer them to the appropriate media representative.

62. RECORDS

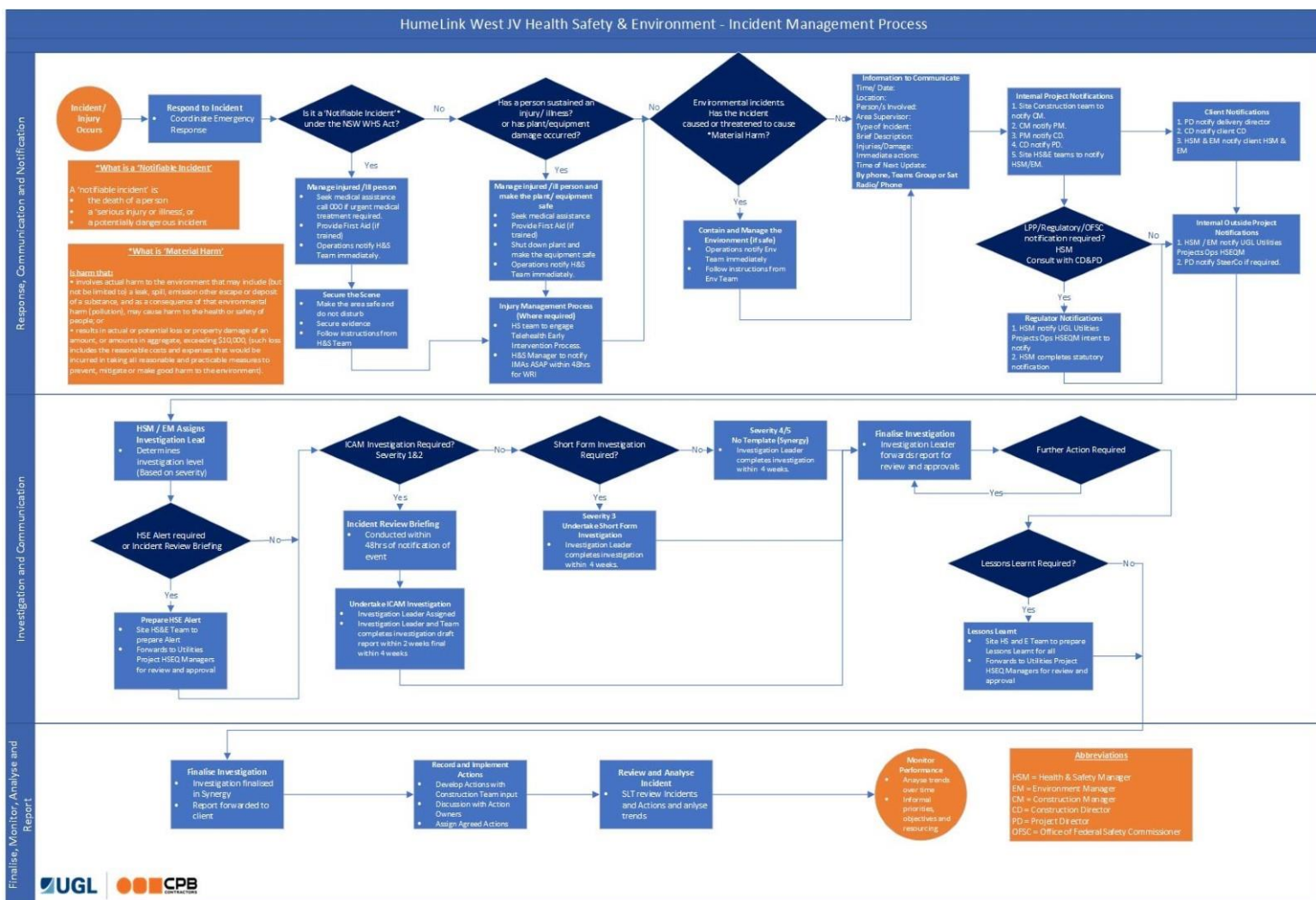
All records of actual emergencies and emergency response exercises, including notes, recommendations and debrief meetings shall be stored within the HLW JV Health and Safety SharePoint system. The events (actual or exercises) shall be reported in the project monthly report with actions raised in the UGL Synergy system. All records shall be maintained and archived as per the site quality management plan.

63. REVIEW OF ERP AND RESPONSE PROCEDURES

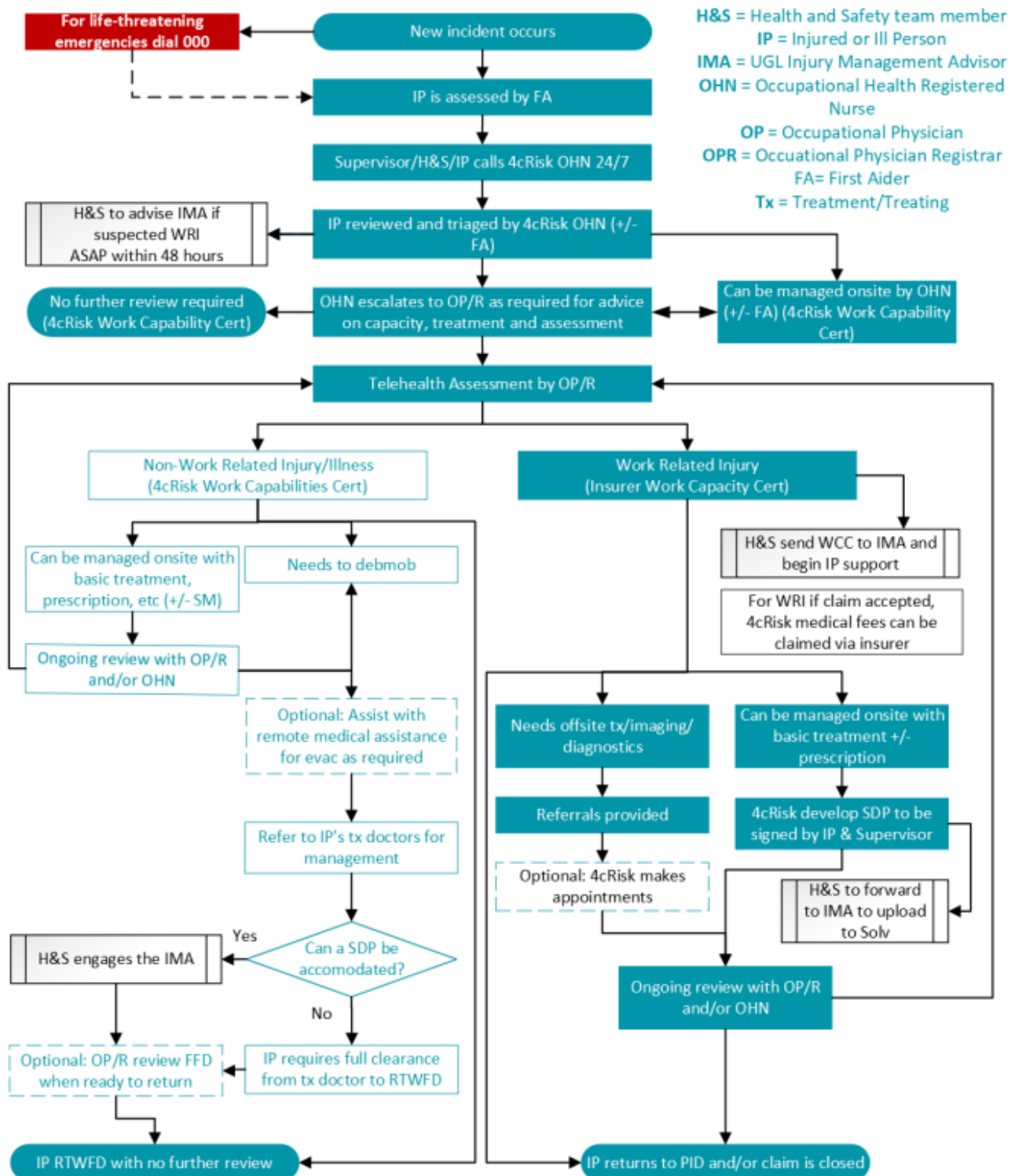
This Emergency Response Management Plan shall be reviewed in line with HLW JV Check It Planner. Reviews shall occur:

- Changes of/to premises or Emergency Response requirements
- 6 monthly as a minimum
- Within 1 month of any emergency or Mock Drill if required
- Change of scope of work/operations/environment/emergency risks
- New identified hazards or increased exposure to existing hazards
- Otherwise as required

64. APPENDICES

APPENDIX 1 – HLWJV HEALTH, SAFETY & ENVIRONMENT –
INCIDENT MANAGEMENT PROCESS

APPENDIX 2 – HLW JV ONSITE TRIAGE & REMOTE INJURY MANAGEMENT SERVICE



APPENDIX 3 - RESPONSIBILITIES

Position	Responsibilities
Project Director	- Ensure that the Emergency Plan is developed, review and approved - Ensure that the Hazard Identification and Risk Management activities include emergency situations - Ensure that the Emergency Control Organisation is established and maintains the requirements associated with this plan
Chief Warden	The Chief Wardens' primary responsibility is to respond and co-ordinate the ECO as a whole in managing any emergency event in consultation with the APA emergency response coordinator until PFES arrive. Initial actions of the CW - Proceed to scene/ area - Evaluate the extent of the Emergency - Activate any alarms as required and request PFES - If safe to do so respond to any fire or spill and attempt to prevent escalation of incident - Coordinate area wardens to initiate evacuation and area sweeps - Shut down plant/ equipment as necessary and if safe to do so Ongoing actions of the CW - Continue to coordinate and manage emergency until PFES arrive on site - Ensure the flow of up-to-date information is maintained at regular intervals with AW - Liaise with emergency services - Control access to the emergency site and implement restrictions on normal operations as appropriate until the CW arrives on site to manage the emergency Concluding Actions of the CW - Prior to standing down ensure all ongoing and outstanding matters and obligations are completed - Facilitate post incident review or investigation process - Complete the log of events for the Project/Operations Manager and the Emergency Committee to review CW.
Deputy Chief Warden	The Deputy Chief Warden is to be fully trained and prepared to take over the primary role of the Chief Warden to ensure the continuity of their functions during absences. The Deputy Fire Warden is responsible for: - Gaining a sound knowledge of the site's emergency risks and familiarity with the evacuation plan. - Taking on the duties and responsibilities of the Deputy Fire Warden when absent. Assisting the emergency service personnel on their arrival unless otherwise directed. - Providing support to the Chief Warden before, during and after a bush fire emergency. - Reporting to the Chief Warden any observed fire or evacuation hazards or unsafe conditions. - Onsite evacuation and assembly areas, including setting up a registration system to check people into and out of assembly areas and evacuation point - Perform the duties of the Chief Warden in their absence - Support the Chief Warden during emergency response activities.
Area Warden / Warden	Initial actions of the A/ W Proceed to scene/ area

Position	Responsibilities
	- Evaluate the extent of the Emergency - If safe to do so respond to any fire or spill and attempt to prevent escalation of incident - Shut down plant/ equipment as necessary and if safe to do so - Activate any alarms if required - Evacuate personnel and casualties (where required) - Provide for First Aid/medical assistance and / or coordinate first aiders within team - Notify and provide a situation report to the CW providing a description of the incident and providing details of: - Threats, injuries, fatalities - Environmental threat and damage - Equipment threat and damage - Actions taken - Any further support required at site. - Assist the CW in appropriate plan of action to contain the immediate situation and liaise with the Client CW if required Ongoing actions of the A/ W - Continue to review and respond to emergency until the CW arrives on site to manage the emergency; - Ensure the flow of up-to-date information is maintained at regular intervals to the CW - Assist emergency services at the scene; - Account for all personnel within their area (including contractors and visitors) at muster point - Control access to the emergency site and implement restrictions on normal operations as appropriate until the CW arrives on site to manage the emergency Concluding Actions of the A/ W - Prior to standing down ensure all ongoing and outstanding matters and obligations are completed; - Under the direction of the CW, help coordinate post incident review or investigation process; - Complete the log of events for the CW.
Emergency Response Communicator	- Receive a detailed briefing on the emergency - Establish as soon as possible the Emergency Log and record all matters in a chronological and concise manner. - Utilise desktop PC or notebook to electronically record the emergency log and if possible, display the log on display screens or Projector - Ensure ECO members are aware of the document flow process - Prepare the ECO status and information boards for recording - Act as a recording secretary, taking meeting minutes when requested - Remain focused on the log keeping role but assist the ECO when possible - As requested, copy, or print off log sheets for the ECO members and mark the log sheet as an uncontrolled copy - Update the ECO status board at regular intervals - Confirm situations throughout the event and record in log - Assist with the efficient filing and recording of all ECO /Field Response Team documentation - Clarify any confusion of events/actions as soon as apparent - Collect and collate all personal records and log sheets from all ERT members - Participate in debrief - Assist with communications as directed by the chief warden.

Position	Responsibilities
Emergency Control Organisation	- Undertake training and familiarisation required to fulfil allocated role in the event of an emergency - Fulfil Specified duties in the event of an emergency, or an emergency drill
Emergency Planning Committee	- Develop and maintain ERP and procedures - Allocate Emergency Control Organisation roles - Arrange Training and Drills in accordance with the Plan requirements - Meet to discuss ERP and requirements as regularly as is deemed necessary, particularly in light of changes to site, activities or key personnel - Ensure all records associated with Emergency Activities are made available and kept in the specified records management system - Monitor changes in the work environment which may require the ERP to be updated
Senior / H&S Manager	- Ensure the plan produced is in compliance with this procedure and also AS3745 Planning for Emergencies in Facilities - Ensure that the Hazard Identification and Risk Assessment activities include emergency situations - Provide advice to the Emergency Committee as required - Monitor changes in the work environment which may require the ERP to be updated - Review procedures and organize test evacuations - Report emergencies as per Incident Management Procedure - Consult and communicate with regulatory bodies as required including but not limited to; State NSW and local Emergency Services, Forestry Corporation and Rural Fire Service as required. - Monitor changes in the work environment which may require the ERP to be updated
First Aider	Initial Actions of First Aid Personnel Under the direction of the CW or AW: - Proceed to scene with relevant AW - Evaluate the extent of any injuries - Administer first aid (<i>first aid personnel only, and only where safe to do so</i>) or - Assess if injured personnel can be evacuated safely Ongoing actions of First Aid Personnel - Evacuate and attend any injuries at muster points - Notify PFES of any remaining personnel, and location, within building - Provide details to PFES of suspected injuries - Assist PFES onsite where required with ongoing treatment of injuries.
Paramedics	- Supply higher level of medical care in emergency - Be fully conversant with the requirements of this Plan - Relay with the chief warden or emergency response communicator - Ensure medical equipment is fit for purpose and stocked - Ensure vehicles to be utilised are fit for purpose and readily available to react to an emergency situation
Work Group, Contractors and Visitors	- On identification of a situation requiring emergency response each employee has the responsibility to immediately notify their supervisor or delegate. - In the event of a serious situation, or a situation requiring immediate medical response, the employee shall utilise this "Plan" to make direct contact with the responsible external Area Authority ESO Team (usually through activation of the Emergency Button on the Tetra Radio).

Position	Responsibilities
	- When directed by the Chief Warden or member of the ECO, it is the responsibility of each person to: - Maintain Radio Silence - Park in a safe location and shutdown Vehicles/Plant/Equipment where safe to do so - Evacuate the workplace via the nearest safe exit/route and proceed to the designated muster point - Follow Emergency management instructions.

APPENDIX 4 - DEFINITIONS

Term	Definition
AW/ W	Area Warden- Area Wardens are responsible for an entire area of operation or part of a building. They support the CW and give direction to general wardens within their area. Warden – Wardens (if required) are to assist their area warden with evacuation and control of personnel.
BOM	Bureau of Meteorology
CW	Chief Warden
Construction Compound	A designated area established for construction activities, including site offices, vehicle parking, batch plant operations and accommodation facilities. It serves as a base of operations for the construction project and providing essential facilities and infrastructure to support construction work. The compound is enclosed and managed to ensure the security and safety of personnel, equipment, and materials. The facility will be predominantly staffed consistently throughout the construction work period by multiple personnel and as such would allow for ready access to the water storage facilities by the RFS.
ECO	Emergency Control Organisation; The team identified to perform prescribed roles in the event of an emergency.
Emergency	The actual or imminent occurrence of an event which endangers the safety and health of persons or which destroys damages or threatens property or endangers or threatens the environment
Emergency Equipment	Equipment used in the event of an Emergency, including, but not limited to, Fire Fighting Equipment such as Fire Extinguishers; Warning Systems such as Fire Alarms, PA systems; 1st Aid Equipment; SDS's and Spillage Kits.
EPA	Environmental Protection Agency
EPC	Emergency Planning Committee; Persons responsible for the documentation and maintenance of an emergency plan.
ESC	Emergency Services Coordinator: Is the Senior Officer of the external Emergency Service that is in control of the emergency response effort (i.e. Fire or Police).
Evacuation	When all personnel are required to leave any effected area and assemble at a predetermined workplace i.e. muster point.
Incident	Any event which does or has potential to cause harm or damage to people, property or the environment. Incidents include near misses, which are events that did not cause any harm or damage but had the potential to do so.
MAE	Major Accident Event (greater than one fatality)
PFES	Police Fire and Emergency Services
SDS	Safety Data Sheets (formerly MSDS)
SES	State Emergency Service

APPENDIX 5 - LEGISLATION

Legislation relevant to this Emergency Response Plan includes:

- Electricity Supply Act 1995
- Electricity Supply (Safety and Network Management) Regulation 2014
- Fire Brigades Act 1989
- National Environment Protection Council Act 1994
- Rural Fires Act 1997
- Forestry Act 2012
- State Emergency and Rescue Management Act 1989
- Work Health and Safety Act 2011
- Dangerous Goods (Road and Rail Transport) Act 2008
- The Fire and Rescue NSW Act 1989

APPENDIX 6 - EMERGENCY CONTACT DETAILS

EMERGENCY PHONE NUMBERS	
PROJECT	Humelink West Joint Venture
CUSTOMER	Transgrid
JOB NO	3200-0685
ADDRESS	Sydney Office: Level 11, 35 Tumbalong Boulevard, Haymarket, NSW 2000 Wagga Wagga Office: 3 Ball Place, East Wagga Wagga, NSW 2650

APPENDIX 7 - SITE OPERATIONS ECO CONTACT DETAILS

Emergency Control Organisation	Name	Contact Telephone
Chief Warden (Project)	Vince Newton	0404 801 300
Chief Warden (Project)	Andy Gillies	0427 830 498
Chief Warden (Substations)	Sherif Mansour	0415 993 6310
Deputy Chief Warden (Substations)	Abdallah Joudeh	0419 583 490
Chief Warden (Transmission Lines)	Ryan Perez	0408 624 912
Deputy Chief Warden (Transmission Lines)	Glenn Hamilton	0461 265 953
Community Engagement & Stakeholder Communications	Chantelle Garrett	0402 250 131
Deputy Communications Officer (Project)	Stephanie Poole	0429 563 034

Deputy Chief Warden (Substations Maragle)	Glen George	0407 696 004
Warden Substations (Substations Maragle)	Nathan Hardy	0419 702 851
Warden (Substations Maragle)	Aaron Schleicher	0414 752 873
Deputy Warden (Transmission Lines)	Carlu Botha	0417 983 606
First Aider (Transmission Lines)	Francis Williams	0456 651 421
First Aider (Substations Maragle)	Nathan Blair	0439 333 354
First Aider (Substations Maragle)	Amanda Barraud	0408 107 389
Advanced Care Paramedic - Tarcutta	TBC	TBC
Advanced Care and Paramedic - Kunama	TBC	TBC

APPENDIX 8 - SYDNEY OFFICE ECO CONTACT DETAILS

Emergency Control Organisation	Name	Contact
Communications Officer	Peter Cassuben	0417 980 009
Warden – Office / First Aider	Patricia Dionisio	0413 460 688
Warden – Office	Sanaz Rezaei	0493 981 997
Warden Office	Moz Golabi	0458 873 219
Warden – Office / First Aider	Blaze Recek	0417 914 900

APPENDIX 9 - PROJECT OPERATIONS CONTACT DETAILS

Project/Operations Contacts	Name	Contact
Project Director	Tim Burns	0417 759 637
Construction Director	Vince Newton	0404 801 300
Senior H&S Manager	Andrew Bruce	0455 081 843
Senior Environment & Stakeholder Manager	Emma Kline	0402 044 508
P&C Manager	Renee Barker	0456 875 492
Property and Interface Manager	Killian Makurumidze	0473 061 059
Community Engagement & Stakeholder Communications	Chantelle Garrett	0402 25 0131
Engineering Manager	Matt Knight	0422 104 751
Senior Commercial Manager	Hala Taouk	0424 187 161
Quality Manager	Reza Khaghani	0499 737 943
UGL Injury Management Advisor / Return to Work Coordinator	William Hegarty	0499 745 286
CPB Injury Management Coordinator / Return to Work Coordinator	Hayley Fokes	0411 264 151

APPENDIX 10 - TRANSGRID KEY EMERGENCY CONTACTS

Project/Operations Contacts	Name	Contact
Project Director	Jeremy Roberts	0408 950 387
Major Project Delivery Director - West	Michael Howard	0418 203 321
Delivery Manager (Substation) - West	Ben Buffier	0429 928 425
Delivery Manager (Transmission Line) - West	Aadil Ganiwalla	0414 599 365

Major Project Delivery Director – East	Theresa Ashford	0497 956 039
Senior Project Manager – East	James de Belle	0436 817 340
Community and Stakeholder Manager	Alec Brown	0427 067 314
Engineering Manager	Prakash Krishnappa	0498 332 609
Environment & Sustainability Manager	Sam Pathammavong	0461 465 726
H&S Manager – West	Rob Groves	0400 428 951
H&S Manager - East	Ben Reyes	0458 698 954

APPENDIX 11 - EXTERNAL EMERGENCY CONTACT DETAILS

Region	Wagga Wagga	Tarcutta	Batlow	Adelong	Tumut	Tumbarumba
Hospital	Name: Wagga Base Hospital Address: Docker Street, Wagga Wagga. Contact details: (02) 5943 1000. Hours: Open 24 hours.	N/A	Name: Batlow-Adelong Multipurpose Service - MLHD Address: 61/81 Pioneer Street Batlow. Contact details: (02) 6941 4333. Hours: Open 24 hours (A&E).	N/A	Name: Tumut Health Service Address: 107-111 Simpson Street, Tumut. Contact details: (02) 6947 0800. Hours: Open 24 hours.	Name: Tumbarumba Hospital Address: MPS, 4 Mitchell Street, Tumbarumba. Contact details: (02) 6948 9600. Hours: Open 24 hours.
Medical Centres	Name: Wagga Wagga Medical Centre. Address: 4 Baylis Street, Wagga Wagga. Contact details: (02) 6921 4053. Hours: - Monday to Friday: Open 0800 to 1730 hours. - Saturday: 0830 to 1200 hours. - Sunday: Closed.	N/A	Name: Batlow Medical Practice Address: 32 Tumbarumba Road, Batlow. Contact details: (02) 69491120. Hours: - Monday to Friday: Open 0800 to 1700 hours. - Saturday: 0800 to 1400 hours. - Sunday: Closed.	Name: Adelong Medical Centre Address: 109 Tumut Street, Adelong. Contact details: (02) 69462033 Hours: - Monday to Friday - Open 0900 to 1730 hours. - Saturday: Closed. - Sunday: Closed.	Name: Connection Medical Centre. Address: 71 Wynyard Street, Tumut. Contact details: (02) 69476711 Hours: - Monday to Friday - Open 0830 to 1700 hours. - Saturday: Closed. - Sunday: Closed.	Name: Tumbarumba Medical Practice Address: 69 Murray Street, Tumbarumba. Contact details: (02) 6948 2052. Hours: - Monday to Friday - Open 0830 to 1730 hours. - Saturday: 0830 to 1400 hours. - Sunday: Closed.
Dentist	Name: Pacific Smiles Dental Address:	N/A	N/A	N/A	Name: General Dentistry Tumut Address:	Name: Alliance Dental Group Address:

Region	Wagga Wagga	Tarcutta	Batlow	Adelong	Tumut	Tumbarumba
	37 Trail Street Wagga Wagga Contact details: (02) 6921 4053. Hours: - Monday to Friday: Open 0800 to 1700 hours. - Saturday: 0800 to 1700 hours. - Sunday: 1000 to 1600 hours.				26 Russell Street, Tumut. Contact details: (02) 69472359 Hours: - Monday to Thursday - Open 0830 to 1730 hours. - Friday – Open 0830 to 1500 hours. - Saturday: Closed. - Sunday: Closed.	2 The Parade, Tumbarumba NSW 2653 Contact details: (02) 69482151 Hours: Contact by phone for hours.
Police Services (Dial 000 or 112 from a mobile phone)	Address: 217/219 Tarcutta Street Wagga Wagga. Contact details: (02) 6922 2599. Hours: Open 24 hours.	Address: 15 Centenary Ave, Tarcutta. Contact details: (02) 6932 2600. Hours: Not open 24 hours.	Address: 15 Birch Street, Batlow. Contact details: (02) 6949 1062. Hours: Not open 24 hours.	Address: 91B Tumut Street, Adelong. Contact details: (02) 6932 2650. Hours: Not open 24 hours.	Address: 20 Wynyard Street, Tumut. Contact details: (02) 6948 2044. Hours: Not open 24 hours.	Address: 66 Winton Street, Tumbarumba. Contact details: (02) 6947 7199. Hours: Not open 24 hours.
Fire and Rescue (Dial 000 or 112 from a mobile phone)	Address: 36-38 The Esplanade, Wagga Wagga. Contact details: (02) 6929 5780.	N/A	Address: 32 Mill Road, Batlow. Contact details: (02) 6929 5728	N/A	Address: 146 Wynyard Street, Tumut. Contact details: (02) 6929 5767.	Address: 36 Winton St, Tumbarumba. Contact Details: (02) 6948 2164

Region	Wagga Wagga	Tarcutta	Batlow	Adelong	Tumut	Tumbarumba
NSW Ambulance (Dial 000 or 112 from a mobile phone)	Dial 131 233. Emergency 000 or 112 and talk to the operator. You will need your location and details of the emergency. Depending on the severity of the emergency, the operator may stay on the line and talk you through the emergency until an ambulance arrives.					
State Emergency Services (SES)	132 500		National Parks WS After Hours Emergency Call Centre	1800 629 104		
NSW RFS Riverina Highlands Operations Centre (primary contact)	02 6981 4222		NSW RFS Riverina Highlands Duty Officer (24 hours)	02 6981 4229		
NSW RFS Snowy Monaro Operations Centre (backup only, if Riverina office not available)	02 6455 0455		NSW RFS Snowy Monaro Duty Officer (24 hours – backup only)	02 6455 0455		
NSW RFS Riverina District	02 5958 6500		NSW RFS Riverina Duty (24 hours)	02 9123 7895		
Forestry Corporation NSW Tumut Office	02 6947 3911		TransGrid (emergencies)	1800 027 253		

APPENDIX 12 - SPECIFIC EMERGENCY RESPONSE SCENARIOS

Item	Scenario	Response
1	Injury/Illness	Response to Incidents including Injuries and illnesses shall be in accordance with Incident management Procedures. In the event of any medical emergency, the following immediate actions are required: • The first person on the scene should attend to the welfare of the injured person(s) immediately and: • If danger still exists, and if safe to do so without potential risk to further injuries or incidents remove the hazard from the casualty or the casualty from the hazard; • Send others for help (do not leave injured unattended); • Notify Supervision of incident; • Attend the injured person only in so far as is required to prevent further injury, and always provided no other person is put at risk in the process; • Call for ambulance (if required) and other necessary authorities. Call for assistance via available communication mode and ensure that first aid is provided as quickly as possible; • Give location of incident and briefly describe situation; • Not disturb anything at the site of accident unless it is essential to do so to assist the injured person, or in the interest of general safety. The 1st Aid Coordinator/1st aider shall: • Carry out first aid in accordance with training provided
2	Emergency Evacuation	Notice of an evacuation by HLW JV to all personnel on site will take place by way of radio, mobile phone or direct verbal contact from the Chief Warden to the affected site. The Chief Warden may deputise to Deputy Chief Wardens or Wardens. In the event an Evacuation from site, workers should: • Stop your work activity and that the workplace can be left in a safe condition. • All equipment, machinery etc must be switched off immediately and "Live" electrical equipment must be disconnected where possible. • Ensure all equipment is properly shut off before closing any supply of water, gas or air. • Cranes with suspended loads must, with the consideration of the safety of all persons (including themselves), bring the load to rest in the shortest operating time without exceeding the normal operating capacity of the crane. • Switch off all forms of electric or internal combustion power supply. • UGL are required to assist in the quick and efficient removal of all personnel from the work site and must ensure all personnel are completely vacated prior to proceeding to the muster point(s) Requirements at the Muster Point:

Item	Scenario	Response
		• All personnel shall immediately report to the relevant member of the ECO; • The relevant member of the ECO shall account for all personnel under their control (including visitors,) and report this immediately to the Chief Warden together with the names of any personnel unaccounted for and their last known location; • All personnel are required to remain at the muster point for the duration of the emergency unless under further risk of harm or otherwise advised to leave by the Chief Warden; and Personnel must not return to work unless advised by Chief Warden as being safe to do so.
3	Fire and Explosion	In the event of a fire and/or explosion, all personnel shall, on hearing alarm and if instructed to evacuate by the Chief Warden or their delegate, immediately evacuate the site and proceed to assembly zone. Refer to the Bush Fire Emergency Management and Evacuation Plan for all Bush Fires. The following requirements are to be followed by personnel detecting a fire and/or explosion: • Inform any member of the ECO, giving details of the fire explosion e.g. location; extent; alarm can be raised; • Move away from the area affected with fire immediately and call for help; • If internal resources are available and can contain the fire, try to extinguish the fire noting: • That only trained personnel should use the Emergency equipment; • Escape routes must always be made available • If it becomes obvious that there are unnecessary risks associated with attempts to control the fire, withdraw from the area, closing any doors and windows nearby, isolate electrical system, disable mechanical operation, if any, call for external help i.e. Fire Brigade, noting that the Fire Brigade should have already been contacted at the first signs of the fire, smoke or explosion via a member of the ECO; • Do not re-enter the site until the Emergency Services / HLW JV has granted permission. Proper choice of fire extinguisher is especially important. The Fire Protection Australia has classified different types of fire extinguishers to be used according to the fuel involved. Actual locations of Fire extinguishers can be found the Evacuation Map. Where a fire has been started as a consequence of an explosion, Wardens should try and ascertain if they have been any casualties and if so alert the 1st Aid Officers. • Coordinate evacuation of all personnel and members of the public to a safe area; • Ascertain the extent of any injuries/damage and take positive action to prevent escalation; • Determine level of escalation requirements if required; • Request further resources as may be required; • Coordinate fire prevention/control strategies until arrival of PFES; • Coordinate first aid treatment until arrival of the ambulance/medical and/or paramedic assistance;

Item	Scenario	Response
4	Medical Emergency	- Assess the area around the worker, are there any signs of danger (e.g. live electrical parts or cables, machinery running, snakes etc) - If you are not First Aid competent, make the worker comfortable and give assistance as appropriate - If it is safe to do so and you are competent, provide First Aid - Assess the worker for vital signs - If they are conscious and breathing, make them comfortable and remain with them - unconscious and breathing, place them into the recovery position and remain with them - If they are unconscious and not breathing commence E.A.R. and continue until Emergency Services arrive and take over - If they are unconscious, not breathing and have no pulse, commence E.A.R and C.P.R and continue until Emergency Services arrive and take over - If the injury is a result of a fall, DO NOT MOVE THE WORKER unless it is to provide E.A.R and / or C.P.R, do not leave them unattended - Assess the worker for obvious signs of injury e.g. (obvious) poison, spider bite, sharp implement, faulty appliance or machine, asthma puffer, insulin kit, medical bracelet) - If required, request assistance of Emergency Services and advise the Emergency Service(s) of the worker's condition - Remain with the worker until Emergency Services arrive and take over. Enact the Business' procedures regarding incident notification, classification and Investigating HSE Incidents.
5	Environmental Incidents (Spill/Release)	Environmental Incidents on the project can include spills/escape of contaminated/polluted water, Odours and dust, Flooding of Site, Plant or Vehicle Malfunction, Flora or Fauna kills and Release of Waste. In the event of an environmental incident, the RM shall assess the extent of which and where deemed necessary the appropriate actions shall be put in place, including but limited to: - Notifying UGL / CPB and external emergency authorities, if necessary; - Evacuation of area; - Alerting 1st Aiders; - Isolation of plant and/or equipment by licensed electrician if involving live power. Spills / escape of polluted water (including acidified water): - Contain the spill - ensure that no further escape occurs, especially off-site; - Determine whether clean-up is likely to be required - recover spilt material; - The Environmental Officer, in consultation with the UGL determines the most suitable process for clean-up & disposal of contaminated materials; - Determine how the escape has occurred. Stop using any malfunctioning plant, tanks and/or bunds until they are repaired.

Item	Scenario	Response
		• Odours and dust: • Apply odour / dust suppression agents (including water mists, soil, chemicals); • Consider carefully which option to select in light of the scale & type of problem; • The Environmental Officer, in consultation with the UGL determines the most suitable corrective actions. • Flooding of the site: • All electrical equipment will be shut off and isolated at the source • If the flooding appears to be a water main leak/rupture, notify Sydney Water • The Environmental Officer and UGL will determine the course of action for clean-up in consultation with the council/authorities Plant/vehicle malfunction or breakdown: • Contain any leaks or liquid spills • Determine if the plant can be safely moved without causing any environmental damage • Notify the relevant contractor or manufacturer for repair Flora / Fauna Kills: • Cease activity causing flora / fauna injury or disturbance; • The method selected must be carefully considered in light of the scale & nature of the problem; • The SEO, in consultation with the UGL determines the most suitable corrective actions. • Notify NPWS, DECC if an endangered / threatened flora species is affected or killed. • If the species is injured, notify WIRES after consulting the NPWS. Release of Waste: • Cease activity causing the release of wastes off-site; • The method selected must be carefully considered in light of the scale & type of problem; and • The SEO, in consultation with the PM, determines the most suitable process for clean-up.
6	Hazardous Spills or Contaminated Material	Obtain Safety Data Sheets (SDS) Where there are hazardous materials used on the project copies of SDS shall be held and maintained by HLW JV and employees should be aware of the SDS information and locations of spill kits. HLW JV ensure a list of SDS are maintained. HLW JV shall review and update the list in case of any changes to quantity stored or expiry of the SDS. If HLW JV determines that the emergency situation could threaten human health or the environment, HLW JV should: • Determine if evacuation of local areas is necessary and if so, immediately notify appropriate local authorities; and • Immediately notify the relevant government regulatory organisation.

Item	Scenario	Response
		- Controlling a Hazardous Material Emergency During an emergency, HLW JV should take all reasonable measures necessary to ensure that fire, explosions and releases do not occur, recur, or spread to other hazardous materials. These measures should include: - Stopping processes and operations; - Collecting and containing released materials; and - Removing or isolating hazardous material containers. - If the work area ceases operation in responses to a hazardous material leak, fire or explosion, HLW JV should monitor the work area for: - Leaks; - Pressure build-up; - Gas generation; and - Ruptures in valves, pipes, or other equipment. After The Emergency Immediately after an emergency, HLW JV should provide for the treatment, storage, or disposal of recovered waste, contaminated soil or surface water, or any other material that results from an emergency in the premises. HLW JV should insure that, in the affected area(s) of the workplace: - No waste that may be incompatible with the released material is treated, stored, or disposed of until clean-up procedures are completed; and - All emergency equipment is checked and available for its intended use before operations are resumed. - HLW JV should notify the regulatory body and appropriate State and local authorities before operations are resumed in the affected areas. - Procedures for proper clean-up of minor chemical spills should be contained in individual SDS sheets. Minor spills should be cleaned up according to these established procedures.
7	Bomb Threat	Receipt of a Bomb Treat In the event of a receipt of a Bomb Threat: - Any person (Employee, Visitor or Subcontractor) receiving a phone call involving a Bomb Threat or a threat against an individual should attempt to obtain as much information as possible from the caller and keep the caller talking while using the "Bomb Threat Checklist" Form UGLMS-72737314-876 which can be found on the Management System. This information is invaluable in determining the validity, urgency, and nature of the threat, and consequently in determining what action is appropriate in response to that threat. If possible, indicate to a co-worker and/or reception that you have a Bomb Threat. - Of utmost importance are the EXACT WORDS of the caller and information concerning the location and expected detonation time of the explosives? Write down the EXACT WORDS as soon as possible so they will not be forgotten or

Item	Scenario	Response
		distorted. The person making the threatening call could reveal enough information about himself or herself so that the recipient of the call could later identify the caller. There have been cases wherein the caller has described the explosive device, given its location and stated the time that the device was to be detonated or ignited. After Receipt of Phone Call After the receipt of a bomb threat: • Immediately notify the designated ECO member/ UGL and inform them of the fact that you received a threatening phone call. • ECO member/ UGL shall immediately contact the police. Evacuation Procedures The area will be declared clear by the senior Police Officer or UGL upon their satisfaction that the premises are considered to be free of the danger and a return to work will be authorised by UGL. The response to any bomb threat shall be as per the referenced safe work standard. The general response shall be: On receipt of the call attempt to keep the caller talking. Ask: • Where is the bomb? • What time will it explode? • How will it be set off? • When was it placed? • What does it look like? • How big is it? • Why was it placed? Note the exact words used by the caller – WRITE IT DOWN Listen for any background noise and peculiarities of speech, accent etc. If possible during the call alert somebody who should alert the Police and Project Manager Any bomb threat must be taken seriously. Evacuation should commence immediately; If a suspicious object is located. <u>DO NOT TOUCH</u>. Await arrival of the Police Initiate evacuation procedures
8	Storm Damage	Prevention and reduction measures shall be carried out, including anchoring of light structures, clearing of tree limbs above roofs and power lines, provision of timely weather reports and safety warnings, and the support of emergency help with temporary repairs to damage, by the local State Emergency Service and emergency equipment made ready and available.

Item	Scenario	Response
		Before the storm season: • Trim tree branches well clear of buildings; • heck/clean roof, guttering and down pipes; • Clear outside workplaces of loose objects that could cause damage during high winds; • Check and store materials for emergency rain protection (tape for windows, plastic sheeting, tarpaulins, ropes, torches and batteries); • Ensure 2-way radio communication is operational, where in place; and • List emergency contact numbers. As the Storm Approaches: • Disconnect all non-essential electrical appliances; • Fuel all required vehicles and equipment; • Secure all materials which may become missiles in high winds; • Shelter vehicles and equipment; • Cover with tarpaulins, or park outside and secure; • Park adjacent to workshops; • Closed doors; • Hand brake on; • Low gear engaged; • Tape (cross fashion 'X' plus strips) or cover large windows; • Inform Site Incident Commander of status; • Instruct employees whether to remain at work, or go home during storm; and • Make 2-way radio equipment ready, where in place. Prior to any storm warning, UGL shall ensure that all Project personnel are notified of such storm warning and ensure that personnel: • Disconnect all non-essential electrical appliances; • Fuel all required vehicles and emergency equipment; • Secure any materials which have not already been secured that may become missiles in high winds; • Try and shelter vehicles, external Plant and equipment; • Close all external doors and windows; and • Instruct employees whether to remain at work, or go home during the storm.

Item	Scenario	Response
		When the Storm Strikes When the storm strikes, all Company personnel that remain on the premises should: • Take cover and remain indoors; • Refrain from telephone use, wherever possible; • Keep clear of windows, glass doors, electrical items, pipes and metal fixtures; • If outdoors find solid, enclosed shelter or vehicle (not under a tree); and • If driving, stop clear of trees, power lines and flooded areas. After the Storm Passes, Company personnel shall: • Check and attend to injured and report any damage to UGL and if emergency help is required outside of the Company, contact the local State Emergency Service; • Be aware of damaged power lines, buildings, trees and flooded areas; • If help is not needed, check neighbouring sections and assist where possible; and • Commence clean-up operations once deemed safe to proceed.
9	Flood	The potential risk for flood around the Project is low and in most of the cases, warning from authorities on river water level will be relayed to effective organisations. In case of river level raising above danger levels the following requirements shall be put in place: • In Case of a flood warning: • HLW JV will monitor the rate of rise of water level in the adjacent area; • HLW JV will liaise with the ECO for information to be made available, to keep staff fully informed of the situation; • If HLW JV determines that situation could necessitate evacuation of the premises, then HLW JV should contact ECO to discuss the initiation of evacuation procedure; • If evacuation is required, HLW JV will initiate the evacuation; • Liaise with Local Emergency Services and Local Emergency Management Officer for specific emergency exit routes to be used in the case of flood. After the flood, HLW JV shall liaise with the ECO regarding what course of action needs to be taken to recover operations; HLW JV shall facilitate some of the following tasks with the help of internal or external resources before resuming work at the Project after the flood: • Removal of standing water from the site; • Cleaning and drying plant and equipment; • Dehumidification of damp areas; • Removal of flood debris and other wet materials from the facility.

Item	Scenario	Response
10	Power Outage	A power outage at the Project may result in stoppage of Workplace activities, including office activities and loss of network data, if applicable. In case of a power outage a portable generator shall be used, subject to the risk determined in losing power. HLW JV shall ensure that: • The generator is regularly tested in accordance with other electrical appliance testing on the site; • There is an alternate source or service contract (with competent supplier) in place, in case of complete failure of the generator for more than a day.
11	Earthquakes	During an earthquake: • Take cover under an internal door frame, sturdy table or bench; • Keep away from windows, mirrors, overhead fittings and tall furniture; • Stay clear of roof and wall fittings; • If outside, keep well clear of buildings, walls, power lines, trees, etc; After the Earthquake; • Check for injuries, apply first aid and do not move the seriously injured unless in danger; • Do not use the telephone unless there is a serious injury or fire (avoid congestion); • Turn off electricity, gas and water; • Check for gas/fuel leaks before lighting matches; • Check for water or sewerage leaks, broken electrical wiring etc.; • Check for cracks and damage, including roofs and foundations; • Be prepared for aftershocks; • Evacuate if building is badly damaged; • Do not waste water, as supplies may be interrupted; • Avoid driving unless for emergency (keep streets clear for emergency vehicles); • Do not go sight-seeing or enter damaged buildings; • Stay calm and help others if possible.
12	Workplace Violence Hostage Situation / Armed Siege	In many instances, a troubled employee or member of the public, who may make overt threats, often with little or no warning, may generate a hostage or armed siege situation, then contact the Police immediately. The response emphasis should be placed on: • Protecting Company personnel from danger; • Evacuating Company personnel safely; • Managing the emergency until Police arrive.

Item	Scenario	Response
		- The assailant should not be challenged or confronted so remain calm and attentive to the events. Avoid argument with or aggravation of the assailant. The general response shall be: - Keep calm - Obey instructions – listen carefully and do exactly as you are told - Keep your hands in sight of the offender - For identification purposes, try to retain any particulars about the offender using “Ban the Crim” method - Build - Age - Name - Thatch (Hair) - Height - Eyes - Complexion - Rig (Clothing) - Identifying Marks (tattoos, scars) - Mannerisms - Observe offender’s mode of transport and direction of travel - Secure all evidence left at scene by offender, e.g. places touched (fingerprints) - Contact Police 000
13	Snake or Spider Bite	Assess of victim for vital signs using DRABC principles; Danger; Response; Airway; Breathing; and Circulation If possible locate the area of the bite. Treat the patient for snake/spider bite and apply a restrictive bandage where required.

Item	Scenario	Response
		Call the Hospital by phone or radio (see contact/call details at the end of this document) and seek advice regarding transportation of the patient via ambulance from site or confirm patient is being transported to Medical facility by road and request assistance giving basic information of the event. Determine if possible information regarding the snake type for medical staff. Confirm patient condition with off-site medical staff and assess if a further escalation of the event is required e.g. RFDS assistance requested. Provide feedback to site of the event.
14	Motor vehicle / pedestrian accident	The response to any motor transport / pedestrian accident shall be as per the referenced safe work standard. The general response shall be: • Coordinate evacuation of all personnel and members of the public to a safe area; • Ascertain the extent of the accident and any injuries and take positive action to prevent further injury/damage; • Determine level of escalation requirements and seek advice from The Client; • Coordinate first aid treatment, until arrival of Paramedic mobilised to site to stabilise patient for transport; • If required have the Paramedic or Project Manager coordinate with Emergency Services as to the availability / practicality of evacuation; • Determine and request further resources as may be required; • Advise the Police as required under the Road Traffic Act; • Ensure adjacent equipment/plant is moved to a safe area (subject to incident non disturbance requirements); • Remain at the location until all injured personnel have been treated / evacuated and the site has been made safe; • Advise appropriate persons of incident status, number of casualties, or extent of property damage and initiate incident reporting/investigation procedure.
15	Mobile Plant / Vehicle / Worker Contact with Underground Services	• The operator must be told to remain in the Mobile Plant or Vehicle • The operator must also be told to remove their hands and any other body parts away from metal and metallic surfaces • Alert other people in the area to keep well clear of the area • Tell the worker to stay there until the electricity can be turned off • If a worker is in contact with an electrical cable or live electrical equipment, DO NOT touch them; and if you feel safe to do so • Turn off the electrical cable or live electrical equipment if you can't do that • Use a low-voltage rescue pole and either move the electrical cable or strike the workers hand to break the workers their grip on the live electrical equipment • If breathing has stopped and no pulse is present commence E.A.R. and C.P.R. and continue until emergency services arrive and take over

Item	Scenario	Response
		- Request assistance from emergency services and guide them onto the Project and into the area where the worker is - Request Contact nominated Network Owner or Network Operator - Wait for confirmation by the power company that the power has been turned off
16	Arrested Fall / Rescue at Height	- Notify the ECO - Ensure safety of rescuer and bystanders; assess and secure the area. - Contact emergency services (000) with clear information. - Check if the fallen worker is conscious and responsive. - Communicate with the worker to provide reassurance and assess condition. - Follow site-specific rescue plan and procedures. - Use appropriate rescue equipment and techniques. - Deploy rescue equipment; ensure all are in good working order. - Stabilise the worker to prevent further movement. - Carefully lower or lift the worker using controlled movements. - Maintain communication with the worker and rescue team.
17	Fatality	- Notify the ECO - Assess the area around the worker, are there any signs of danger (e.g. live electrical parts or cables, machinery running, suspended loads above the worker, snakes etc) - Assess the worker for vital signs, request the attendance of the Paramedics and First Aid Personnel - Evacuate and seal the area - Ensure all workers move to a Muster Point and behind a suitable barrier, where they are not able to see or take photographs of the scene - Establish contact with the external Emergency Services and ensure they are guided onto the Project and into the area - Liaise with the Business Unit General Manager and Client and advise the details of the emergency, the immediate response taken, and if any risks remain - Enact the Business' and Project Crisis Management Plan - Enact the Business' and project procedures regarding incident notification, classification and Investigating SHE Incidents.
18	Civil Disorder / Illegal Occupancy	- Secure all entry and exit points, if possible - Contact Emergency Services (Police) and request their attendance - Try to confine the demonstrators/illegal occupants to building perimeter, if possible) - Secure all office areas

Item	Scenario	Response
		- Secure Project records, personal effects, cash, valuables, computers, and files - If in a building with co-tenants, advise the tenants and if applicable and possible, ground and lock the lifts - Do not speak to the demonstrators or illegal occupants - If any workers sustain injuries or become distressed, arrange first aid immediately in a secure location.
19	Missing Worker	- Identify the workers' most recent activities and locations or where they were last seen or supposed to be - Identify the workers' friends or who they spend time with, while on the Project - Be mindful to not raise others concerns - Have those areas checked to see if the missing worker is there - Divide the Project up into likely areas and unlikely areas and then break up each of those areas into areas to be searched - Conduct a search of each area if the worker is not located - Call for a General Muster - Request information regarding the missing workers whereabouts - Contact Emergency Services and request assistance.
20	Heritage Cultural Land Disturbance	- Cease all works and contact the Environmental Manager immediately - The site will be immediately inspected by the Environmental Manager to assess the impact and determine a suitable response, - Inform HLW JV Senior Leadership and Transgrid - Transgrid to inform Traditional Owners - Identify remediation works or appropriate corrective actions to aid in mitigating the impact - Reporting the incident detailing the circumstances under which it occurred, corrective actions taken, and lessons learned.
21	Lightning	- If Lightning approaches the HSE Professional shall alert workforce via radio transmissions or mobile phone. - Workers Injured by lightning activate the medical emergency scenario - Lightning is to be managed in accordance with the project lightning matrix
22	Heat Stroke / Dehydration	- Advise site lead first aider and communicate symptoms - Take lead first aider advice on further emergency calls and action - Take affected worker away from site to cooler place with shade - Provide water, small sips every few minutes, or ice if the person cannot take sips - Remove any tight clothing

Item	Scenario	Response
		• Provide a cool shower as soon as possible • Apply cooling measures – ice (do not immerse), cool towels • Monitor condition.
23	Electric Shock	• Assess the situation using DRSABCD principles; • Call emergency services • If the person is still in contact with the electricity, do not make contact with them • Switch off the electricity source if possible • If low-voltage, use the low voltage release rescue kit (available at all low voltage work fronts) to separate the person from the electricity source • If high-voltage, contact TransGrid immediately following the response steps for response procedure 4 below • If high-voltage, do not attempt to go near the power line while it remains live • Once safe to check on the person, start CPR if not responding or breathing and/or administer first aid • Use defibrillator on site if relevant. • First aid treatment is to be provided immediately on site before transportation to Hospital for further assessment/treatment, depending on the first aider's assessment. • Stop all works in the vicinity and stay away from the source of electrocution until advised by emergency services or other decisionmakers such as TransGrid • If emergency isolation of live transmission infrastructure is required, please see response scenario 24
24	Emergency Isolation of Live Infrastructure	• If electrocution has occurred please see response scenario 3 above, otherwise: • Contact TransGrid Project Manager (Appendix 3 – TransGrid Key Emergency Contacts), or • Contact TransGrid Emergency number 1800 027 253 • Keep all personnel clear of any live infrastructure until instructed by TransGrid
24	Structural Collapse (Building, Wall, Scaffold, Tilt-up/Precast, Temporary Structure, etc.)	• Call emergency services immediately and guide emergency services to the scene of the collapse. • Evacuate all personnel from the collapse zone and establish an exclusion zone with barriers and signage. • Attempt to identify the location of any trapped workers within the collapsed structure. • Check for signs of additional instability or potential further collapse, such as cracks or shifting materials. • If safe, carefully stabilize the structure by reinforcing or shoring up affected areas to prevent further collapse.

Item	Scenario	Response
		- Only allow rescue operations to proceed once the structure is deemed safe. Use shoring, shields, or other methods to protect rescuers and trapped individuals. - Proceed with rescue operations cautiously, removing debris by hand or using shovels to avoid causing further harm to trapped individuals. - Once a trapped worker is located, clear debris from around the head and chest areas first, check for breathing and pulse, and provide first aid or CPR if necessary. - Support emergency services in stabilizing and safely removing the trapped worker from the collapse site. - Ensure that only essential rescue personnel are allowed in the collapse zone. All nonessential workers must keep clear until the area is declared safe.
25	Excavation/Trench Collapse	- Request Emergency Services and ask for them to be guided to the scene of the collapse; - Attempt to locate the section of the collapsed trench/excavation the trapped worker is in; - Do not allow any workers in until trench/excavation has been made safe - Identify if any further collapse is likely (look for cracks in sides etc); - Make safe by carefully battering the sides of the trench/excavation in the collapsed area to prevent further collapse; or - Install shields/shoring to protect the trapped worker and rescuers; - When trench/excavation is safe to enter, rescue operation may proceed and carefully remove collapsed soil by shovel, dig away from the section where workers may be trapped; - When the digging is thought to be close to a trapped worker, continue excavation by hand, when the trapped worker is located, clear soil from around the head and chest areas, first. - Check for breathing and a pulse, if breathing has stopped commence expired air resuscitation and continue until emergency services arrive; - If breathing has stopped and no pulse is present commence E.A.R. and C.P.R. and continue until emergency services arrive and take over; - After the trapped worker is freed, treated and stabilized by emergency services, make arrangements to safely remove the worker from the trench/excavation in a safe manner; - All nonessential workers must keep clear of the trench/excavation. No- one is anyone to enter the trench/excavation except for workers involved in the rescue operation.
26	Mobile Plant (Roll over, Striking	The operator must be told to remain in the Mobile Plant or Vehicle

Item	Scenario	Response
	object/pedestrian, etc.)	• The operator must also be told to remove their hands and any other body parts away from metal and metallic surfaces • Alert other people in the area to keep well clear of the area • Tell the worker to stay there until the electricity can be turned off • If a worker is in contact with an electrical cable or live electrical equipment, DO NOT touch them; and if you feel safe to do so • Turn off the electrical cable or live electrical equipment if you can't do that • Use a low-voltage rescue pole and either move the electrical cable or strike the workers hand to break the workers their grip on the live electrical equipment • If breathing has stopped and no pulse is present commence E.A.R. and C.P.R. and continue until emergency services arrive and take over • Request assistance from emergency services and guide them onto the Project and into the area where the worker is • Request Contact nominated Network Owner or Network Operator • Wait for confirmation by the power company that the power has been turned off • Offer first aid without placing yourself or others in any danger.
27	Helicopter Emergency Response	• Helicopter emergency response will be activated whenever the contractor's aircraft: • Is overdue by more than 15 minutes and cannot be contacted after 3 attempts over a 10-minute period. • Indicates an unscheduled landing on TracPlus and cannot be contacted within 5 minutes. • Activates the TracPlus (Satellite Tracking) emergency alarm. • Activates the Emergency Locator Transmitter (ELT). • Has a confirmed Accident, Incident, Fatal Injury, or Serious Injury. • Likely scenarios include: • Helicopter crash • Refuelling fire • Harness suspension rescue • Loss of communications • Conclude flying activities at least two hours prior to last light due to remote location and limited search and rescue capabilities. Chief Warden Responsibilities:

Item	Scenario	Response
		• Serve as the single point of contact and alert emergency services as per Appendix 4 – External Emergency Contact Details. • Conduct emergency response training exercises before any helicopter work commences. Emergency Procedure: • Initial Alert: • Date and time of the call. • Name and contact details of the caller. • Authenticate the call (if possible). • Initiate the alert process immediately. • Obtain the location of the accident/incident. • Maintain contact with the caller. • Employees and contractors must immediately contact their supervisor/manager/chief warden if they witness an accident or incident. Activation of ECO: • Confirm an accident or incident has occurred. • Activate the Emergency Control Organisation (ECO). Response Coordination: • Allocate resources and support for the rescue. • Maintain continuous communication with all involved parties. • Follow Safe Work Method Statements for helicopter operations.

APPENDIX 13 - TYPES OF FIRE EXTINGUISHER

Item	Application
CO2 Fire Extinguisher Application: - Class B Fires: Flammable liquids - Because CO2 extinguishers are gas, it has little to no clean up and will not cause damage to equipment, it is safe to use on electrical fires.	

Item	Application
Dry Chemical Powder Fire Extinguisher ABE Application: - Class A Fires: Ordinary combustibles - Class B Fires: Flammable and combustible liquids - Class E Fires: Electrically energised equipment - Dry chemical powder extinguishers work by discharging a very fine powder that absorbs fuel molecules which chokes the fire of a fuel source.	

Item	Application
Foam Fire Extinguisher Application: - Class B Fires: Flammable and combustible liquids - Can also be used for Class A fires: Ordinary combustibles - Foam fire extinguisher should never be used on fires that involve electrical equipment - Foam extinguishers work by forming a layer over the top of the burning substance which stops the fire by cutting off access to oxygen.	

APPENDIX 14 LIGHTNING ALERT MATRIX

LIGHTNING AND INCLEMENT WEATHER PLANNING			
Lightning weather planning shall be considered during pre-start meetings and when developing or reviewing SWMS.			
The “30/30” Rule - the rule of thumb is that every 3 seconds of delay between a flash to thunder equates to a distance of 1 kilometre, so where 30 second flash-to-thunder time interval, the lightning activity is about 10 km away.			
What is a LSDA? (Lightning Safe Designated Area)	Any location offering reasonable protection to personnel from lightning including: Within a substantial building. - A fully enclosed metal structure with at least normal headroom. - An enclosed building. - A structure with a lightning protection system. - A structure assessed as low risk to human life if struck by lightning. - Inside a fully enclosed metal vehicle such as a light vehicle, truck, water cart, excavator, SME cab or piece of equipment with the windows completely shut.	What is a LSWA? (Lightning Safe Work Area)	An area deemed to be a lightning safe location AND where certain types of work may continue during GREEN , YELLOW and RED alert status
Work Activity	Green Alert - 50km	Yellow Alert – 30km mirror matrix k reading	Red Alert – 15km
LSWA (Lightning Safe Work Area)	Work may continue during a GREEN alert with required controls in place as described in the green sections below.	Work may continue during YELLOW alert with required controls in place as described in the YELLOW sections below.	Work may continue during RED alert with required controls in place as described in RED sections below.
General Work Outside a LSDA (Lightning Safe Designated Area) (including refuelling activities)	Remain in the workplace and monitor communications for updates or escalation to Yellow or Red Alert.	- Do not commence any outdoor tasks that cannot be quickly completed or packed away to ensure the health and safety of workers and equipment. - Work shall only be completed close to LSDA should lightning becomes imminent. - No refuelling activities are to be completed during a yellow alert. - Continue to monitor communications for updates (NetOps, Construction Manager & Safety Advisor).	- All applicable work to cease and seek shelter in an LSDA otherwise all personnel remain within their vehicle. - Personnel may exit / enter a vehicle when the vehicle is in a safe transit zone, and it is safe to do so

LIGHTNING AND INCLEMENT WEATHER PLANNING

Lightning weather planning shall be considered during pre-start meetings and when developing or reviewing SWMS.

HV Pole / Tower Works, Operating EWP's, and Cranes	- Remain in the workplace and monitor communications for updates or escalation to Yellow or Red Alert. - Assess the section of line where works are conducted to ensure lightning electrical discharge traveling along Conductor/OPGW/OHEW does not impose risk.	- Do not commence any outdoor tasks that cannot be quickly completed or packed away to ensure the health and safety of workers and equipment. - Stop work to ensure the health and safety of workers and equipment. - All booms are to be retracted. - All EWP and crane work to stop. - Continue to monitor communications for updates.	- All work stopped. - All personnel remain within their vehicle. - Personnel may exit / enter a vehicle when the vehicle is in a safe transit zone, and it is safe to do so.
Operating Mobile Plant e.g. excavators	- Remain in the workplace and monitor communications for updates or escalation to Yellow or Red Alert. - Normal operations resume.	- Remain in the workplace and monitor communications for updates or escalation to Red Alert. - Work shall be completed close to LSDA should lightning becomes imminent. - Stop work to ensure the health and safety of workers and equipment. - No refuelling activities are to be completed during a yellow alert.	Operators are to ensure they are within a LSDA.
Operating Heavy or Light Vehicles	- Monitor communications for updates. - Normal operations resume.	- Do not commence any outdoor tasks that cannot be quickly completed or packed away to ensure the health and safety of workers and equipment. - Continue to monitor communications for updates.	- All personnel remain within their vehicle. - Personnel may exit / enter a vehicle when the vehicle is in a safe transit zone, and it is safe to do so. - Continue to monitor communications for updates.
Supervision	- Monitor communications (UHF, Phones, NetOps Communications) for updates or escalate to Yellow or Red Alert. - Inspect and confirm specific work areas have implemented their Green Alert Lightning Alert Response Plan as per the sections above e.g. <i>For Operating EWP's and Cranes - Do not commence any outdoor tasks that cannot be completed or packed away and to ensure the health and safety of workers and equipment.</i> - Have radio contact with work crews and commence implementing the Green Alert Lightning Alert Response Plan. - Consider alternatives prior to commencing tasks which require a longer lead time to ensure the health and safety of workers and equipment. - Supervision and craft workers are to assess all work fronts when lightning and inclement weather are present.	- Monitor communications (UHF, Phones, NetOps Communications) for updates or escalate to Red Alert. - Inspect and confirm their specific work areas are implementing their Yellow Alert Lightning Alert Response Plan as per the sections above e.g. <i>For Operating EWP's and Cranes – All EWP and crane work to stop.</i> - Have radio contact with work crews and commence implementing their Yellow Alert Lightning Alert Response Plan. - Where it is unsafe for personnel to continue work activities in an area, cease work and safely shut down to ensure the health and safety of workers and equipment. - If the work area is unsafe seek shelter.	- Monitor communications (UHF, Phones, NetOps Communications) for updates or de-escalation to Yellow or Green Alert. - Inspect and confirm their specific work areas have implemented the Red Alert Lightning Alert Response Plan as per the sections above e.g. <i>All works outside a LSDA / LSWA have ceased.</i> - Make radio contact with the work crew and ensure implementation of the Red Alert Lightning Alert Response Plan. - Ensure teams are accounted for and are in a safe location.

ALL CLEAR STATUS OR GREEN ALERT STATUS

On communication of ALL CLEAR or **GREEN** Alert:

Step 1. Employees shall return to work on either a **YELLOW**, **GREEN** or ALL CLEAR Alert status and regroup in their work areas.

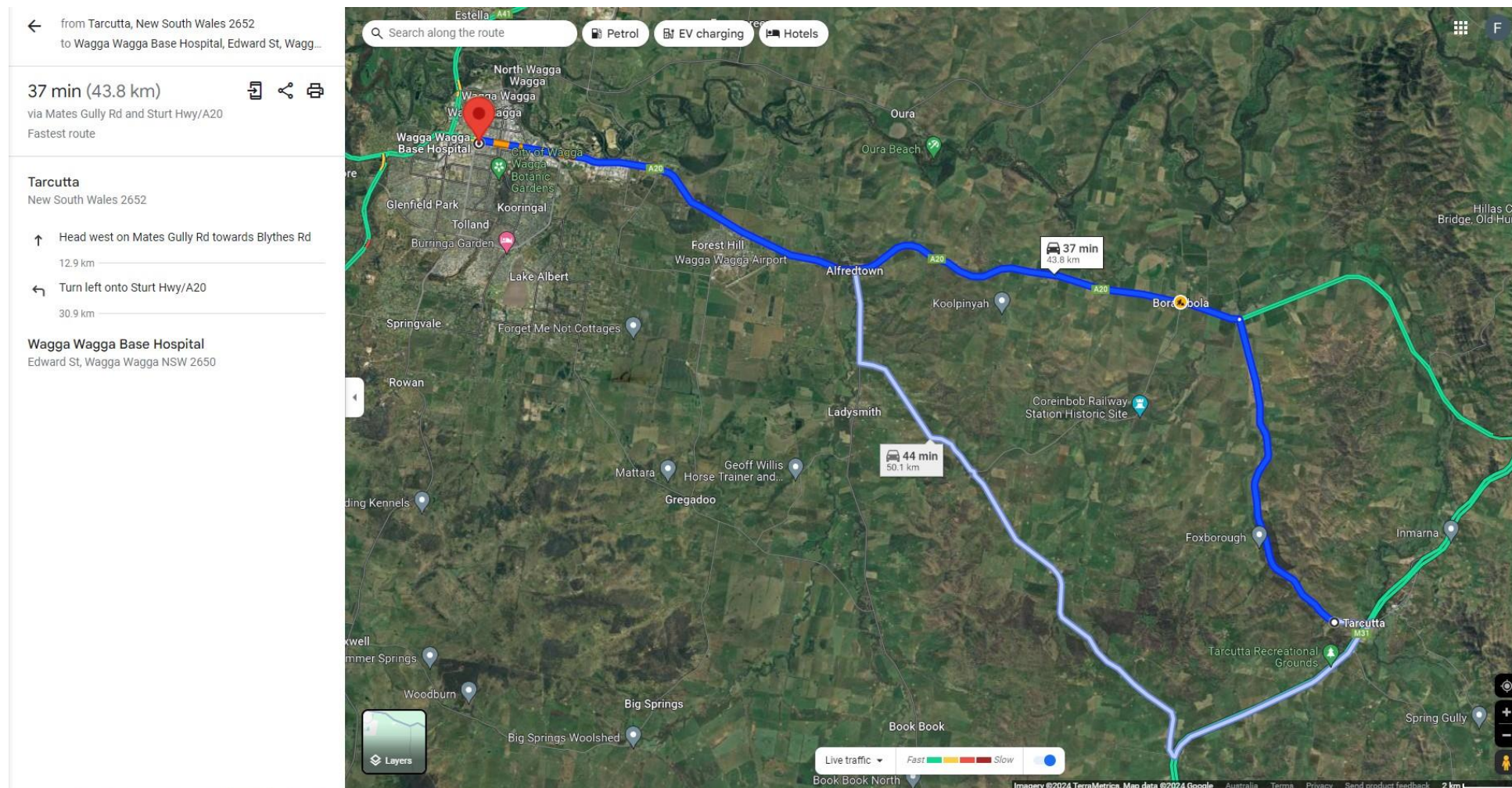
LIGHTNING AND INCLEMENT WEATHER PLANNING

Lightning weather planning shall be considered during pre-start meetings and when developing or reviewing SWMS.

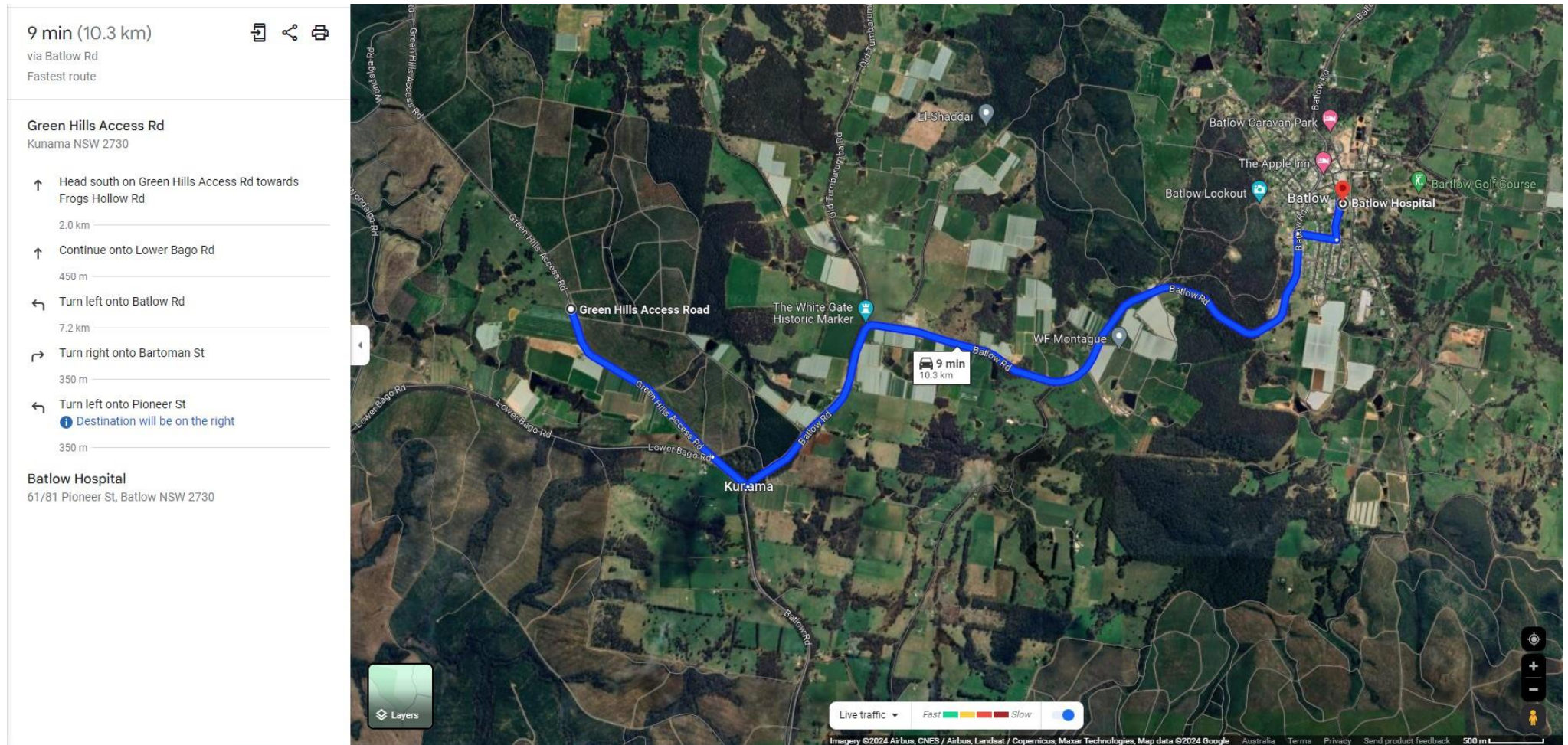
Step 2. All personnel are to conduct a risk assessment using a SWMS or Step 7 prior to recommencing work to identify any changes to the workplace environment. Inspect equipment and site for damage or unsafe conditions.

Step 3. Notify your supervisor if issues or unsafe conditions are identified.

APPENDIX 15 TARCUTTA SITE AND ADMINISTRATION FACILITIES TO WAGGA WAGGA BASE HOSPITAL

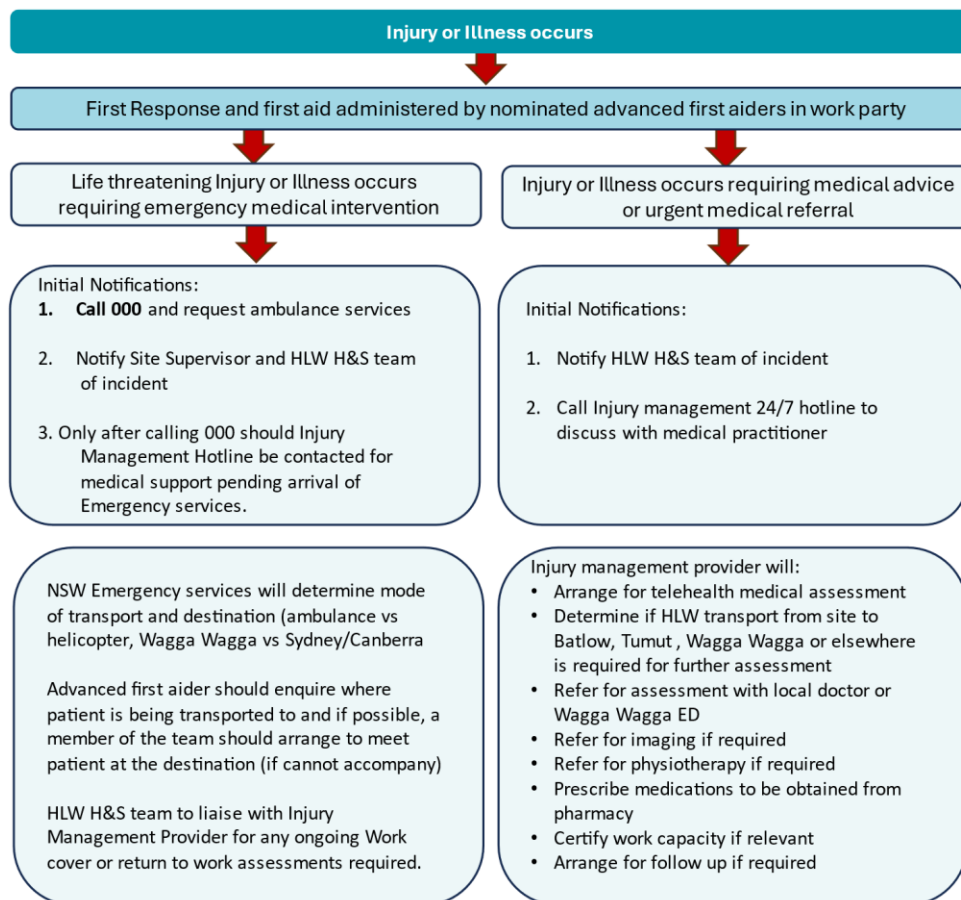


APPENDIX 16 KUNAMA SITE AND ADMINISTRATION FACILITIES TO BATLOW - ADELONG MULTI PURPOSE SERVICE



APPENDIX 17 MEDICAL EMERGENCY RESPONSE PLAN: MARAGLE SUBSTATION

MERP SUMMARY: MARAGLE SUBSTATION



KEY INFORMATION	
Injury Management Hotline	4cRisk 0409 054 091 RTWServices@4cRisk.com.au
H&S	Names: Nathan Blair Ph: 0439 333 354 Email : nathan.blair@hlw.com.au
EAP	Gryphon Psychology (CIMIC EAP) 1800 056 076 Mates in Construction - 1800 624 111 Beyondblue – 1300 224 636 Lifeline – 131 114
Site Supervisor	Name: Glen George Ph: 0407 696 004 Email: Glen.George@hlw.com.au
Hospital	Tumbarumba Multipurpose Service 4 Mitchell Street, Tumbarumba, NSW 2653, (02) 6948 9600 Tumut District Hospital 107-111 Simpson St, Tumut NSW 2720 (02) 6947 0800 Wagga Wagga Base Hospital Edward Street, Wagga Wagga NSW 2650 (02) 5943 1000
Imaging	I-Med Radiology 36 Hardy Ave, Wagga Wagga NSW 2650 02 6932 1300
Pharmacy	The Bush Chemist 39 Pioneer Street, Batlow 02 6949 1153
Physio	Synergy Healthworks 95 Wynard St, Tumut 02 6921 3390
GP	Fitzroy Medical Centre 61 Fitzroy Street, Tumut NSW 2720 02 6947 2011

Medical Emergency Response Plan (MERP) HumeLink West Camp Construction & Enabling Works Phase

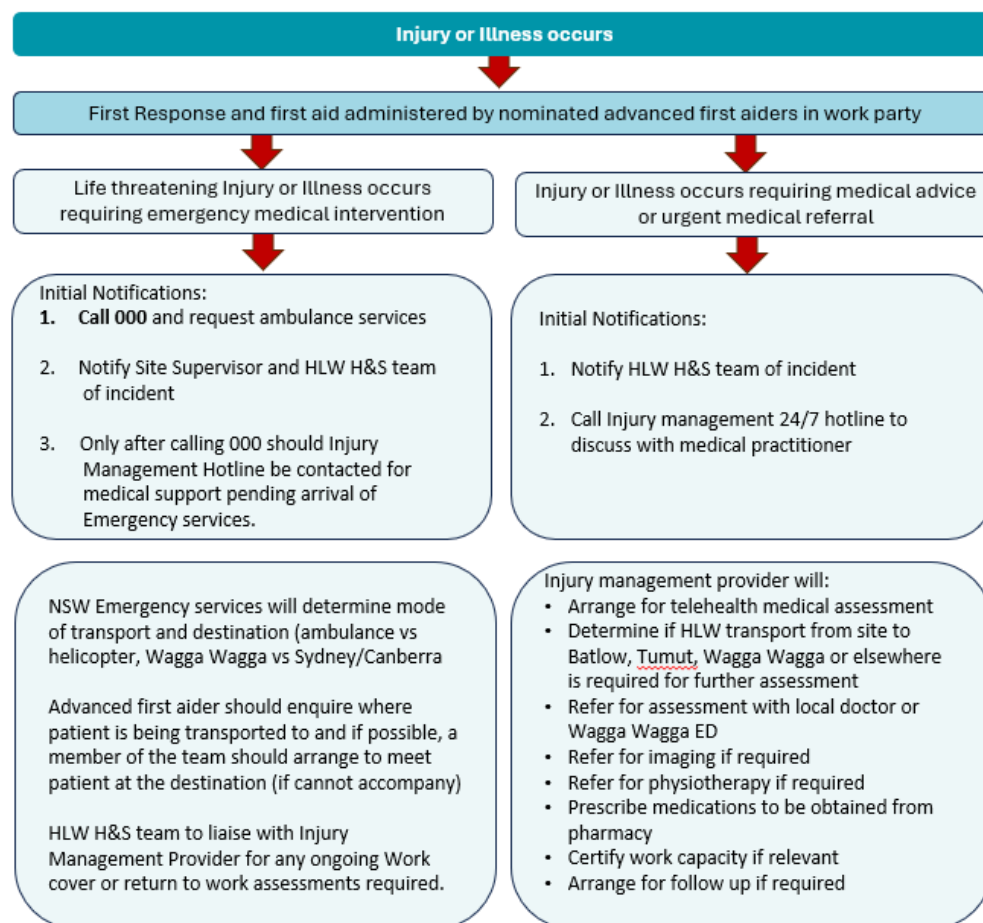


HumeLink West



APPENDIX 18 MEDICAL EMERGENCY RESPONSE PLAN: KUNAMA

MERP SUMMARY: KUNAMA



KEY INFORMATION	
Injury Management Hotline	4cRisk 0409 054 091 RTWServices@4cRisk.com.au
H&S	Nathan Blair Ph: 0439 333 354 Email : nathan.blair@hljv.com
EAP	Gryphon Psychology (CIMIC EAP) 1800 056 076 Mates in Construction - 1800 624 111 Beyondblue – 1300 224 636 Lifeline – 131 114
Site Supervisor	<Name> <Phone> <Email>
Hospital	Batlow-Adelong Multipurpose Service 61-81 Pioneer Street, Batlow NSW 2730 (02) 6941 4333 Tumut District Hospital 107-111 Simpson St, Tumut NSW 2720 (02) 6947 0800 Wagga Wagga Base Hospital Edward Street, Wagga Wagga NSW 2650 (02) 5943 1000
Imaging	I-Med Radiology 36 Hardy Ave, Wagga Wagga NSW 2650 02 6932 1300
Pharmacy	The Bush Chemist 39 Pioneer Street, Batlow 02 6949 1153
Physio	Synergy Healthworks 95 Wynard St, Tumut 02 6921 3390
GP	Fitzroy Medical Centre 61 Fitzroy Street, Tumut NSW 2720 02 6947 2011

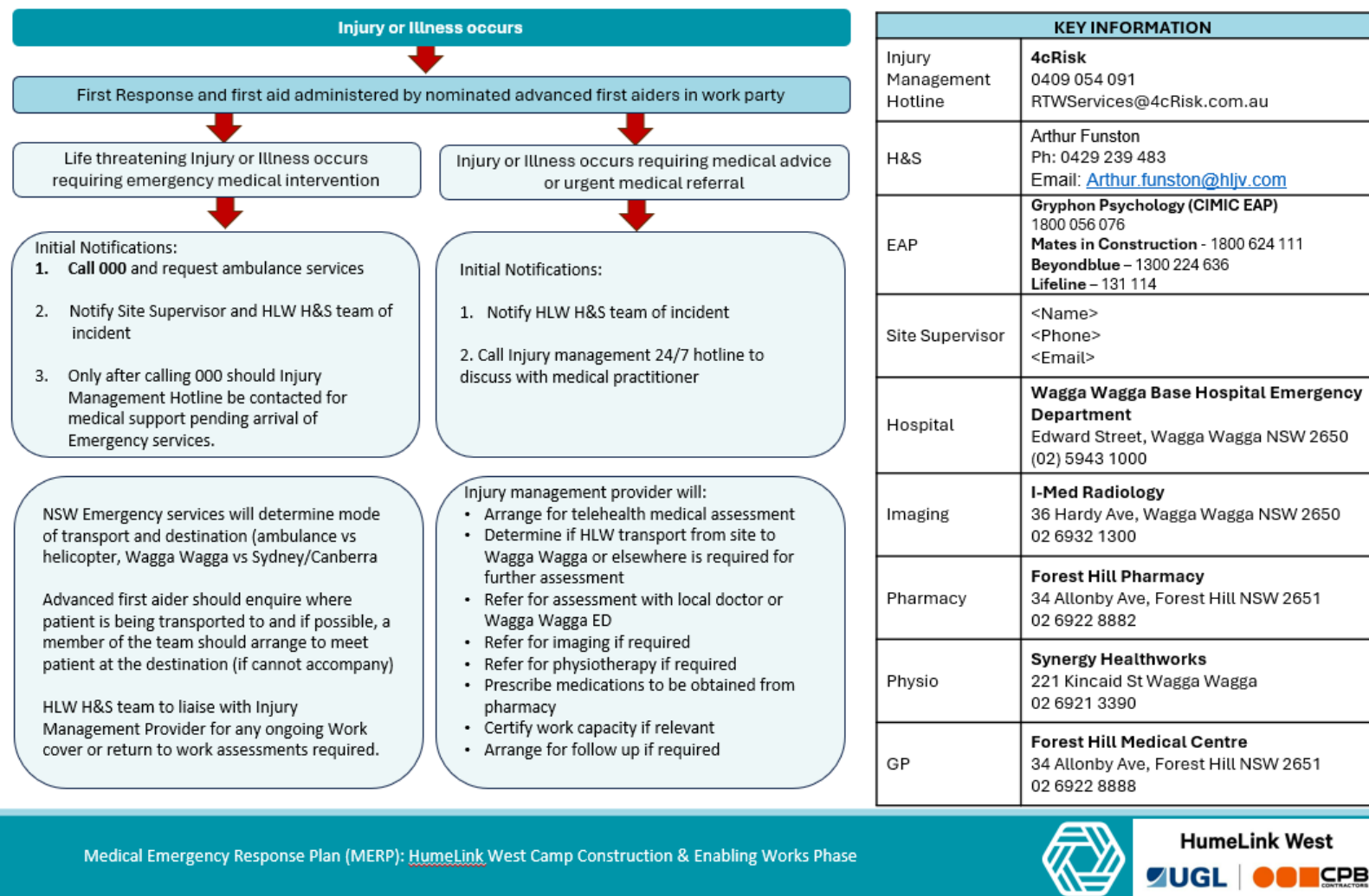
Medical Emergency Response Plan (MERP): [HumeLink West](#) Camp Construction & Enabling Works Phase



HumeLink West
 

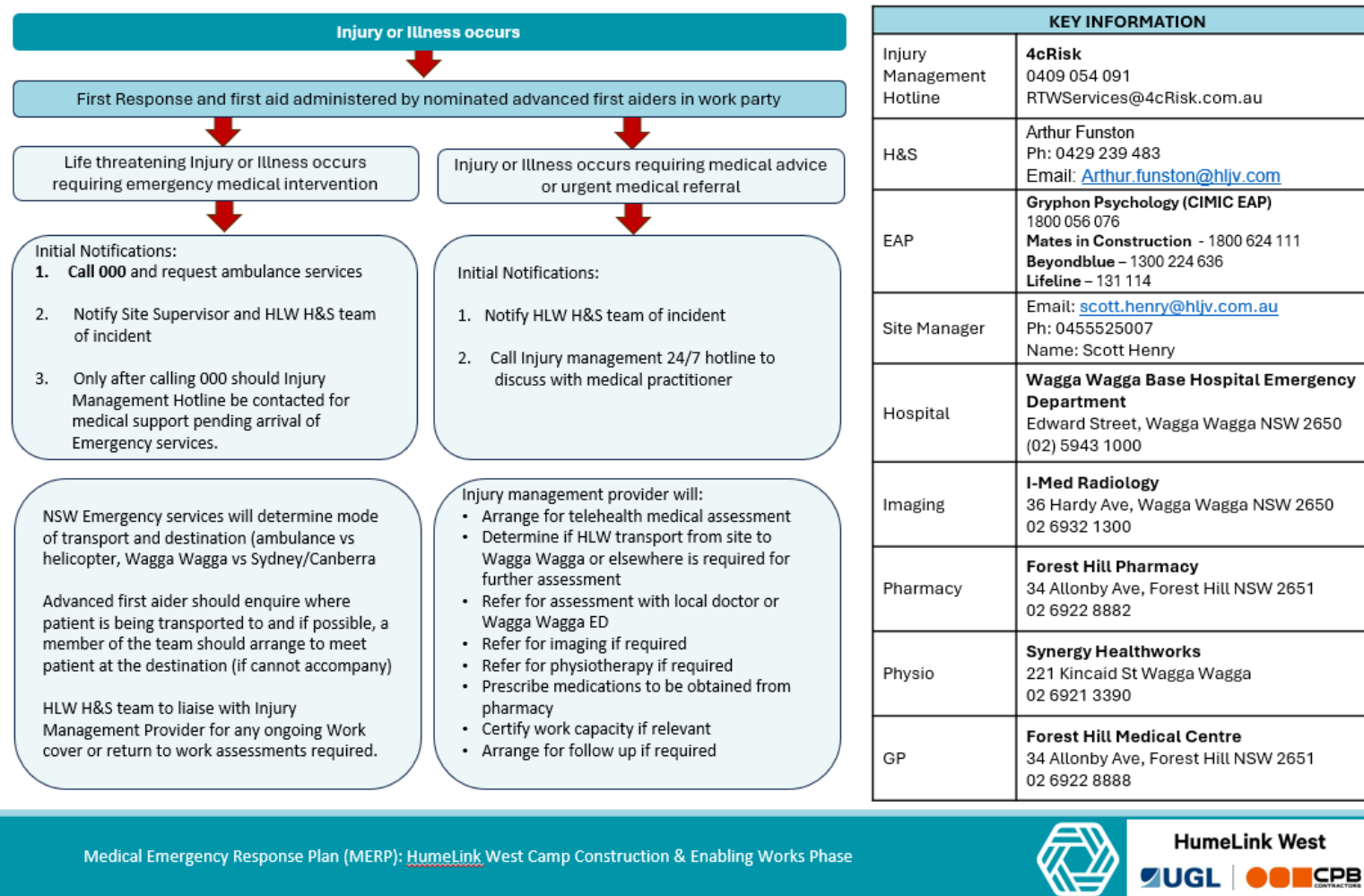
APPENDIX 19 MEDICAL EMERGENCY RESPONSE PLAN: TARCUTTA

MERP SUMMARY: TARCUTTA



APPENDIX 20 MEDICAL EMERGENCY RESPONSE PLAN: GUGAA / WAGGA WAGGA

MERP SUMMARY: GUGAA / WAGGA WAGGA



HumeLink West Interface and Third-Party Management Plan



Document Information	
Project Name	HumeLink West
Client	Transgrid
Document Number	HLW-HLJV-PRW-IF-PLN-000001
Issue Date	25.03.2025
Revision	00.01
Status:	For Review
Author / Position	Killian Makurumidze

Revision History						
Rev No.	Description of Revision	By	Checked	Approved	Date	Signature
A	ECI Stage 2 Submission	Killian Makurumidze	Steve Imlay	Steve Imlay	05/06/2023	
B	ECI Stage 2 Submission	Killian Makurumidze	Steve Imlay	Steve Imlay	21/06/2023	
C	ECI Stage 2 Submission	Killian Makurumidze	Steve Imlay	Steve Imlay	28/06/2023	
D	ECI Stage 2 Submission	Killian Makurumidze	Steve Imlay	Steve Imlay	10/07/2023	
E	ECI Stage 2 Submission	Killian Makurumidze	Steve Imlay	Steve Imlay	21/11/2023	
F	ECI Stage 2 Submission	Killian Makurumidze	Alan Foote	Alan Foote	11/01/2024	
G	ECI Stage 2 Submission	Killian Makurumidze	Alan Foote	Alan Foote	26/03/2024	
00	IFC	Killian Makurumidze	Alan Foote	Alan Foote	22/04/2024	
00.01	Post IFC	Killian Makurumidze	Vincent Newton	Tim Burns	25.03.2025	

1.	Introduction.....	4
1.1	Project overview	4
1.2	Regulator and environmental approvals.....	5
1.3	Project scope.....	5
2.	Abbreviations, acronyms, and definitions.....	6
2.1	Purpose and objectives	7
3.	The Joint Venture Management	7
3.1	Roles and responsibilities.....	7
3.2	Project leadership	8
3.3	Interface representative.....	8
3.4	Construction management team (CMT) responsibilities	9
3.5	Submission and review of Interface Management Plan implementation	11
4.	Interface management	11
4.1	General.....	11
4.2	Consultation with stakeholders.....	11
4.3	Identification and categorisation of interfaces	12
4.4	Demarcation of scope at each interface (see specific Interfaces below)	12
4.5	Managing access for interface contractors (general)	13
4.6	Temporary protection measures	13
4.7	Communication and coordination with interface contractors	14
4.8	Interface meetings	14
4.9	Design interfaces (general)	14
4.10	HSE requirements (general).....	15
5.	Interface works and contractors.....	15
5.1	Interface Points.....	15
5.2	Testing and Commissioning of Interface Works.....	19
6.	Other interfaces	20
6.1	Distribution line crossings.....	20
6.2	Transgrid Transmission Lines	21
6.3	Telecoms line crossings	22
6.4	Other utility crossings (if applicable such as gas or water)	22
6.5	Rail crossings	22
6.6	Road crossings.....	22
6.7	Navigable waterway crossings	23
6.8	Airports	23
6.9	Public walking tracks and recreational areas	23
6.10	Others (if applicable as project develops)	24
7.	Third party works	24
7.1	Minimisation of third-party works.....	24
7.2	Construction of third-party works.....	24
8.	Utility service works.....	24
8.1	Identification	25
8.2	Preventing disruption.....	25
8.3	Arrange and coordinate relocation	25
8.4	Communication with Transgrid.....	25

8.5 Mark and record locations of services25

Appendix A – Stakeholder Communication and Documentation Matrix26

Appendix B – Responsibility Matrix for Transformers27

Appendix C – Responsibility Matrix for Reactors28

1. Introduction

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

1.1 Project overview

Transgrid's HumeLink project (HumeLink) is a new 500 kilovolt (kV) electricity transmission line which will connect Wagga Wagga, Bannaby and Maragle. HumeLink includes the development, construction, and operation of approximately 360 km of electricity transmission lines, upgrading Maragle, Bannaby and Wagga Wagga substations and building a new substation near Wagga Wagga (Gugaa). This Interface and Third-Party Management Plan (ITPMP) was developed to support the HumeLink West section of this project (see Project scope below).

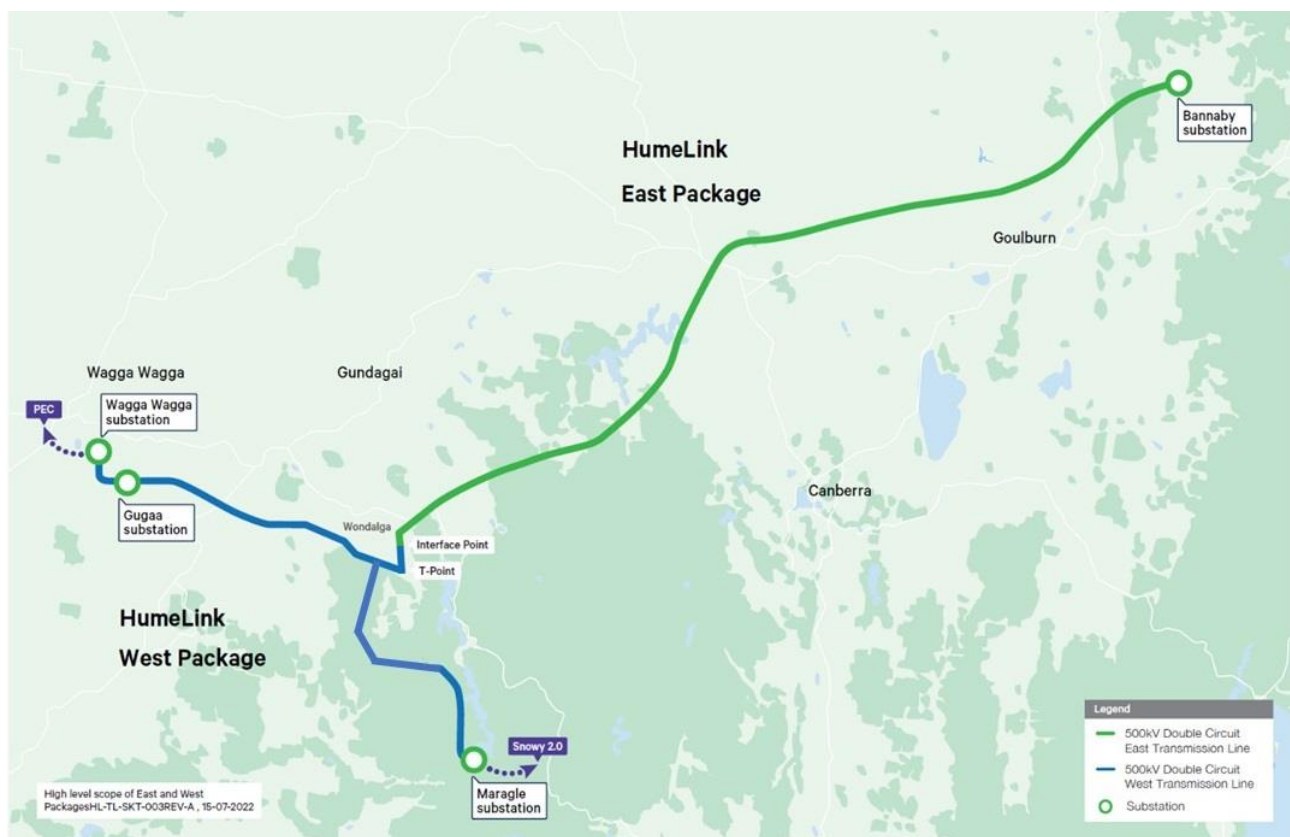


Figure 1 HumeLink proposed transmission lines and substations

The key components of HumeLink include:

- Construction and operation of approximately 360 km of new double circuit 500kV transmission lines including associated infrastructure between Wagga Wagga, Bannaby and Maragle
- Construction of a new substation Gugaa 500kV substation approximately 11 km south-east of the existing Wagga substation (Wagga 330kV substation)
- Demolition and rebuilding of a section of around 2 km of Line 51 as a double circuit 330kV transmission line connecting into the Wagga substation
- Modification of the existing Wagga substation and Bannaby substation (Bannaby 500kV substation) for the new transmission line connections
- Connection of transmission lines to the future Maragle substation (Maragle 500kV substation) approved under the Snowy 2.0 Transmission Connection Project
- Provision of an optical repeater telecommunications hut and associated connections to existing local electrical infrastructure
- Establishment of new and/or upgraded temporary and permanent access tracks
- Provision of construction compounds, worker accommodation facilities, utility connections and/or relocations, brake and winch sites and helipad/helicopter support facilities.

1.2 Regulator and environmental approvals

Federal and state government regulations require all major infrastructure projects, such as HumeLink, to undergo a robust environmental assessment before approval is considered.

On 11 February 2022, Transgrid submitted a Scoping Report to the NSW Department of Planning and Environment (DPE) for HumeLink that presents a preliminary assessment of the potential impacts from the project. These will be further assessed in the Environmental Impact Statement (EIS).

DPE reviewed the Scoping Report and on 15 March 2022 issued the Planning Secretary's Environmental Assessment Requirements (SEARs). The SEARs set out issues that must be addressed in the EIS.

HumeLink has been declared Critical State Significant Infrastructure (CSSI) under the NSW Environmental Planning and Assessment Act 1979 and an EIS is required to support an application to the NSW Minister for Planning.

The EIS will assess the economic, environmental, and social impacts of the project and will help the community and other key stakeholders better understand the project and its impacts so they can make informed submissions or decisions about the Project's merits. The Commonwealth Government has also determined that HumeLink is a 'controlled action' under the Environment Protection and Biodiversity Conservation Act 1999 as it has the potential to result in significant impacts on matters of national environmental significance (MNES). The project will be assessed under a bilateral agreement between NSW and the Commonwealth governments. Only one EIS will be prepared but a decision is required from both the NSW and the Commonwealth governments.

Transgrid prepared an EIS which was submitted to the NSW Department of Planning and Environment (DPE) for public exhibition in September 2023.

To read the current SEARs, documents submitted to DPE, and formal responses from the department to Transgrid, visit the department's HumeLink webpage.

1.3 Project scope

HumeLink consists of two separate but interconnected electricity transmission infrastructure projects – HumeLink West and HumeLink East.

The purpose of the HumeLink project is to provide reliable power to NSW households giving greater access to reliable and affordable electricity. HumeLink will unlock the full capacity of the expanded Snowy Hydro Scheme and enable greater sharing of energy across the eastern states. Furthermore, HumeLink will enable more renewable energy generation to enter the market, supporting Australia's emissions reduction targets.

The scope of work, consists of the following sections:

- HumeLink West
 - Maragle 500kV substation Works
 - New Gugaa 500/330kV substation
 - Wagga 330kV substation augmentation
 - 118 km 500kV double circuit transmission line (Maragle-Interface Point-Gugaa)
 - 11 km 500kV double circuit transmission line (Gugaa-Wagga)
- HumeLink East
 - Bannaby 500kV Substation Works
 - New 500kV double circuit transmission line connecting the augmented Bannaby 500kV substation to the interface point
 - Deliver infrastructure required at the interface point to enable the connection of HumeLink East and HumeLink West transmission lines, including the interface tower and associated infrastructure.

2. Abbreviations, acronyms, and definitions

Term	Definition
AC	Alternating current
APA	"Always Powering Ahead" - owner of gas distribution infrastructure in NSW
ASB	Auxiliary services building
ASB/SSB	Combined auxiliary Services and secondary systems building
ASP	Accredited service provider
AT	Auxiliary and earthing transformer
CPB	CPB Contractors Pty Ltd
CD	Construction Director
CM	Construction Manager
CMT	Construction Management Team
Contractor	UGL CPB Joint Venture
DNSP	Distribution Network Service Provider
EIS	Environmental Impact Statement
Employer	Transgrid
HLW	Humelink West
Humelink West JV (HLWJV)	JV between UGL and CPB
HumeLink	A major HV infrastructure project involving the construction of approximately 350 km of new 500kV Transmission Lines connecting Wagga Wagga, Maragle, and Bannaby, and including new and upgraded substation infrastructure.
HumeLink West	HumeLink West is one half of the HumeLink Project. HumeLink West includes the design and construction of new 500kV transmission lines between the existing Wagga Wagga substation and the new Gugaa substation, from the new Gugaa substation to the t-point near Batlow, from the t-point to a new Maragle Substation, and from the t-point to an interface tower approximately 8 km north of the t-point. HumeLink West also includes the design and construction of the new Gugaa and Maragle substations, and the augmentation of the existing Wagga Wagga substation, and rebuild of the existing transmission line L51 for approximately 2 km.
HV	Heavy vehicle
IFC	Issued for construction
ITP	Inspection and Test Plan
kV	Kilovolt
LV	Light vehicle
NSW	New South Wales
ODF	Optical distribution frame
OEM	Original equipment manufacturer
OFPP	Optical fibre patch panel
OHL	Overhead line
OHTL	Overhead transmission line

Term	Definition
One HSE Culture	The One HSE Culture is about how UGL, and the wider CIMIC group, integrate and align a common set of behaviours into everything we do so it's part of our day-to-day leadership practice. Research in our industry sectors has helped identify certain behaviours that are particularly important in creating our desired culture. This knowledge has been used to identify the behaviours that underpin our One HSE Culture. The application of One HSE Culture helps us achieve our quality, safety, environmental and operational objectives, with the safety of our people being our number one priority at all times.
OPGW	Optical ground wire
PD	Project Director
PM	Project Manager
PMO	Project Management Office
PSSR	Power System Safety Rules
The project	HumeLink West
SDM	Standard Design Manual
TAHE	Transport Asset Holding Entity NSW
TfNSW	Transport for New South Wales
TMP	Traffic Management Plan
TNSP	Transmission network service provider
UGFC	Underground fibre cable
UGL	UGL Engineering Pty Ltd
VTs	Voltage transformers

2.1 Purpose and objectives

This plan describes how the HLWJV will deliver the Interface and Third-Party Management Plan requirements included in Appendices C and F of the Employer's Requirements to ensure that the design, construction, testing and commissioning of the works for Humelink West are fully integrated. The HLWJV will coordinate all applicable Humelink West works with all parties and the Employer's Representatives as required and take all reasonable steps to schedule interface activities to avoid delays.

3. The Joint Venture Management

3.1 Roles and responsibilities

The HLWJV team members with the primary responsibility of managing the requirements and objectives of the Interface and Third-Party Management Plan are the Property and Interface Manager, Project Manager – Substations, and Project Manager -Overhead Transmission Lines.

The Community and Aboriginal Engagement Advisor is the conduit between Local Traditional Owner groups/communities, Aboriginal workers, their colleagues, and supervisors. In addition, the Advisor will be available to supervisors and subcontractor management to address any cross-cultural challenges and concerns that may result from work and site activities.

The Property and Interface Manager will be responsible for the engagement of all impacted landowners. The HLWJV understands its obligation for communicating with landowners on all matters relating to its activities as outlined in the Community and Stakeholder Engagement Management Plan, the Land and Property Access Management Plan, Property Management Plans and Landowner Agreements.

All interactions with landowners or stakeholders will be documented and records will be maintained in the HLWJV's and Transgrid's electronic records management systems which include TeamBinder and Salesforce. The HLWJV property and interface team will copy its correspondence, information, interactions, and data exchanged with Interface Contractors with the Employer's Representative electronically. Where provided by the Employer, the HLWJV property and interface team will upload such information and correspondence directly onto the Employer's records management system. The Property and Interface Manager will be responsible for ensuring that the appropriate engagement with all

impacted owners occurs, and that an accurate register of site access requirements/approvals is maintained and adhered to.

The Property and Interface Manager will be responsible for managing the relationship and seeking all permits and approvals from impacted Councils, FCNSW, Essential Energy (DNSP) for all line crossings, Transgrid, Transport for NSW (state roads and access to railway corridors).

The project managers have the construction responsibility for the delivery of the substations, transmission planning and managing internal resources and sub-contractors. Project managers' objectives will include, but are not limited to, delivering the project safely, within budget and in accordance with the schedules, with minimum impact to landowners, the environment and heritage and managing construction interfaces with other stakeholders.

3.2 Project leadership

A Project Management/Leadership Team has been established to provide clear functional responsibility and leadership within distinct construction deliverables.

The Property and Interface Manager and project managers report to the HLWJV's Construction Director who in turn reports to the Project Director. The primary goal of this team is the successful delivery of the project.

The structure of the Project Leadership Team is provided below.

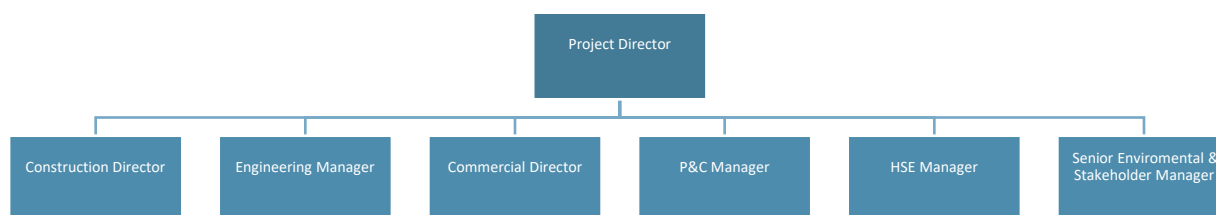


Figure 2 Project Leadership Team

Where applicable, each of the functional leaders will direct the day-to-day work conducted by their teams and provide support to the delivery of site construction activities.

3.3 Interface representative

The Contractor's nominated interface representative will be the Property and Interface Manager, whose details are as follows:

- Killian Makurumidze
- Location: Level 7, 40 Miller Street, North Sydney, 2060
- Email: killian.makurumidze@ugllimited.com
- Mobile: +61 473 061 059
- Property Team Email: (hlw_property@ugllimited.com).

The Property and Interface Manager is assisted by two Land Access Coordinators and the Project Engineer – Interface.

The Land Access Coordinators assist with the engagement with landowners, seek permits and approvals, maintain property and site records.

The Project Engineer – Interface will assist the HLWJV property and interface team with the management of the construction interfaces with stakeholders and engagement with asset owners and key stakeholders. Additionally, this role is responsible for developing a construction, installation, and sequencing plan that interface contractors, project managers, and procurement and logistics team members can support.

The HLWJV property team will share their email and mobile contact details with all landowners, interface contractors, third parties and all other stakeholders for ease of reach and communication.

3.4 Construction management team (CMT) responsibilities

In order to effectively plan the full extent of the works and be prepared to effectively coordinate the works on site, a Construction Management Team (CMT) composed of key delivery function heads has been established to provide clear leadership and direction to the wider team.

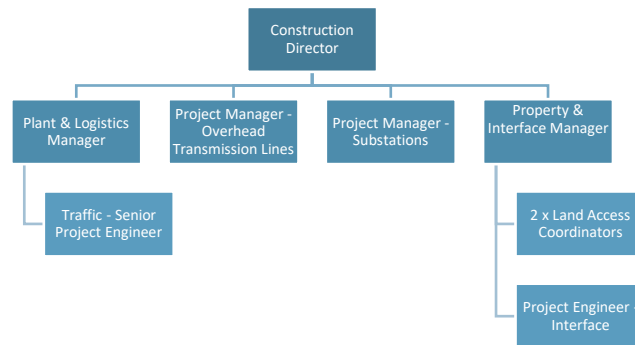


Figure 3 Construction and Property and Interface Management Team

The HLWJV Property, Interface and Third-Party Management Team will primarily be responsible for:

- Property Management
- Land Access / Biosecurity controls
- Dilapidation reports
- Land and Property Access Management Plan
- Landowner Interfaces
- Property Management Plans
- Site Access Schedules
- Property agreements
- Access coordination
- Communication with landowners
- Interface and Third-Party Management Plan
- Councils / FCNSW/ DNSP / Railways / Roads / Permits and Approvals

The Contractor's construction management team and their responsibilities are summarised as follows:

Project Director – The role has overall responsibility for the direction, organisation leadership and control of the HLWJV team on the project.

Construction Director

This role is the senior construction representative and is responsible for all construction activities associated with the HLWJV. The Construction Director and their staff interface closely with all other disciplines of the Project Management Team and will play a key role in all stages of construction activity, including:

- Establishment of the construction HSE risk matrix
- The evaluation of construction subcontractors
- Coordination and prioritisation of construction activities
- Investigation and evaluation of potential alternative construction methodologies
- Coordination of plant and equipment procurement
- Management and assignment
- Coordinating construction completion certification
- Compliance with drawings and specifications
- Quality of work.

The Construction Director is responsible for maintaining a safe work environment for all personnel and providing the necessary tools, resources, and guidance to complete the project as designed.

Project Manager - Overhead Transmission Lines

Reports to the Construction Director. The Project Manager – Transmission Lines is responsible for vegetation clearing, design coordination, transmission line strategy, planning and delivery. Additional responsibilities include:

- Safety and Environmental Leadership
- Program management and reporting
- Budgetary management and forecasting
- Constructability input to SID workshops
- Coordination and prioritisation of OHTL construction activities
- Exempt works planning and delivery
- Enabling works planning and delivery
- DNSP Crossings (including outage approvals and permits)
- Transgrid Transmission Line Crossings (including outage approvals and permits)
- Rail Crossings
- Road Crossings
- Council Engagements
- Dilapidation requirements
- Vegetation clearing
- Road improvements and upgrades
- Access point construction and approvals
- Subcontract strategy for OHTL works
- Scope of work development for OHTL packages
- Contract management
- L51 diversion and rebuild works
- OHTL construction methodologies
- OHTL Inspection and Test Plans
- Transmission line commissioning
- Site remediation.

Project Manager – Substations

Reports to the Construction Director. The Project Manager – Substations is responsible for design coordination, substations strategy, planning and delivery. Additional responsibilities include:

- Safety and Environmental Leadership
- Program management and reporting
- Budgetary management and forecasting
- Constructability input to SID workshops
- Coordination and prioritisation of Substations construction activities
- Subcontract strategy for Substations works
- Scope of work development for Substations packages
- Contract management
- Outages
- Substations construction methodologies
- Substations Inspection and Test Plans
- Substations commissioning and post-commissioning support
- Site remediation.

Traffic – Senior Project Engineer

Reports to the Plant & Logistics Manager. The Traffic Senior Project Engineer's primary responsibilities are preparing and securing approvals to all S138 applications, preparing traffic and vehicle management plans, oversized movements, road occupancy applications, road dilapidation reports, Council, FCNSW, rail, and roads approvals and permits

Community and Aboriginal Engagement Advisor

The Community and Aboriginal Engagement Advisor is the conduit between Local Traditional Owner groups/communities, Aboriginal workers, their colleagues and supervisors. In addition, the Advisor will be available to supervisors and subcontractor management to address any cross-cultural challenges and concerns that may result from work and site activities.

3.5 Submission and review of Interface Management Plan implementation

The HLWJV shall submit its Interface and Third-Party Management Plan within 50 days of the execution date. The plan will be reviewed and updated quarterly until the date of practical completion of the works.

4. Interface management

4.1 General

Interface management for the contractor is described in detail under Schedule 2 – Employer's Requirements – Appendix E Interface and Third-Party Works. It states that the contractor shall proactively manage, coordinate, and integrate the works and the contractor's' activities with the interface Works with all parties and take all reasonable steps to schedule interface works to avoid delays.

4.2 Consultation with stakeholders

Interface Meetings

The HLWJV Interface team will lead all interface meetings and formalise meeting minutes:

The HLWJV interface team shall schedule and lead monthly and regular interface meetings with the Employer, all interface parties/contractors and other key stakeholders nominated by the Employer's Representative and all other asset owners impacted by the project to manage and coordinate interfaces, including design, construction, testing and commissioning. A stakeholder communication matrix is attached as Appendix A to this ITPMP plan.

Meetings will be established at the consultation, construction, function, and project levels, with appropriate participants for all impacted parties to enable a detailed review of the status of works, and agreement of further actions to progress activities. The HLWJV shall provide to the Employer all information to be considered and/or decided at the interface meetings at least three business days prior to the meeting to enable the Employer and Interface Contractors to consider and comment in advance of the interface meetings.

Actions and decisions of the interface meetings shall be recorded by the HLWJV and agreed with all participants. The HLWJV shall issue meeting minutes within five business days after the interface meetings to all interface meeting attendees.

Management and coordination of Interface Works

The HLWJV will proactively manage, coordinate, and integrate the works and its activities with the interface works and will manage interface and third-party works in accordance with this plan. As the contractor, the HLWJV takes responsibility for the safe, and effective control of works performed by third parties while on its work sites.

The construction and design teams will schedule and participate in regular interface meetings with other interfacing parties which will include one or more of the following:

- Transgrid representatives
- Subcontractors engaged by the HLWJV
- Third Party contractors engaged by Transgrid
- Vendors and/or vendor representatives
- Other organisations as required to deliver the construction.

Access to work sites will be controlled on a risk assessed basis, based on the type of site, and will include security checkpoints, swipe card access and keys. Substation sites will be fenced and gated

when not in use and all work areas/sites will be demarcated using traffic cones and markers to prevent unauthorised entry.

The HLWJV, Interface Contractors, subcontractors, third-party contractors, vendors, and their representatives and Transgrid representatives will have formal monthly project coordination and interface meetings or as required to discuss scope of works, work scheduling and resolve any emerging works.

4.3 Identification and categorisation of interfaces

Contractor Interfaces include those detailed in table below. This table includes a functional input column for ease of reference and clarity in the division of responsibilities within the project delivery teams.

Table 1 HumeLink West interfaces and accountability inputs

Interface	Accountability
Essential Energy and any other electricity TNSP/DNSP authorities	Project Manager OHTL and Property and Interface Manager
Road authorities	Traffic Senior Project Engineer/ Property and Interface Manager
Rail authorities	Traffic Senior Project Engineer/ Property and Interface Manager
River authorities	Project Manager OHTL and Property and Interface Manager
Communications authorities	Project Manager OHTL and Property and Interface Manager
Gas authorities	Project Manager OHTL and Property and Interface Manager
Property	Property and Interface Manager
HumeLink East contractor	Project Manager Substations, Project Manager OHTL and Property and Interface Manager
Snowy 2.0 Transmission Connection Project	Project Manager Substations and Property and Interface Manager
Transgrid	Construction Director, Design Managers (Substations and OHTL), Project Managers (Substations and OHTL), Property and Interface Manager, Senior Project Controls Engineer
OEM contractor	Design Manager Substations, Project Manager Substations and Property and Interface Manager
NCIPAP contractor	Project Manager Substations and Property and Interface Manager
Interface point	Project Manager Substations, Construction Manager OHTL, and Property and Interface Manager
Project Energy Connect	Project Manager Substations and Property and Interface Manager
Local Government	Property and Interface Manager and Communications & Stakeholder Engagement Manager

Transgrid will take the lead on landholder engagement initially, with the responsibility passing to the HLWJV property team on full possession of a site as outlined under Section 6.5(c) of the Management Requirements, Appendix F.

4.4 Demarcation of scope at each interface (see specific Interfaces below)

Work sites will be clearly demarcated to prevent uncontrolled movement of personnel, and to notify workers of the activities being performed. This is especially important in situations where more than one contractor is working at a particular site, and particularly in brownfield work environments.

Whenever a third party is working within a substation, or in proximity to a transmission lines crew, work areas will be defined and marked with clear PC WHS regulation compliant signage indicating agreed boundary limits. Work areas will be clearly marked on a plan drawing of the work site(s). Physical markers will be used to delineate work areas, using temporary fencing wherever possible, or traffic cones, bunting, or other visible temporary markers where temporary fencing is not appropriate.

Work crews will be required to gain approval by the other party, to access their work site, and will be obliged to sign onto the daily pre-start document acknowledging the hazards of the site and any other

party that needs access to the site will be inducted by the contractor HSE personnel. A work site coordinator will be nominated where more than one crew is required to work in proximity to other crews to manage interactions between work crews.

4.5 Managing access for interface contractors (general)

Access to work sites will be controlled on a risk assessed basis, based on the type of site, and may include security checkpoints, swipe card access and keys.

For greenfield substation sites, these will be fenced and gated when not in use and all work areas/sites will be demarcated using traffic cones and markers to prevent unauthorised entry.

For brownfield substation sites, the third-party and interface contractor will have to comply with Transgrid's PSSR requirements and any site-specific requirements e.g., zone substations.

Transmission line sites – transmission line work sites change from an operational to nonoperational state frequently as various construction activities are undertaken. There may be extended periods of time between work activities. Whenever the site is operational, and work is being performed, construction crews will demarcate the work site using traffic cones and warning markers. Access points will generally be blocked to prevent unauthorised access while work is being performed. Anyone approaching a work site will be approached by the site supervisor (or delegate) to confirm authorisation to access the site, explain the hazards of the work site, and provide the pre-start for review and signature.

All HLWJV employees, Interface contractors/sub-contractors, and third parties working within Transgrid lines easements will be trained and inducted in the Power System Safety Rules (PSSR) associated with power system apparatus located and associated with:

- Substations/switchyards
- Cables
- Overhead lines
- Communication facilities

In order to meet its site inductions and training requirements and programs, the HLWJV has established a training facility for the delivery of group training and / or verification of competency (VOC) training prior to construction workers mobilising to site. In addition, training facilities will be established at each of the construction camps to allow induction training for interface contractors and third parties, subcontractors/visitors and to accommodate individual training as needed. All PSSR training records will be maintained in WSAT/Pegasus as required under the contract.

All HLWJV managed personnel will be required to undergo both Transgrid and the HLWJV inductions prior to starting works on site. Short term or visitor inductions can be provided as required however a person is not able to work on the site and must be always accompanied by an inducted worker.

Any Subcontractor, third party or Transgrid-nominated representative personnel working on site will be required to undergo the same induction process as the HLWJV employees on site within site facilities prior to commencing any works on site.

Worker accommodation or Laydowns – All accommodation and laydown sites will be fenced and gated. Accommodation and laydown areas will be separated and have clear, visible demarcation to delineate boundaries. Designated areas within the accommodation and laydowns will also be established and set aside for specific usage (HV parking/LV parking/steel laydown/drum laydown etc.).

4.6 Temporary protection measures

Where required, temporary measures will be put in place to protect existing Employer and third-party assets and completed works from damage by third parties or sub-contractors. Temporary measures may include, lock out tag out protection, road traffic barriers, temporary fencing, signage and warning markers and impact protection.

4.7 Communication and coordination with interface contractors

Project level coordination meetings will be critical, as they will be used to plan upcoming work activities and agree protocols to deconflict work areas and ensure a safe system of work is in place, with a common understanding of the roles and responsibilities of everyone involved.

All interface contractors working on a HLWJV site will be required to provide the following information to allow effective work planning and coordination:

- A detailed schedule of works (level 3 minimum)
- 3-week lookahead programs provided weekly; and
- 48-hour forecast of works, provided daily at coordination meetings.

Where essential design input is required and there is no interface contractor, the Employer will be contacted to provide design inputs. Where there is an interface contractor, the HLWJV will be responsible for coordinating with the interface contractor to obtain and verify the required design inputs.

4.8 Interface meetings

The Employer and HLWJV interface team shall schedule and the HLWJV team shall lead the weekly/monthly and/or regular interface meetings with all interface parties/contractors and other stakeholders nominated by the Employer's Representative to manage and coordinate interfaces, including design, construction, testing and commissioning.

A stakeholder communication matrix is attached as **Appendix A** to this ITPMP plan.

Meetings will be established at construction, function, and project levels, with appropriate participants for all impacted parties to enable a detailed review of the status of works, and agreement of further actions to progress activities.

The HLWJV shall provide to the Employer all information to be considered and/or decided at the interface meetings at least three business days prior to the meeting to enable the Employer and Interface Contractors to consider and comment in advance of the interface meetings.

Actions and decisions of the interface meetings shall be recorded by the HLWJV and agreed with all participants. The Employer shall issue meeting minutes within two business days after the interface meetings to all interface meeting attendees.

4.9 Design interfaces (general)

Third-party works contractors shall ensure that works design specifications are written and provided with sufficient detail and time to allow for design, checking, formal approvals, procurement of materials and erection of the works to meet project schedule.

The HLWJV shall ensure that the third party works contractor's design specification include relevant residual risks, together with details on physical site constraints, proposed work sequences, plant use and potential interfaces with adjacent operations.

The Contractor will coordinate its design activities for the HumeLink West project with those being carried out by designers for the HumeLink East project, NCIPAP project at Wagga, PEC project at Wagga, Snowy 2.0 project at Maragle to ensure the following:

- Availability and access to "as built" drawings for Wagga substation
- The Snowy 2.0 designs for the 330kV yard at Maragle are finalized, accurate and available in accordance with the Employer's standards for use in managing interfaces with the HumeLink West designs for the Maragle 500kV yard.
- The HLWJV will verify that the status of its "as-built" design and scope has been accurately recorded as part of the design due diligence, including but not limited to the review of all design reports and models as part of the HumeLink West scope at Wagga and Maragle (e.g., AC/DC System sizing, lightning, earthing, insulation co-ordination file, etc.).
- Coordinated and timely access to secondary systems configuration and database ownerships to enable smooth progress of the design.

- Seamless connection of the 500kV double circuit lines from the HumeLink East and HumeLink West projects at the Interface Point per the East-West Interface Deed and the responsibility matrix.

4.10 HSE requirements (general)

Commitment to HSE performance is foremost of all considerations in the planning and execution of the works. The primary goal for the HLWJV is for HumeLink West project to be a Zero Harm project, whereby no harm shall come to any person, the environment, or the communities in which we work.

The HLWJV's HSE requirements will apply equally to the HLWJV, subcontractors and third parties and will include providing training and competency requirements to access the HLWJV's construction sites. Strict adherence to these requirements will ensure that only adequately trained personnel will access work sites with the appropriate controls in place.

The project and construction management teams are committed to achieving the highest standards of HSE performance on the project and to achieve this, the team will:

- Develop a comprehensive Health and Safety Management System that incorporates all project requirements.
- Employ a dedicated Health and Safety Manager who shall guide the implementation and management of HSE requirements.
- Ensure that sufficient budget and resources are allocated to sustain excellent performance throughout the project.

The project and construction management team for the Project will demonstrate a commitment to achieving outstanding HSE performance with the goal of achieving the following objectives:

- Be a Zero Harm project.
- Create a positive and productive work environment based on a shared commitment to safety and to the Target Zero philosophy.
- Create a culture where individuals understand and take responsibility for their health and safety as well as the health and safety of co-workers.

No access to a HLWJV HumeLink West work site will be granted/approved until The Contractor has reviewed and verified, every Subcontractor's HSE documents.

5. Interface works and contractors

Interface works refers to works that are contemplated in the Employer's Requirements as interfacing, connecting, or integrating with the works including those works identified as "Interface Works and such other interface, integration or connection work identified by the Employer before or after the Execution Date."

Interface contractors means the entities that are already or will be engaged by Transgrid, its associates or a third party to perform the interface work and includes Transgrid if it is self-performing any interface work. It is noted that the Interface Works in this document, only refer to those works to be carried out under the HumeLink West project and do not include works that may arise due to the proposed VNI West project.

5.1 Interface Points

Interface points refer to the locations identified by the Employer where interface works will be carried out by both the HLWJV and Transgrid engaged contractors or where Transgrid will self-perform the interface work.

The summaries below identify the approximate location of the interface works, the interface works contractor, the split of the scope of works to be carried out between the interface contractor and the HLWJV as at the date of the contract or as amended and approved by Transgrid.

5.1.1 HumeLink East contractor (interface point location)

5.1.1.1 Works by the interface contractor (HumeLink East contractor)

- Tower foundation.
- Tower structure.
- Earthing.
- Anti-climb devices.

- Signage including access track finger boards.
- Conductors (install only), OPGW (install only), insulators, all fittings, and accessories up to the east side of the Interface Point.
- Surge arrestors (supply only) Conducting the End-to-End OTDR test for the 96c OPGW between the Interface Tower and Bannaby Substation, including installation of all new Underground Optical Cables (UGFC).
- A Fibre Joint Box of adequate size at the Interface Tower, to splice 3x 96c OPGW. The East Contractor is to install the OPGW without termination in the Fibre Joint Box, ensuring that there is enough cable slack to allow the West Contractor to finish the splicing work; and
- Impacted locations are remediated in accordance with the relevant Property Management Plans except for access tracks constructed by the Contractor which will remain on the relevant landholding.

5.1.1.2 Works by the HLWJV

- The Stringing of Conductors & OPGW up to the west side of the Interface Point which includes jumpers and splicing of OPGW at the Fibre Joint Box.
- Surge arrestors installation on the Interface Transmission Tower after completion of stringing and jumper connections all fibre splicing work for West Delivery Contract opgws, at the Interface Tower; and
- After completing the splicing work on the Interface Tower, the West Contractor will conduct tests to confirm that all splicing joints and fibre installation performed by the West Contractor adhere to the OPGW technical requirements specified in the Employer's Requirements (specifically the Transgrid SDM (Communications)).

Following completion of the work specified above, the East Contractor will carry out the balance of the requirements under the Employer's Requirements in respect of the Site that houses the Interface Transmission Tower, including:

- Site clean-up and demobilisation; and
- access track and tower pad reinstatement and general rehabilitation works.

5.1.2 NCIPAP contractor (Wagga 330kV substation location - Cap Bank)

5.1.2.1 Works by the interface contractor (contractor for the Network Capability Incentive Parameter Action Plan – NCIPAP)

Install No.4 330kV capacitor bank connecting to the 330kV Bay 1R.

5.1.2.2 Works by the HLWJV

- Coordinate with the interface contractor for the connection point in bay 1D after diverting the existing Line 051
- Coordinate with the interface contractor for uprating of 330kV 'A' busbar to 5000A – at No.4 Capacitor switch bay 1R connection point.

5.1.3 Project Energy Connect (PEC) (Wagga 330kV substation location)

5.1.3.1 Works by the interface contractor (SecureEnergy Joint Venture)

- Extend 330kV switchyard by four new 330kV double breaker, double bus bays (1M, 1N, 1P and 1Q)
- Divert Line 63 from bay 1L to new bay 1Q
- Divert Line 62 from bay 1F to new bay 1P
- Construct new 500kV lines 6J and 6L (operated at 330kV) and terminate at new bays 1N and 1M respectively
- Install new cable trench through new bays and existing 330kV line bays 1L, 1F, 1E and 1D.

5.1.3.2 Works by the HLWJV

Upgrade the existing 330kV busbars ('A' Bus and 'B' Bus raised section at 10m height) to 5000A
Coordinate with the interface contractor for the:

- Construction of perimeter access road and associated pavements around the southern edge of the 330kV switchyard, and internal roadways for plant and equipment access
- Installation of drainage around the southern edge of the 330kV switchyard
- Design of bays 1L (switch bay for 6R 330kV TL), 1F (switch bay for 6P 330kV TL) and 1A/1D (relocated switch bays for 051 330kV TL – double breaker connection), needs to allow for switch bay equipment footings for HumeLink and cable trench by Project Energy Connect.

5.1.4 Snowy 2.0 Transmission Connection Project (Maragle 500kV substation location)

5.1.4.1 Works by the interface contractor

- Construct new Maragle 330kV switching station, 330kV transmission lines to Snowy Hydro (Snowy 2.0) and cut ins to 064 330kV transmission line
- Construct intersection between Maragle 330kV switching station access road and Elliot Way
- Vegetation clearing for the Maragle 330kV switching station bench, asset protection zone and access roads.

5.1.4.2 Works by the HLWJV

Coordinate with the interface contractor for the:

- Construct transformer runway within the 'safe earth exclusion zone'
- Connection point between the new 500kV substation (established by the contractor) and the 330kV switching station
- Vegetation clearing for the Maragle 500kV substation bench, asset protection zone and access roads
- Augmentation for the transformer runway
- Expansion of the existing CCTV, access control and intrusion detection, movement -activated lighting, restricted locks and keys and appropriate security signage to provide coverage for the new 500kV switchyard
- 400V supplies from the 400V switch fuse boards to the existing 330kV ASB No.1 AC Distribution Board and No.2 Distribution Board (installed by the interface contractor)
- Removal of the two existing 330kV/415V Power VT's associated VT marshalling boxes, diesel generator connection box and cabling (installed in the 330kV switchyard by the interface contractor)
- 125 V DC systems and supplies from the existing 125 V DC distribution boards in the 330kV ASB (installed by the interface contractor)
- Stormwater drainage
- SM and MM UGFC between 500kV ASB and 330kV ASB – need conduit path and ODF rack space.

5.1.5 Transformer and reactor original equipment manufacturers (OEM) contractor (Maragle 500kV and Gugaa 500kV substation locations)

5.1.5.1 Works by the interface contractor

- Design, supply, deliver to site, install all required transformers, and shunt reactors at Maragle
- No. 1 and No.2 shunt reactors
- No. 1, No. 2, and No.3 transformers
- Supply of any additional power supply for oil treatment - per Appendix E Addendum 13 dated April 2023
- Design, supply, deliver to site, install all required transformers, and shunt reactors at Gugaa
- No. 1 shunt reactor
- No. 1 and No. 3 transformers
- Spare Transformer

- Supply of any additional power supply for oil treatment - per Appendix E Addendum 13 dated April 2023

5.1.5.2 Works by the HLWJV

Responsibility Matrices for transformers and reactors are referenced in Appendices C and D to this ITPMP

- For the spare transformer - design and complete all necessary civil works and foundations (including testing and foundations of full oil containment system and marking of centerline) for the installation of the spare transformer
- For all transformers and reactors (other than spares) - design and complete all necessary HV, civil works and foundations (including testing and commissioning of full oil containment system and marking of centerline), conduits and secondary systems for the installation of transformers and reactors (based on equipment design provided by the interface contractor).
- Coordinate with the interface contractor for the delivery and installation of all transformers and reactors, including the management of all safety and environmental compliance
- Provide temporary site facilities required by the interface contractor to undertake the Interface Works including office/meal/toilets, laydown area and general construction power supply
- Install earthing, perform HV, control and protection connections, test, and commission (protection and control testing) all transformers and reactors
- Perform thermography after energisation as per remainder of substation.
- Post Energisation Oil sampling

5.1.6 Transgrid (telecommunication equipment at Maragle 330kV auxiliary service building)

5.1.6.1 Works by Transgrid

- Existing Snowy 2.0 telecommunications equipment
- Optical patch leads between existing telecommunications equipment and OFPP
- Integrate and commission augmented telecommunications network.

5.1.6.2 Works by the HLWJV

- Supply, install and test 96 core OPGW from 500kV TL 5C1/5C3 Via joint box and UGFC to 96 core single mode optical fibre patch panel (SM OFPP) in existing Maragle 330kV auxiliary services building
- Supply, install and test dual 24c MM UGFC from Maragle 500kV ASB MM OFPP to Maragle 330kV ASB MM OFPP
- Supply and install test and test dual 24c SM UGFC from Maragle 500kV ASB SM OFPP to Maragle 330kV ASB SM OFPP
- Test all optical fibres end to end as per SDM.

5.1.7 Transgrid (Telecommunication Equipment at Wagga 330kV Substation communication room)

5.1.7.1 Works by Transgrid

- Existing WG 1 telecommunications equipment
- Optical Patch Leads
- Integrate and commission augmented telecommunications network.

5.1.7.2 Works by the HLWJV

- Supply and install 48 core UGFC from OPGW joint box on 6P/6R 330kV transmission line gantry (bay 1F) via conduit and cable trench to 48 core SM OFPP in communication room

- Supply and install and test 48c OPGW via joint boxes and UGFC in buried conduit and cable trenches from relocated TL051 (bay 1D gantry) to communication room SM OFPP
- Test all optical fibres ends to end as per SDM.

5.2 Testing and Commissioning of Interface Works

All pre-commissioning and energisation related works procedures will be submitted for Employer review in a specific Pre-Commissioning and Energisation Management Plan (PCEMP). Commissioning and energisation works will be managed and implemented by a Commissioning Manager dedicated to HumeLink West.

The HLWJV's HSE Manager and Safety Managers will ensure that all safety procedures are in place during pre-commissioning and commissioning activities, including the enforcement of access control through a lock out tag out system, establishment of working areas, testing in progress areas, clear demarcation of work areas, activity staging, and caution signage.

The PCEMP shall align with the Employer's Requirements, particularly Annexure B and the Conditions of Contract, particularly Clause 12, and include as a minimum:

- All assets to be pre-commissioned and energised, for each Section
- Interface parties' roles in the pre-commissioning and energisation process
- Pre-commissioning and energisation hold points and witness points
- Proposed methods of testing for pre-commissioning/energisation and energisation/in-service testing
- Required electrical access and/or testing permits
- Required asset management information
- Required asset/equipment outages, durations and recall periods
- A full list of commissioning instructions, procedures, ITPs, and associated check sheets for the work
- Required O&M manuals
- Required spare parts being in place
- Required training of the Employer's staff showing dates, attendees, training content and status
- All outages required to complete the commissioning and energisation of all equipment, inclusive of:
 - The commissioning documents required by the Employer
 - Identify roles and responsibilities for tasks
 - Address risks identified and provided contingency planning; and
 - Cross reference other relevant management plans
- The Completion Working Group, members, committee charter, meeting schedule, and meeting agenda
- Details of commissioning interface meetings, stakeholders, regularity of meetings and required attendees
- The test voltages to be applied to assets during pre-commissioning testing
- Sequencing for energisation and integration to the existing network including high voltage and low voltage phase out timing and switch bay locations, in-service balance testing and any other tests to be performed immediately after energisation of each asset.

Further information relating to the testing and commissioning of works can be found in the Construction and Site Management Plan (CSMP)

6. Other interfaces

6.1 Distribution line crossings

Essential Energy overhead distribution lines will be crossed repeatedly by the HumeLink transmission lines. Transgrid has conducted a review of all crossings and identified those not impacted by the transmission line construction works, and those that will require treatment.

HLW has a total of 24 x distribution line crossings. Each of the distribution lines crossed are owned by Essential Energy. During ECI 1 it was understood that all DNSP lines would be converted to an underground configuration. During ECI 2 it was determined that undergrounding these assets was not preferred and the treatments of DNSP assets was revised as shown in the table below.

DNSP treatments are summarised as follows:

- One crossing requires LV service undergrounding and realignment of overhead line to move sub pole away from new 500kV easement (#90)
- 2 x long spanning hurdles due to orientation of LV conductor (#93 and #102)
- 20 x hurdle arrangement.

Table 2 – DNSP Crossing Treatments

East/West Sp	nd Undercrossing	rmier Undercrossing	Land Holding		EE/TG Review Workshop Outcome	Fault Indicators required	Design Info Package	TG Direction for Tender Confirmation
West	80	68	MA-044 MA-045		Undercrossing suitable for undergrounding or Hurdling.	No	Yes	Hurdle
West	83	105	WM-060-03	158 WESTWOOD RD, WESTWOOD 2729	Undercrossing suitable for undergrounding or Hurdling.	Yes	Yes	Hurdle
West	84	104	WM-060-01 Road Reserve	1154 YAVEN CREEK RD, ELLERSLIE 2729	Undercrossing suitable for undergrounding or Hurdling.	Yes	Yes	Hurdle
West	85	72	WM-051	112/757245 located at 424 OBERNE-UMBANGO RD, OBERNE CREEK 2650	Undercrossing suitable for undergrounding or Hurdling. Investigate Overhead Re-alignment	YES	Not submitted	Hurdle
West	88	71	WM-051	112/757245 located at 424 OBERNE-UMBANGO RD, OBERNE CREEK 2650	Undercrossing suitable for undergrounding or Hurdling.	YES	Not submitted	Hurdle
West	89	69	WM-049	1615 HUMULA RD, TARCUTTA 2652	Undercrossing suitable for undergrounding or Hurdling.	YES	Yes	Hurdle
West	90	70	WM-049	1615 HUMULA RD, TARCUTTA 2652	Undercrossing suitable for undergrounding or Hurdling.	YES	Yes	LV service to be undergrounded, OH Realignment to move sub pole away from new 500kV easement
West	92	59	WM-046	106/757236 located at 256 COMATAWA RD, TARCUTTA 2652	Undercrossing suitable for undergrounding or Hurdling.	YES	Yes	Hurdle
West	93	60	WM-046	106/757236 located at 256 COMATAWA RD, TARCUTTA 2652	Undercrossing suitable for undergrounding or Hurdling.	YES	Yes	Long Spanning Hurdle
West	95	57	WM-042	114/757236 located at 9423 HUMIE HWY, TARCUTTA 2652	Undercrossing suitable for undergrounding or Hurdling.	YES	Yes	Hurdle
West	96	58	Road Reserve	103/757236 located at 171 KEAJURA RD, TARCUTTA 2652	Undercrossing suitable for undergrounding or Hurdling.	YES	Yes	Hurdle
West	97	56	WM-036	102/757236 located at 107 BURKINSHAW LANE, TARCUTTA 2652	Undercrossing suitable for undergrounding or Hurdling.	YES	Yes	Hurdle
West	98	54	WM-029 Road Reserve	208/757253 located at 8100 TUMBARUMBA RD, BOOK BOOK 2650	Undercrossing suitable for undergrounding or Hurdling.	YES	Yes	Hurdle
West	99	53	WM-024	A/376288 located at 1070 LIVINGSTONE GULLY RD, GREGADOO 2650	Undercrossing suitable for undergrounding or Hurdling.	YES	Not submitted	Hurdle
West	101	51	WM-020 WM-021	1/1223720 located at 607 GREGADOO EAST RD, GREGADOO 2650	Undercrossing suitable for undergrounding or Hurdling.	YES	Yes	Hurdle
West	102	52	WM-014	9/1148321 located at 993 GREGADOO EAST RD, GREGADOO 2650	Undercrossing suitable for undergrounding or Hurdling.	YES	Yes	Long Spanning Hurdle
West	105	49	WM-004 WM-006	64/757231 located at SPRING VALLEY 112 IYVDALIE RD, GREGADOO 2650	Undercrossing suitable for undergrounding or Hurdling.	YES	Yes	Hurdle
West	106	?		3/1200485 located at 1149 GREGADOO EAST RD, GREGADOO 2650	Proposed extension - See Plan CW117193 - Project may have been abandoned. EE comments - Extension constructed FEB 2022. Undercrossing suitable for undergrounding or Hurdling.	YES	Yes	Hurdle
West	107	TBC	WM-062-17	Greenhills Access Rd	Undercrossing suitable for undergrounding or Hurdling.	YES	Yes	TBC
West	108	TBC	WM-062-17-1A	Cnr Lower Bago Rd / Link Rd	Undercrossing suitable for undergrounding or Hurdling.	YES	Not submitted	TBC
West	109	TBC	WM-090	Access via Yarrowwanga Rd	Undercrossing suitable for undergrounding or Hurdling.	YES	Not submitted	TBC
West	109	TBC	WM-090	Yarrowwanga Rd to Laurel Hill	EE Sub-Transmission Lines to be hurdled	No	Not submitted	TBC
West	111	N/A	WM-004	83 ASHFORDS RD, GREGADOO 2650	Hurdles	Yes	Yes	TBC
West	112	N/A	WM-004	83 ASHFORDS RD, GREGADOO 2650	Hurdles	Yes	Yes	TBC

The HLWJV engaged an Accredited Service Provider (ASP3) to carry out the hurdle design works and to seek Essential Energy approvals for all the line crossings, and a ASP1 contractor will be engaged to carry out the hurdle installations during an outage. HLWJV may opt to self-perform the hurdle installations and deinstallations.

Temporary Hurdle installation will require outage for install and outage for removal and Essential Energy will facilitate planned outages at the request of the Level 1 ASP.

The Level 3 ASP must submit a completed CEO6013 Notice of Required Outage/Connection form via the contestableworks@essentialenergy.com.au inbox as soon as practicable. Requests must be made a minimum of 12 weeks prior to the requested outage date; however, an outage request may be submitted any time from commencement of construction. Longer lead time for an outage request will substantially increase the likelihood of securing the preferred commissioning date.

Vegetation clearing - Arborist survey work will be conducted along all transmission line routes to validate vegetation clearing assessments. A Level 4 or Level 5 arborist will conduct detailed field surveys to identify vegetation by species to further inform vegetation clearing areas and quantities. The overriding principle around vegetation clearing is that it is minimised, and vegetation is retained as far as is practicably achievable. All vegetation clearing work has been detailed in the Biodiversity Management Plan in line with the Minister's Conditions of Approval, which was submitted to the Employer for agreement and included details of all vegetation re-establishment plans on completion of the works. In addition, vegetation clearing has been detailed in the Construction Site Management Plan (CSMP).

Access Tracks - Only vegetation that must be cleared to provide safe access for construction vehicles will be cleared. All other vegetation will be retained wherever possible. Clearing in access tracks zones will predominantly be using mechanical means. This is likely to be minimal along existing and Transgrid operated access tracks but may require considerable effort in forested areas in which new access tracks are required.

The ASP3 will prepare and submit to Essential Energy for approval the detailed designs and proposed works for each line crossing. A preliminary sequencing of the approvals from Essential Energy will be as follows:

- Project start up and planning meeting with Essential Energy to determine design expectations and priorities of work
- Design information packs and concept designs
- Review and feedback, including required design changes
- HLWJV engineering and construction team review of the design drawings
- Site visit and design verification
- Submission and Essential Energy verification/approval.
- The HLWJV to follow EE's ASP1 and ASP3 Contestable Works Certification and Construction Approvals process

6.2 Transgrid Transmission Lines

The HumeLink West project will cross several existing Transgrid transmission lines and will require outages to facilitate over stringing. Below is a summary of the transmission line outages for stringing.

HLW Line	TNSP Line	Owner	Description	Outages
L1	L64	Transgrid	Lower Tumut to Upper Tumut 330kV (5C3/5C1-4 to 5)	Yes (one)
L1	L66	Transgrid	Lower Tumut to Murray 330kV (5C3/5C1- 30 to 31)	Yes (one)
L1	L51	Transgrid	Lower Tumut to Wagga 330kV (5C3/5C1- 114 to 115)	Yes (one)
L2	L51	Transgrid	Lower Tumut to Wagga 330kV (5C3/5C2- 2 to 3)	Yes (one)
L4	L51	Transgrid	Realignment of L51	Yes (two)

Table 3 – summary of transmission line outages

L51 Realignment works on L4 will require two outages. The first outage will transfer conductor to temporary bypass poles to enable the construction of new L51 330kV towers 51-1 to 51-6. A second outage will be required to transfer conductor onto the new towers and terminate at Wagga substation.

The HLWJV shall make every effort to try and limit the total number of outages needed by conducting works in multiple locations on lines under outage where practicably achievable.

6.3 Telecoms line crossings

Telecommunication and Emergency Services assets may be impacted and/or crossed during the construction of the transmission lines such as the NSW Telecommunications Authority (NSWTA). The HLWJV transmission line design team will liaise closely with NSWTA, other operators and providers to determine the constraints, approval/permit and protection requirements across the assets or infrastructure. Designs shall take into consideration the interference constraints to attempt to avoid these services if possible. Any changes to tower positioning are to be formally submitted to Transgrid via the change management assessment for tower locations process and managed through the weekly transmission line design review meetings. Protection measures may include the establishment of traffic and access controls, vibration monitoring during installation of tower footings, and/or physical protection.

6.4 Other utility crossings (if applicable such as gas or water)

APA operates power and gas assets in NSW, some of which may be impacted and/or crossed during the construction of the transmission lines. The HLWJV will liaise closely with APA, if required to determine the approval or permit and protection requirements to cross pipelines. Investigations have confirmed that HLWJV's works will not impact APA's gas distribution network. Protection measures, if required may include the establishment of traffic and access controls, vibration monitoring during installation of tower footings, and/or physical protection.

6.5 Rail crossings

One crossing over a non - operational rail line has been identified for HumeLink West. The crossing is located on the non-operational Wagga Wagga to Tumbarumba railway line. On this non-operational line, the track infrastructure remains, however the line is no longer used for rail movements. The non-operational crossing is in NSW and is owned by Transport Asset Holding Entity (TAHE) and forms part of Transport for NSW (TfNSW)'s Central and Regional Network non -operational network.

As this is a non-operational rail crossing and no longer in use it is assumed that no physical crossing protection will be required. The HLWJV will engage with UGL Regional Linx's Third Party Team who manage the access and the Central and Regional Network property portfolio/assets on behalf of TAHE to access and confirm track crossing requirements and secure access approval documentation in advance of stringing over the rail line. Typically, a temporary hurdle arrangement using rider poles is sufficient to protect operating railway lines during stringing operations, however approvals will be required from the operator.

6.6 Road crossings

Approvals and permits for road crossings will be coordinated with TfNSW, FCNSW, and with the local Councils as applicable. The extent of crossing protection installed will be determined in consultation with TfNSW, FCNSW and Councils on a risk assessed basis. Small, rural roads with limited traffic will likely require less crossing protection than a major highway with higher speed limits and greater traffic density, therefore each crossing will be considered on its individual merit.

The Traffic Senior Project Engineer will be responsible for the engagement of TfNSW, FCNSW or Councils and negotiating the requirements for crossing protections and/or traffic controls. Local bridges to avoid will be subject to local considerations and discussions will be carried out with the local Councils and FCNSW.

Traffic requirements may include:

- The development and submission of a Traffic Management Plan and/or Traffic Control Plan
- Entry/exit augmentation works via S 138 applications
- Liaising with Councils regarding "no go areas" for transport
- Preferred road use times etc.
- Road closure notices via local media or letter drops subject to Council notification requirements

In addition, the Traffic Senior Project Engineer will be required to commission pre and post road dilapidation survey reports to cover road repair and maintenance processes in line with the Minister's Conditions of Approvals.

The OHTL Project Manager will have overall responsibility for ensuring that appropriate crossing permits are in place to allow stringing works to proceed according to program.

Road crossings, depending on the road type and traffic density, will generally be managed using one of the following:

- Temporary road closures while headboard (connection between draw wire and conductor during tension stringing) passes overhead, coordinated by construction team
- Temporary road closures/traffic slowdowns and/or traffic control under the conditions of a Traffic Control Plan and delivered by a traffic control subcontractor
- Installation of rider poles/road hurdles, at one or both sides of the road
- Installation of a scaffold structure with catenary wires and catch net.

6.7 Navigable waterway crossings

River crossing permits/approvals will be negotiated and coordinated in consultation with NSW Maritime. The HLWJV will develop a detailed list of water crossings and submit an alignment with all crossings indicated to NSW Maritime for assessment, and confirmation of which waterways will require a crossing permit, or approval. Investigations have revealed that HLWJV's works will not impact navigable waterways and Maritime issued a letter advising HLWJV that "whilst the new power line alignment does cross a number of small waterways and ephemeral creeks, Maritime does not believe that any would be considered to be navigable waters."

It is assumed that only navigable waterways will be subject to approvals, and minor water bodies will be exempt from a formal approvals process.

6.8 Airports and aviation

The Contractor will engage and seek approvals or permits from airport authorities as applicable and will adhere to authorities' height restrictions and no fly zones for helicopters and drones when working in these areas.

Per the requirements and recommendations of the EIS Aviation Impact Statement, and the need to engage and consult, Transgrid, on behalf of HLWJV submitted the concept design of the transmission line structures with coordinates and elevations to the Airservices Australia's Vertical Obstruction Data Team and the Department of Defense for review and commentary.

6.9 Public walking tracks and recreational areas in FCNSW land

There are public recreational areas and tracks known to cross or be close to the alignment of the transmission line in forestry land. Those identified include:

- Hume and Hovell Track
- Pilot Hill Arboretum
- Paddy's River Dam
- Sugar Pine Walk – currently closed
- Blowering River Dam
- Numerous 4WD access tracks.
- Hunting exclusion zones

There will be safety and security concerns with members of the public recreating near the site during the construction activities. In order to ensure the safety of the public and recreational users, the HLWJV will engage and consult with FCNSW and take the following approaches:

- Awareness programs in the following areas:
 - Forestry Commission Website
 - Hume and Hovell Website
 - National Parks Website
 - Local Newspapers and
 - Social media
- Information to draw attention to the location of the works
- Signage to be erected at entrances and within Bago State Forest informing of the construction.

- Where there are defined pedestrian or vehicular crossings of the works corridor, the HLWJV will determine the measures to be placed in these locations based on a site-specific approach. Each site will have signage to identify the site hazards and principal contractor information. The sites can remain open however when activities such as stringing of conductors take place, traffic controls will be implemented. This disruption is not expected to cause much impact and concerns to the general public.

6.10 Consultation and engagement with FCNSW

HLWJV with the assistance of the Employer is engaging and consulting with FCNSW to secure Forestry permits to access and carry out its intrusive and non-intrusive survey works and construction activities within forestry land.

The Employer is taking the lead in securing the Section 60 permits for the Snubba Road and Lower Baggo Road laydown sites, a timber licence and construction licence required to carry out construction activities within the forestry land. Access permits shall be issued for specific activities and will include access to carry out exempt works, enabling works and permanent construction activities.

HLWJV will submit and seek approval from FCNSW of its vehicle management/movement plans, traffic guidance schemes and proactively engage forestry to minimise impact to forestry logging vehicle traffic during the course of its works.

Forestry access permits will need to comply with the specific access requirements under the individual property management plans and provisions of the Environmental Management Plan.

6.11 Others (if applicable as project develops)

Should the HLWJV identify other impacted interfaces and utility assets during the course of its enabling works post EIS approval, it will work closely and design the processes required to engage with the interface party or utility provider to determine the approvals/permits required and the controls, mitigation, and protection measures to be implemented.

Other interfaces identified to date include Telstra.

7. Third party works

As principal contractor, the HLWJV takes responsibility for the safe, and effective control of works performed by third parties while on its work sites. The HLWJV will ensure that all third parties accessing work sites are adequately assessed for systems and processes, evaluated for eligibility, and approved to work on site.

7.1 Minimisation of third-party works

The HLWJV shall ensure its execution of the works avoids, minimises, or otherwise mitigates conflicts with third party assets for the works. The HLWJV will have regular meetings and planning sessions and plan for work demarcations for all third-party works carried out at its work sites.

7.2 Construction of third-party works

Should the third-party works result in an unavoidable impact on a third-party asset, the HLWJV shall liaise with the relevant third-party asset owner to develop a solution, obtain approvals and to carry out all necessary works to the satisfaction of the third-party asset owner and the Employer. The HLWJV shall ensure that the design and construction of the Third-Party Works is in compliance with the standards required by the third-party asset owner.

8. Utility service works

Utility Service Works relate to the construction modification or relocation of utility services and will occur post-EIS and pre-CEMP under the utility works, connections, adjustments, relocation, and protection provision of enabling minor works.

Utility Service Works may include the relocation of assets identified in Dial Before You Dig (DBYD) surveys, establishment of water fill points, connections to existing utility services for Worker Accommodations and laydowns.

All Utility Services exposed as a consequence of the HLWJV's activities must be protected and concealed in accordance with the requirements of the relevant utility Service owner or authority.

8.1 Identification

The HLWJV will identify all utility services (including underground and overland) to be potentially affected by its activities to determine requirements for adjustment, shutdowns, protection, and support. This activity will be undertaken in consultation with the relevant utility service owner or authority.

8.2 Preventing disruption

The HLWJV will take all possible steps to avoid unplanned disruptions to utility services resulting from its activities and that planned disruptions are minimised. The HLWJV and the impacted utility provider will advise affected parties including local residents, businesses and Transgrid's representative prior to any disruption of any utility service.

8.3 Arrange and coordinate relocation

The HLWJV will arrange and where necessary, design, and coordinate the relocation of utility services and shall ensure that the requirements of owners and authorities are satisfied. The HLWJV will obtain written approval/permit and acceptance of all works to and around any utility service from the owner or authority.

8.4 Communication with Transgrid

The HLWJV will inform Transgrid's representative of the status of the utility service owner or authority arrangements and provide sufficient notice to allow Transgrid to attend meetings with owners or authorities as required from time to time.

8.5 Mark and record locations of services

The HLWJV will provide permanent location markers as required by the relevant utility service owner or authority. It shall provide as constructed details of the locations of services to Transgrid's representative on completion of each of the utility service works.

Appendix A – Stakeholder Communication and Documentation Matrix

Communication Type	Objective of Communication	Medium	Frequency	Audience	Owner (s)	Deliverable
Introduction Meeting	Introduce the HLWJV property and interface team to Transgrid's Employer Representative. Review project objectives, project management records and keeping, access to systems, reporting requirements and agree priority of actions	Face to Face	Once	- HLWJV Property and Interface Team - Transgrid's Employer Representative	- Property and Interface Manager - Transgrid's Employer Representative	- Agenda - Meeting minutes
Kick off Meeting	Introduce the project teams and the project. Review project objectives, program, management approaches, reporting, systems, records keeping.	Face to Face	Once	- HLWJV Project Sponsor - HLWJV Project Construction Team - HLWJV Property and Interface Team - Transgrid Representative (s) - Stakeholders	- Property and Interface Manager - Interface Contractor Project Manager - Transgrid's Employer Representative	- Agenda - Meeting minutes
Project Interface Team Meetings	Review status of the project with the team.	Face to Face Conference or Teams Call	Weekly	- HLWJV Project Team - Interface Contractor Team - Stakeholders	- Property and Interface Manager - Interface Contractor Project Manager	- Agenda - Meeting Minutes - Project schedule
Technical Design Meetings	Discuss and develop technical design solutions for the project.	Face to Face	As needed	Project Design Teams	Property and Interface Manager	- Agenda - Meeting minutes - Project schedule
				•		•
Monthly Interface Meeting	Coordination of Interfaces	Face to Face Conference or Teams Call	Monthly	- Transgrid (Employer) Representative - Interface Contractors - Stakeholders - HLWJV Project Team	Employer's Representative	- Agenda - Meeting Minutes
Project Monthly Status Reports	Report the status of the project including activities, progress, costs, and issues.	Email	Monthly	- Project Sponsor - HLWJV Project Team - Transgrid Representative (s) - Stakeholders	Project Controls Manager	- Project Status Reports - Project schedule
Documentation	Objective of Document	Medium	Frequency	Audience	Owner	Deliverable
Schedule of Works – Level 3	Work planning and coordination	Email	Monthly	- Interface Contractor - HLWJV Project Team	Interface Contractor	Project schedule
Lookahead programs	Work planning and coordination	Email	3 weekly	- Interface Contractor - HLWJV Project Team	Interface Contractor	Project schedule
Forecast of Works	Work planning and coordination	Email	48 hourly	- Interface Contractor - HLWJV Project Team	Interface Contractor	Project schedule

Appendix B – Responsibility Matrix for Transformers

Project: HumeLink West - Responsibility Matrix for Transformers									
Rev: 1									
Key for Responsibilities									
PC OEM TG									
Principal Contractor (Transgrid or Transgrid's Contractor: UGL or AKG)									
OEM or OEM's Subcontractor									
TransGrid									
Item No	Task Description	Design	Supply and delivery	Unloading	Electrical installation	Civil construction	Testing and recommissioning	Commissioning	Remarks
1	General and Ancillary Services	PC	PC	PC	PC	PC	PC	PC	
	Site Temporary buildings, services and establishment	PC	PC	PC	PC	PC	PC	PC	Including but not limited to, power, water, sewer, suitable communications channels (broadband connection) and clearing for all temporary facilities for the duration of the project. This includes a laydown area for the OEM (or OEM's Subcontractor).
	Oil treatment power supply	NA	NA	NA	OEM	NA	OEM	NA	Oil treatment power supply to be arranged by the OEM. Power supply during all other stages of deliver and install is the responsibility of the Principal Contractor.
2	Equipment Designs, Reports and Manuals - HV Transformers	PC	PC	PC	PC	PC	PC	PC	
	Substation concept (SLD, GA, Equipment Schedule, design parameters)	PC	PC	PC	PC	PC	PC	PC	Equipment Schedule will be populated by TG with SPE numbers
	Pre-engineering reports	OEM	OEM	OEM	OEM	PC	NA	NA	OEM to include all necessary pre-engineering reports
	All Detailed Designs- All necessary allowances to produce designs (and all associated studies/reports) required to comply with the requirements of the TransGrid Design Manuals (and Construction Manuals)	OEM	OEM	OEM	OEM	NA	OEM	NA	OEM to allow for all designs associated with the Transformer installation, testing and pre-commissioning works
	Manuals (O&M and commissioning manuals)	NA	OEM	NA	NA	NA	NA	NA	
	All Management plans WHSMP, Quality, Environmental plans and construction documentation	NA	PC/OEM	PC/OEM	PC/OEM	PC	PC/OEM	PC	OEM responsible for all temporary oil management requirements in accordance with the Principal Contractor's CEMP
	SID and HAZOP Workshop	PC/OEM	PC/OEM	PC/OEM	PC/OEM	PC	PC/OEM	PC	Note: Management plans applicable for the full duration of the Project. OEM to produce these management plans to align with Principal Contractor's documentation.
	HAZCON & Design constructability workshop	PC/OEM	PC/OEM	PC/OEM	PC/OEM	PC	PC/OEM	PC	OEM to be included in Principal Contractor's SID, HazOp and HazCon for Transformer detail
3	Civil, Fencing and Site Improvement Works	PC	PC	PC	PC	PC	PC	PC	
	Site preparation and setting out the works (field survey)	PC	PC	PC	PC	PC	PC	PC	Principal Contractor responsible for setout of Transformer within bund. OEM responsible for Reactor assembly
	Earthworks	PC	PC	PC	PC	PC	PC	PC	All by Main Construction Contractor (Principal Contractor)
	Cable conduits, pits, trenches	PC	PC	PC	PC	PC	PC	PC	All by Main Construction Contractor (Principal Contractor)
	Cable basement beneath the Switchgear Buildings	PC	PC	PC	PC	PC	PC	PC	All by Main Construction Contractor (Principal Contractor), refers to a cable basement beneath the Switchgear building to facilitate the effective installation and management of all incoming and outgoing cabling (considering the rating, size, number of cables (and cables per channel), separation requirements).
	Footings and foundations	PC	PC	PC	PC	PC	PC	PC	All by Main Construction Contractor (Principal Contractor) including Customer Cable support footings
	Transformer Compound	PC	PC	PC	PC	PC	PC	PC	All access roads to Substation site to be constructed by Main Construction Contractor
	Roads and pavement	PC	PC	PC	PC	PC	PC	PC	All drainage by Main Construction Contractor (Principal Contractor)
	Drainage	PC	PC	PC	PC	PC	PC	PC	
	Oil containment system	PC	PC	PC	PC	PC	PC	PC	
	Fence (Chainlink/Wednesday/Palisade) and all gates	PC	PC	PC	PC	PC	PC	PC	
	Yard surfacing and hard stands	PC	PC	PC	PC	PC	PC	PC	
	Landscaping and remediation outside Substation	PC	PC	PC	PC	PC	PC	PC	
	Erosion and sediment control	PC	PC	PC	PC	PC	PC	PC	
4	Structures	PC	PC	PC	PC	PC	PC	PC	
	CB (Circuit Breaker) structure	PC	PC	PC	PC	PC	PC	PC	
	LT (Line Trap) structure	PC	PC	PC	PC	PC	PC	PC	
	NER (Neutral Earthing Reactor) structure	PC	PC	PC	PC	PC	PC	PC	Note: special design - no closed loops and magnetic clearance requirements
	VT (Voltage Transformer) structure	PC	PC	PC	PC	PC	PC	PC	
	CT (Current Transformer) structure	PC	PC	PC	PC	PC	PC	PC	
	Disconnector/Earthng. Switch structure	PC	PC	PC	PC	PC	PC	PC	
	SA (Surge Arrestor) structure	PC	PC	PC	PC	PC	PC	PC	
	PI (Post Insulator) structure	PC	PC	PC	PC	PC	PC	PC	
	All busbar support structures	PC	PC	PC	PC	PC	PC	PC	
	Support structures	PC	PC	PC	PC	PC	PC	PC	
	Cable testing and structures	PC	PC	PC	PC	PC	PC	PC	
5	Primary Electrical Works	OEM	OEM	OEM	OEM	NA	OEM/PC	TO/PC	
	Power Transformers	OEM	OEM	OEM	OEM	NA	OEM/PC	TO/PC	OEM to organise Transformer delivery and erection. - OEM responsible for completing road transport study for Transformer delivery to site. - Any road or bridge strengthening or augmentation required for transport is the responsibility of the Principal Contractor. - OEM (or OEM's Subcontractor) to manage all coordination, safety and environmental compliance for the Transformer delivery and erection on site. - OEM (or OEM's Subcontractor) is responsible for all Transformer installation and erection tests as listed in the SDM - Equipment. - OEM (or OEM's Subcontractor) is responsible for HV Testing prior to Energisation (as per Transgrid document D2003/2350 Testing of High Voltage Equipment Prior to Energisation). - Principal Contractor is responsible for all Transformer commissioning once handover certificate issued by OEM to Transgrid.
	Primary Equipment - LTCB, Aux TX, NER, DTCB, CT, VT, Disconnector/Earthng. Switch, SA, PI, LT	PC	PC	PC	PC	NA	PC	NA	Battery Limits for OEM (or OEM's Subcontractor) Installation Works are: a) Bushing terminal pairs (connection to conductors/droppers by others) b) Earthing terminals (connection to earth grid by others) c) Control cubicle (power, alarms, trips, all secondary connections to substation kiosk or secondary rooms by others) d) All grouting performed by the OEM e) All painting touchups by the OEM f) Defect repairs to any items as a result of the OEM work to be repaired by the OEM - Control cables and conduits for Transformer delivered within commercial timeframes. - Refer to Transgrid document D2003/2350 Testing of High Voltage Equipment Prior to Energisation.
	Switchbays and busbar	PC	PC	PC	PC	NA	PC	TO/PC	The following tests are to be included but not limited to: - Principal Contractor responsible for CT and VT accuracy testing of connection point CTs and VTs by NATA accredited tester. - Principal Contractor responsible for FAT, SAT and all other testing and commissioning activities, including partial discharge testing. - Principal Contractor is responsible for all auxiliary transformer commissioning (protection and control testing) and HV testing following the transformer erection. HV tests are as per the technical specification.
	LV Cabling	PC	PC	PC	PC	NA	PC	TO/PC	
	Earth grid	PC	PC	PC	PC	NA	PC	TO/PC	
	Lightning protection	PC	PC	PC	PC	NA	PC	TO/PC	
	Cables	PC	PC	PC	PC	NA	PC	TO/PC	
	Termination and Connections	PC	PC	PC	PC	NA	PC	TO/PC	
	Harmonic Filter & Associated Switchbay	NA	NA	NA	NA	NA	NA	NA	
	GIS Surge Arrestors	PC	PC	PC	PC	NA	PC	TO/PC	
	Conductor, Busbar, OPGW, OHEW	PC	PC	PC	PC	NA	PC	TO/PC	
	Earthing Systems	PC	PC	PC	PC	NA	PC	TO/PC	
6	Secondary Systems	PC	PC	PC	PC	NA	PC	PC	
	Protection & Control Systems	PC	PC	PC	PC	NA	PC	PC	TG to free issue equipment as per Employer Requirements All other works by Principal Contractor. Pre-Commissioning testing by Principal Contractor.
	Remote End Works (Protection and Control)	PC	PC	PC	PC	NA	PC	PC	Coordinated Testing and Commissioning required between East and West Contractors to test the new TTS protection, communication and control schemes.
	Corporate Data Network (CDN) routers and switches	PC	TG/PC	PC	PC	NA	PC	PC	Transgrid will supply equipment as detailed in Employer Requirements. Principal contractor to supply all other equipment required for the works
	Substation Secure Zone (SSZ) router(s) and main switch(es), including ragedcons	PC	TG/PC	PC	PC	NA	PC	PC	Transgrid will supply equipment as detailed in Employer Requirements. Principal contractor to supply all other equipment required for the works
	Protection and Control relays	PC	PC	PC	PC	NA	PC	PC	
	RTUs	PC	TG/PC	PC	PC	NA	PC	PC	Transgrid will supply equipment as detailed in Employer Requirements. Principal contractor to supply all other equipment required for the works
	PDH and SDH Multiplexers	PC	TG/PC	PC	PC	NA	PC	PC	Transgrid will supply equipment as detailed in Employer Requirements. Principal contractor to supply all other equipment required for the works
	Wireless telephone base station and handsets	PC	TG/PC	PC	PC	NA	PC	PC	Transgrid will supply equipment as detailed in Employer Requirements. Principal contractor to supply all other equipment required for the works
	Control & protection system (panels and cabling etc)	PC	PC	PC	PC	NA	PC	PC	Transgrid will be responsible to configure the VM Host, the Terminal Servers to establish the SCADA channel only.
	Substation automation system (switches, terminal servers, MOFR's, RTUs, Data concentrators)	PC	TG/PC	PC	PC	NA	PC	PC	Principal Contractor to design, configure and test the SAS (i.e. including the SAS database, HMI, ClearSCADA license etc.) and all other works associated with the SAS.
	Substation automation system (panels and cables)	PC	PC	PC	PC	NA	PC	PC	
	Metering (Panels, cables etc)	NA	NA	NA	NA	NA	NA	NA	
	Revenue and check meters	NA	NA	NA	NA	NA	NA	NA	
	Communication system	PC	PC	PC	PC	NA	TG/PC	PC	TransGrid responsible to do final integration with the existing network.
	Communication system (Panels, cabinets, MDF and Miscellaneous equipment)	PC	PC	PC	PC	NA	PC	PC	
	Communication Alarm System (CAS), PLC and major communication devices	PC	PC	PC	PC	NA	PC	PC	
	Substation Fibre Optic System	PC	PC	PC	PC	NA	PC	PC	
	AC power system	PC	PC	PC	PC	NA	PC	PC	
	DC power system (120V and 50V RPS's)	PC	PC	PC	PC	NA	PC	PC	
	DC power system (Cabling, battery portable charger box, distribution boards)	PC	PC	PC	PC	NA	PC	PC	
	Yard boxes and kiosks	PC	PC	PC	PC	NA	PC	PC	
	Disturbance recorder panel	PC	PC	PC	PC	NA	PC	PC	
	Disturbance recorder meter/relay	PC	PC	PC	PC	NA	PC	PC	
	Q of S Panel	PC	PC	PC	PC	NA	PC	PC	
	Q of S Meter	PC	PC	PC	PC	NA	PC	PC	
	Customer PQAs and PCMs	NA	NA	NA	NA	NA	NA	NA	
	Voltage Selection Panel for customer PCM	NA	NA	NA	NA	NA	NA	NA	
	Special Protection Scheme	NA	NA	NA	NA	NA	NA	NA	
	Remote End Works (Comms)	PC	PC	PC	PC	NA	PC	TG/PC	East and West Principal Contractor to coordinate comms fibre end-end testing
7	Final Substation Building and Substation site services	PC	PC	PC	PC	PC	PC	PC	
	Auxiliary Services Building	PC	PC	PC	PC	PC	PC	PC	
	Switchgear Building	PC	PC	PC	PC	PC	PC	PC	
	Fire Protection	PC	PC	PC	PC	PC	PC	PC	
	Lighting - building and switchyard lighting	PC	PC	PC	PC	PC	PC	PC	
	Security system	PC	PC	PC	PC	PC	PC	PC	
	Toilet, water and septic tank	PC	PC	PC	PC	PC	PC	PC	
	Storage containers	PC	PC	PC	PC	PC	PC	PC	
1.6H	Testing and commissioning docs	PC	PC	PC	PC	PC	PC	PC	
	Commissioning plans	PC	PC	PC	PC	NA	PC/OEM	PC	OEM to provide all documentation to support compliance with the technical specification and pre-commissioning as stated in Transgrid document D2003/2350 Testing of High Voltage Equipment Prior to Energisation.
	Sound studies, EMF Testing and reporting, testing report	PC	PC	PC	PC	PC	NA	PC	
	Thermovision	PC	PC	PC	PC	PC	NA	PC	
1.6I	Training	PC	PC	NA	NA	NA	NA	NA	
	Training packages	PC	PC	NA	NA	NA	NA	NA	Principal Contractor to provide training as per Employer Requirements

Appendix C – Responsibility Matrix for Reactors

Human Link West - Responsibility Matrix for Reactors									
Rev:	1								
Key for Responsibilities									
PC	Principal Contractor (Transgrid, or Transgrid's Contractor: UGL or AKO)								
OEM	OEM or OEM's Subcontractor								
TG	TransGrid								
Item No	Task Description	Design	Supply and delivery	Unloading	Electrical Installation	Cable construction	Testing and pre-commissioning	Commissioning	Remarks
1 General and Ancillary Services									
1	Site Temporary buildings, services and establishment	PC	PC	PC	PC	PC	PC	PC	Including but not limited to, power, water, sewer, suitable communications channels (Broadband connection) and clearing for all temporary facilities for the duration of the project. This includes a laydown area for the OEM (or OEM's Subcontractor).
	Oil treatment power supply	NA	NA	NA	OEM	NA	OEM	NA	Oil treatment power supply to be arranged by the OEM. Power supply during all other stages of deliver and install is the responsibility of the Principal Contractor.
2 Equipment Design, Reports and Manuals - Shared Reactors									
2	Substation concept (SLD, GA, Equipment Schedule, design parameters)	TG	OEM	NA	NA	NA	NA	NA	Equipment Schedule will be populated by TG with SPE numbers
	Pre-engineering reports	OEM	OEM	OEM	OEM	PC	NA	NA	OEM to include all necessary pre-engineering reports
	All Detailed Designs - All necessary allowances to produce designs (and all associated studies/reports) required to comply with the requirements of the TransGrid Design Manuals (and Construction Manuals).	OEM	OEM	OEM	OEM	NA	OEM	NA	OEM to allow for all designs associated with the Reactor installation, testing and pre-commissioning works
	Manuals (O&M and commissioning manuals)	NA	OEM	NA	NA	NA	NA	NA	
	All Management plans WHSMP, Quality, Environmental plans and construction documentation	NA	PC/OEM	PC/OEM	PC/OEM	PC	PC/OEM	PC	OEM responsible for all temporary of management requirements in accordance with the Principal Contractor's CEMP
		NA	PC/OEM	PC/OEM	PC/OEM	PC	PC/OEM	PC	Note: Management plans applicable for the full duration of the Project. OEM to produce these management plans to align with Principal Contractor's documentation
	SID and HAZOP Design workshop	PC/OEM	PC/OEM	PC/OEM	PC/OEM	PC	PC/OEM	PC	OEM to be included in Principal Contractors' SID, H&Cp and H&CCon for Reactor detail
	HAZCON & Workshop constructability workshop	PC/OEM	PC/OEM	PC/OEM	PC/OEM	PC	PC/OEM	PC	
3 Civil, Fencing and Site Improvement Works									
	Site preparation and setting out the works (field survey)	PC	PC	NA	NA	PC	NA	NA	Principal Contractor responsible for setup of Reactor within bund. OEM responsible for Reactor assembly
	Earthworks	PC	PC	NA	NA	PC	PC	NA	All by Main Construction Contractor (Principal Contractor)
	Cable conduits, pits, trenches	PC	PC	PC	NA	PC	PC	NA	All by Main Construction Contractor (Principal Contractor)
	Cable basement beneath the Switchgear Buildings	PC	PC	NA	NA	PC	PC	NA	All by Main Construction Contractor (Principal Contractor), refers to a cable basement beneath the Switchgear building to facilitate the effective installation and management of all incoming and outgoing cabling (considering height, size, number of cables (and cables per phase), separation requirements)
	Footings and foundations	PC	PC	PC	NA	PC	PC	NA	All by Main Construction Contractor (Principal Contractor) including Customer Cable support footings
	Reactor Compounds	PC	PC	NA	NA	PC	PC	NA	
	Roads and pavement	PC	PC	NA	NA	PC	PC	NA	All access roads to Substation site to be constructed by Main Construction Contractor (Principal Contractor)
	Drainage	PC	PC	NA	NA	PC	PC	NA	All drainage by Main Construction Contractor (Principal Contractor)
	Oil containment system	PC	PC	NA	NA	PC	PC	NA	
	Fence (Chainlink/Wooden/Plastic) and all gates	PC	PC	PC	NA	PC	PC	NA	
	Yard surfacing and hard stands	PC	PC	PC	NA	PC	PC	NA	
	Landscaping and remediation outside Substation	PC	PC	PC	NA	PC	NA	NA	
4 Erosion and sediment control									
		PC	PC	PC	NA	PC	NA	NA	
5 Structures									
	CB (Circuit Breaker) structure	PC	PC	PC	PC	NA	PC	NA	
	L.T (Line Trap) structure	PC	PC	PC	PC	NA	PC	NA	
	NER (Neutral Earthing Reactor) structure	PC	PC	PC	PC	NA	PC	NA	Note: special design - no closed loops and magnetic clearance requirements
	VT (Voltage Transformer) structure	PC	PC	PC	PC	NA	PC	NA	
	CT (Current Transformer) structure	PC	PC	PC	PC	NA	PC	NA	
	Disconnector/Earthing Switch structure	PC	PC	PC	PC	NA	PC	NA	
	SA (Surge Arrestor) structure	PC	PC	PC	PC	NA	PC	NA	
	PI (Post Insulator) structure	PC	PC	PC	PC	NA	PC	NA	
	All busbar support structures	PC	PC	PC	PC	NA	PC	NA	
	Support structures	PC	PC	PC	PC	NA	PC	NA	
	Cable sealing end structures	PC	PC	PC	PC	NA	PC	NA	
6 Primary Electrical Works									
	Shunt Reactors	OEM	OEM	OEM	OEM	NA	OEM/PC	TG/PC	OEM to organise Reactor delivery and erection OEM responsible for completing road transport study for Reactor delivery to site. Any road or bridge strengthening or augmentation required for transport is the responsibility of the Principal Contractor OEM (or OEM's Subcontractor) to manage all coordination, safety and environmental compliance for the reactor delivery and erection on site. OEM (or OEM's Subcontractor) is responsible for all Reactor installation and function tests as listed in the OEM - Equipment OEM (or OEM's Subcontractor) is responsible for all HV Testing prior to Energisation (as per Transgrid document D2003/2350 Testing of High Voltage Equipment Prior to Energisation). Principal Contractor is responsible for all reactor commissioning once handover certificate issued by OEM to Transgrid.
	Primary Equipment - LTCB, Aux TX, NER, DTCL, CT, VT, Disconnector/Earthing Switch, SA, PI, LT	PC	PC	PC	PC	NA	PC	NA	Battery Limits for OEM (or OEM's Subcontractor) Installation Works are: a) Bushing terminal pawns (connection to conductors/ropeclips by others) b) Earthing terminals (connection to earth grid by others) c) Control cubicle (power, alarms, tips, all secondary connections to substation kiosks or secondary rooms by others) d) All grouting performed by the OEM e) All painting touchups by the OEM f) Defect repairs to any items as a result of the OEM work to be repaired by the OEM Refer to Transgrid document D2003/2350 Testing of High Voltage Equipment Prior to Energisation.
		PC	PC	PC	PC	NA	PC	NA	The following tests are to be included but not limited to: Principal Contractor responsible for CT and VT accuracy testing of connection point CT and VTs by NATA accredited tester Principal Contractor responsible for FAT, SAT and all other testing and commissioning activities, including partial discharge testing. Principal Contractor is responsible for all auxiliary transformer commissioning (protection and control testing) and HV testing following the transformer erection. HV tests are as per OEM - Equipment
Switch/Bus and busbar									
	LV cabling	PC	PC	PC	PC	NA	PC	TG/PC	
	LV with grid	PC	PC	PC	PC	NA	PC	TG/PC	
	Lightning protection	PC	PC	PC	PC	NA	PC	TG/PC	
	Cables	PC	PC	PC	PC	NA	PC	TG/PC	
	Termination and Connections	PC	PC	PC	PC	NA	PC	TG/PC	
	Harmonic Filter & Associated Switchgear	NA	NA	NA	NA	NA	NA	NA	
	GIS Surge Arrestors	PC	PC	PC	PC	NA	PC	TG/PC	
	Conductor, Busbar, OPGW, OHW	PC	PC	PC	PC	NA	PC	TG/PC	
	Earthing Systems	PC	PC	PC	PC	NA	PC	TG/PC	
6 Secondary Systems									
	Protection & Control Systems	PC	PC	PC	PC	NA	PC	PC	TG to free issue equipment as per Employer Requirements All other works by Principal Contractor. Pre-Commissioning testing by Principal Contractor
	Remote End Works (Protection and Control)	PC	PC	PC	PC	NA	PC	PC	Coordinated Testing and Commissioning required between East and West Contractors to test the new TLS protection, communication and control systems
	Corporate Data Network (CDN) routers and switches	PC	TG/PC	PC	PC	NA	PC	PC	Transgrid will supply equipment as detailed in Employer Requirements. Principal contractor to supply all other equipment required for the works
	Substation Secure Zone (SSZ) router(s) and main switches), including rugged/comms	PC	TG/PC	PC	PC	NA	PC	PC	Transgrid will supply equipment as detailed in Employer Requirements. Principal contractor to supply all other equipment required for the works
	Protection and Control relays	PC	PC	PC	PC	NA	PC	PC	Transgrid will supply equipment as detailed in Employer Requirements. Principal contractor to supply all other equipment required for the works
	RTUs	PC	TG/PC	PC	PC	NA	PC	PC	Transgrid will supply equipment as detailed in Employer Requirements. Principal contractor to supply all other equipment required for the works
	PDH and SDH Multiplexers	PC	TG/PC	PC	PC	NA	PC	PC	Transgrid will supply equipment as detailed in Employer Requirements. Principal contractor to supply all other equipment required for the works
	Wireless telephone base station and handsets	PC	TG/PC	PC	PC	NA	PC	PC	Transgrid will supply equipment as detailed in Employer Requirements. Principal contractor to supply all other equipment required for the works
	Control & protection system (panels and cabinet etc)	PC	PC	PC	PC	NA	PC	PC	
		PC	PC	PC	PC	NA	PC	PC	Transgrid will be responsible to configure the VM Host, the Terminal Servers to establish the SCADA channel only.
	Substation automation system (switches, terminal servers, MOFFRs, RTUs's, Data concentrators)	PC	TG/PC	PC	PC	NA	PC	PC	Principal Contractor to design, configure and test the SAS (i.e. including the SAS database, HMI, ClearSCADA license etc.) and all other works associated with the SAS.
		PC	PC	PC	PC	NA	PC	PC	
	Substation automation system (panels and cables)	PC	PC	PC	PC	NA	PC	PC	
	Meters (panels, cables etc)	PC	PC	PC	PC	NA	PC	PC	
	Revenue and check meters	PC	PC	PC	PC	NA	TG/PC	TG/PC	TransGrid responsible to do final integration with the existing network.
	Communication system (Panels, cabinets, MDF and miscellaneous equipment).	PC	PC	PC	PC	NA	PC	PC	
	Communication Alarm System (CAS), PLC and major communication devices.	PC	PC	PC	PC	NA	PC	PC	
	Substation Fibre Optic system	PC	PC	PC	PC	NA	PC	PC	
	AC power system	PC	PC	PC	PC	NA	PC	PC	
	DC power system (420V and 50V RPPs)	PC	PC	PC	PC	NA	PC	PC	
	DC power system (Cabling, battery portable charger box, distribution boards)	PC	PC	PC	PC	NA	PC	PC	
	Travel boxes and stools	PC	PC	PC	PC	NA	PC	PC	
	Disturbance recorder panel	PC	PC	PC	PC	NA	PC	PC	
	Disturbance recorder meter/sketchy	PC	PC	PC	PC	NA	PC	PC	
	Q or S Panel	PC	PC	PC	PC	NA	PC	PC	
	Q or S Meter	PC	PC	PC	PC	NA	PC	PC	
	Customer PQDs and PCM	NA	NA	NA	NA	NA	NA	NA	
	Voltage Selection Panel for customer PCM	NA	NA	NA	NA	NA	NA	NA	
	Special Protection Scheme	NA	NA	NA	NA	NA	NA	NA	
	Remote End Works (Comms)	PC	PC	PC	PC	NA	PC	TG/PC	East and West Principal Contractor to coordinate comms fibre end-end testing
7 Final Substation Building and Substation site services									
	Auxiliary Services Building	PC	PC	PC	PC	PC	PC	PC	
		PC	PC	PC	PC	PC	PC	PC	
Switchgear Buildings									
	Fire Protection	PC	PC	PC	PC	PC	PC	PC	
	Lighting - building and switchyard lighting	PC	PC	PC	PC	PC	PC	PC	
	Security system	PC	PC	PC	PC	PC	PC	PC	
	Toilet, water and septic tank	PC	PC	PC	PC	PC	PC	PC	
	Storage container	PC	PC	PC	PC	PC	PC	NA	
1.6H Testing and commissioning docs									
	Commissioning plans	PC	PC	PC	PC	NA	PC/OEM	PC	OEM to provide all documentation to support compliance with the technical specification and pre-commissioning as stated in Transgrid document D2003/2350 Testing of High Voltage Equipment Prior to Energisation
	Sound studies, EMP Testing and reporting, testing report	PC	PC	PC	PC	NA	PC	PC	
	Thermography	PC	PC	PC	PC	NA	PC	PC	
1.6I Training									
	Training packages	PC	PC	NA	NA	NA	NA	NA	Principal Contractor to provide training as per Employer Requirements.

APPENDIX G - CONSULTATION EVIDENCE REPORT (UNATTACHED DOCUMENT)